

Recruiting During (COVID-19): Highlights — Affiliated Distribution Channel

U.S. and Canadian agency-building and multiple-line exclusive agent (MLEA) companies shared some of their recruiting efforts during the COVID-19 pandemic crisis and the challenges and strategies around it. Data were collected from 33 companies between April 2 and April 24, 2020.

HIRING

Are you still recruiting?

- Yes, by all 33 companies
- 65% of companies are NOT focusing more on experienced hires
- Majority of participants are NOT modifying recruiting goals at this time
- Engaging candidates via virtual platforms such as Zoom



- ▶ *“Still recruiting and our recruiting efforts have not changed, although we do plan to recruit more opportunistically — with more individuals in the available job market now and we hope to use that to our advantage.” — MLEA company*
- ▶ *“Shifted our recruiting to largely virtual. In states with open testing centers or offering temporary license options, we are working with our new candidates to secure the necessary licenses. In states where licensing isn’t possible, then we have designed a number of learning and development activities for new candidates to prepare them for when centers reopen.” — U.S. Agency-Building company*
- ▶ *“Continuing to work with those in their recruiting mill and using passive sources (i.e., LinkedIn) to gain new contacts.” — Canadian company*

SOURCING / TRAINING

How are you training and sourcing candidates?

- Leveraging virtual technology
- Video conferencing, phone, virtual classrooms
- Using Zip Recruiter and cold sourcing via LinkedIn and Indeed
- Increasing cold-sourced candidates
- Still focusing on warm source but virtually
- Referrals by reps continue, but personal observations and college recruiting has slowed down



- ▶ *“Personal observation and in-person networking are not viable sourcing methods at this time. Virtual networking, quality online sourcing, and revisiting the opportunity with previous candidates are methods that are being leveraged at this time. The focus continues to be on right people, right time, and right fit.” — MLEA company*
- ▶ *“Looking at ways to conduct business virtually, through recruiting webinars, virtual happy hours, continuing with LinkedIn/LinkedIn Recruiter.” — U.S. Agency-Building company*

ALTERING

Delaying start dates?

- Delaying start dates for inexperienced recruits who still have exams to pass
- If necessary, but still onboarding candidates



- ▶ *“Not delaying new agent appointment date timing on a mass scale. We will review any individual challenges on a case-by-case basis to determine if adjustment in the anticipated appointment date of a new agent is warranted.” — MLEA company*
- ▶ *“Start dates variation depends largely on the state. In states where licensing is possible, start dates go largely unchanged. In states where licensing is not possible, we are seeing some delayed start dates.” — U.S. Agency-Building company*
- ▶ *“Indefinite pause. This is because the experience and probability for success right now has been impacted so we are not onboarding candidates.” — Canadian company*

LICENSING

How are you dealing with the closing and/or lack of licensing sites/testing centers/finger printing?

- Utilizing temporary licenses in the states that allow them
- Continue to have our non-licensed candidates focus on studying in order to be ready to test once available
- Relying on e-signatures and deliveries and relying on Zoom for meetings
- Sign-on bonus and referral bonus



- ▶ *“We have adjusted our training schedule to allow reps to be hired without licenses and to use their extra time to complete training on an accelerated schedule. In addition, unlicensed reps will be performing job duties that are appropriate based on their licensing status.” — MLEA company*
- ▶ *“Identified a robust list of non-solicitation activities that help to prepare the candidate for when they are able to get licensed. This includes studying for the necessary exams, planning and product knowledge, and engaging in our simulation training experience.” — U.S. Agency-Building company*

ENGAGING

How are you keeping candidates in the process interested?

- Frequent check-ins, virtual meetings and phone calls
- Have a dedicated support team that makes contact with candidates through the process



- ▶ *“Introductions to additional people across the company and assigned activities with more frequent check-ins.” — MLEA company*
- ▶ *“Continuing conversations via Zoom. Inviting candidates to specific / tailored virtual trainings, creating relationships and building culture through organized virtual hangouts.” — U.S. Agency-Building company*

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