

Creating a Referral Policy at your Centre

Early Learning and Child Care Centres across Canada struggle with recruiting qualified staff, particularly in regions where there is a labour shortage. One innovative solution to attract employees is to create a **referral policy** at your organization, incentivizing current employees to recommend their workplace to others. Current employees have an intimate idea of the culture and schedules of your workplace, and can use this knowledge to recommend other excellent educators and workers.

Clear written policies create accountability, and demonstrate that everyone is being treated equally. There is potential for favouritism and bias in a referral policy, leading to disappointed and distrustful employees. A comprehensive and accessible policy implemented fairly will meaningfully include employees in the hiring process, and reduce the potential for bias.

When designing a referral policy consider:

- Who is eligible to refer someone (e.g. full time/part time employees, employees not in hiring roles)
- Who is eligible to be hired (e.g. not previous employees)
- Amount paid out to referring employee (*consider how much is needed to incentivize the practice and make it worthwhile for educators*)
- What the conditions are to receive the bonus (e.g. length of new employees employment before bonus received)
- What information is needed to provide a referral (e.g. description of potential hire, contact information, resume)

Attached are two templates of **Referral Policies and Referral Forms** from non-profit centres. Please note:

- Language used: by using “we” and “our” language, employer demonstrates trust in the employee and collective mindset
- Clear timelines for when referral policy will be paid out that balance the needs of employee and the organization
- Eligibility requirements that specifically target those otherwise not reached

Centre 1: Employee Referral Program Policy

The following explains important aspects of our employee referral procedures. *[Centre name]* is a great place to work & employee referrals are an important recruiting tool. Our organization prides itself on our great employees and quality services because we trust our employees. We trust that you know what's best for our organization. We want to make the process as smooth as possible for our employees and the people they refer.

This Employee Referral Program Policy applies to everyone who refers a candidate to *[Centre name]*.

What is an employee referral bonus?

[Centre name] is committed to employee referrals and for every successful candidate referral, you will earn a bonus. If you know someone who you think would be a good fit for *[Centre name]*, please refer them. If we end up hiring your referred candidate, you are eligible for a **\$200** referral bonus.

Additional guidelines and expectations for bonuses:

- We guarantee that bonus will be paid out within *a month* of the date the successful candidate passes probation.
- There is no cap on the number of referrals an employee can make. All bonuses will be paid accordingly.
- If two or more employees refer the same candidate, only the first referrer will receive the referral bonus
- Referrers are still eligible for bonuses even if a candidate is hired at a later time or gets hired for another position.

Who can participate in our employee referral program?

All employees are eligible to participate in our referral program with the exception of the Executive Director and/or Hiring Manager.

Who can be referred?

We have two conditions for candidates who can qualify you for our bonus. They should:

- Have not applied to our company for at least a year.
- Be hired as permanent full-time or part-time employees (not as temporary employees)

Centre 2: Employee Referral Policy

To attract and attain the best qualified professionals for *[Centre name]* we invite employees to assist in our recruitment process. It is well recognized that top employers receive the most success with top quality recruitment when employees are engaged in the recruitment process.

Outlined below is the ***[Centre name]* Employee Referral Program.**, which provides employees with an incentive to refer qualified external candidates for employment.

This program is open to all permanent employees and will apply to external recruitments for temporary and permanent positions, **greater than 3 months.**

Participation in the Program:

Each referral must be submitted to Human Resources, by e-mail including the proposed candidate's resume. **To qualify for the referral program the following conditions must apply:**

- 1) the candidate meets all the qualifications noted in the job posting,
- 2) the candidate was not a previous employee of *[Centre name]*,
- 3) the candidate has not already applied for a position with *[Centre name]* or is not currently in the interview process
- 4) the referral responds to a current open job posting at *[Centre name]*

Should the referred candidate be successfully hired by *[Centre name]*, the referring employee will be awarded \$100.00 for the new hire. Twenty five percent (\$25.00) of this award will be issued after the written offer of employment has been signed and accepted. The balance of \$75.00 will be awarded when the newly hired employee has completed 6 months of active employment and passed the probationary period. This bonus will be paid through payroll.

When referring a candidate for the Employee Referral Program:

- 1) Please confirm that the above noted conditions of qualification have been met
- 2) Complete the Employee Referral Form
- 3) Ensure the candidate is aware that this does not guarantee an interview or selection to the position. Resumes will go through the Agency screening process.
- 4) Prior to submitting a resume please ensure that you have the candidate's permission to submit for a position. Resumes are confidential information!
- 5) Submit the resume with the attached Employee Referral Form to *[contact email]*. or provided it directly to *[Hiring Manager or Director]*. All applications for the referral program must go through Human Resources.

Centre 2: Employee Referral Form

[Centre Name]
[Centre contact information]

Let's all participate in the growth of our team!

NAME OF EMPLOYEE REFERRING CANDIDATE:

PROGRAM:

NAME OF CANDIDATE REFERRED:

POSITION APPLYING FOR:

DATE OF REFERRAL:

Please check the following:

- Position qualifications have been met
- The candidate is aware that this does not guarantee an interview or selection to the position.
- Resumes will go through the Agency screening process.
- The resume and cover letter have been attached to the referral form.
- You have the candidate's permission to submit their resume for a position at *[Centre name]*. Resumes are confidential information.
- Send the resume and referral form to *[contact email and/or contact person]*.

Should the referred candidate be successfully hired, the referring employee will be awarded \$100.00 for the hire. Twenty five percent (\$25.00) of this award will be issued after the written offer of employment has been signed and accepted. The balance of \$75.00 will be awarded when the newly hired employee has completed 6 months of active employment and passed the probationary period. This bonus will be paid through Payroll