



FRAMEWORK FOR RECRUITING

A Quick Reference Guide to Recruiting





- Download Envision from the App Store.
- View the image through the app.
- Watch the image come to life!

You are the Chief Recruiting Officer of your organization! In this guide you will find best practices, tools, and services available to create a quality recruiting process.

Congratulations on your transition to the Regional Sales Coordinator position – the highest position in the Aflac Field Force. You are an integral part of the Aflac team as a leader in the field making a difference to clients and agents on a daily basis.

With an emphasis on developing your leadership skills, Aflac is committed to continually building leadership and organizational capabilities to support you in growing your business. You, our field leaders, are responsible for engaging and aligning your teams to accomplish sales goals, setting priorities, defining the path to success, communicating, and ensuring all team members achieve the expected results.

We continue to seek ways to empower you with tools and information, including a RSC quick reference guide. This guide pulls together best practice resources to reinforce:

- **Getting setup** - Tips for establishing a professional office.
- **Pipeline management** - Technologies to help you manage activity and recruits.
- **Sourcing** - Learn the various methods of creating leads for your pipeline.
- **Interviewing** - Different ways to tailor your interview to fit your market and audience.
- **Contracting** - Keeping your recruits engaged through out the licensing and appointment processes.
- **Onboarding** - Ensure handoff to DSC is acceptable and perform frequent checkups on the new recruits through the most critical point in their careers: The first 90 days.



Here are five steps to setting up your new office.



Select an administrator to help keep your office, schedule, and general tasks organized.



Potential recruits like to see success, and your office setup will be one of the first indicators. Determine what is right for your organization: renting, leasing, or owning.



You can find great office furniture at used office furniture stores. Make sure your office represents a *Fortune* 500 company and presents the correct image.



Place awards, team photos, and the mission statement of your office in the waiting area. You want the potential recruit to feel your team's culture.



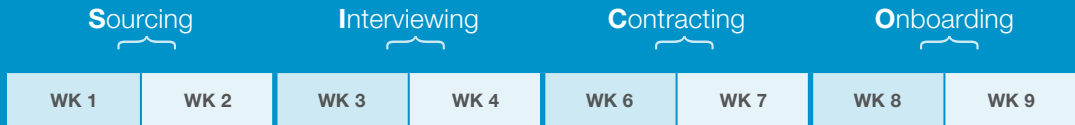
Check with your local Small Business Association (SBA) or Small Business Development Center (SBDC) offices for assistance they offer establishing your business.



Remember this key tip - Today's activity means tomorrow's recruits.

Activity in every stage of the recruiting life cycle will yield a consistent number for you to plan for and more accurately forecast.

Here is what the cycle or pipeline looks like:

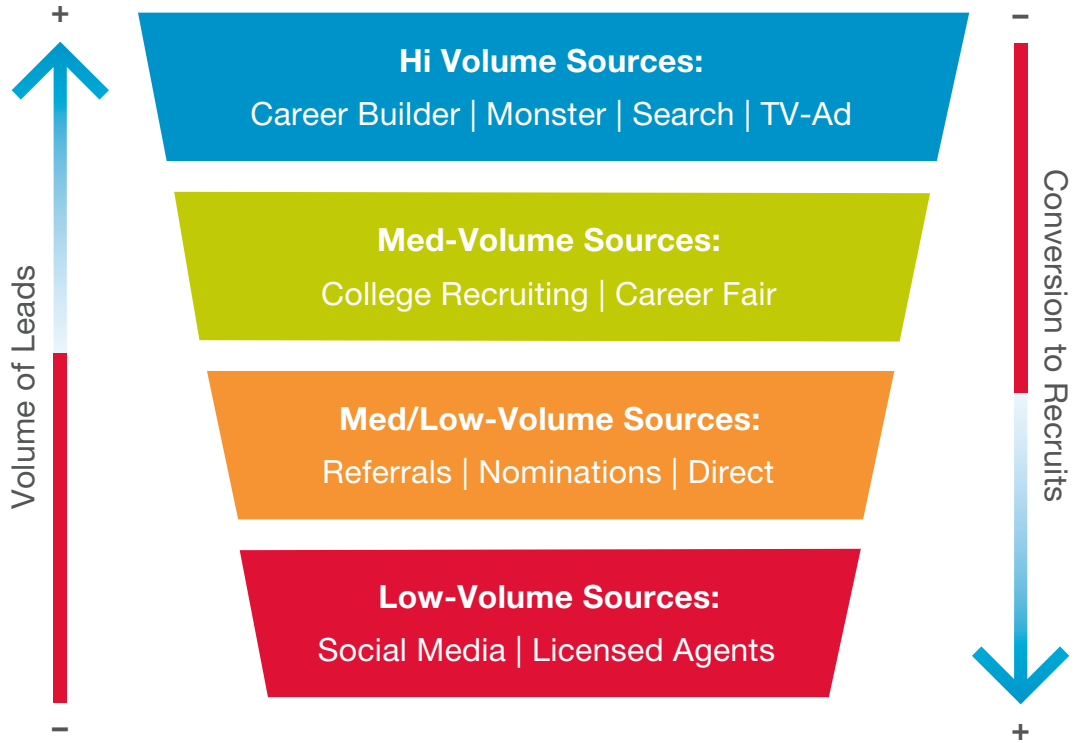


It is important to keep records of where recruits are in your pipeline and to be able to track how your time and resources are being used.

Here are some options for you to consider in tracking your activity:

Microsoft Excel	Producer Pathway	Success Trax
<p>Pros:</p> <ul style="list-style-type: none">➤ Customization➤ No renewal costs <p>Cons:</p> <ul style="list-style-type: none">➤ Manually intensive➤ Requires constant maintenance➤ Not connected to Aflac Systems	<p>Pros:</p> <ul style="list-style-type: none">➤ HQ recommended➤ Receives leads automatically➤ Transmits data to HQ <p>Cons:</p> <ul style="list-style-type: none">➤ Difficult to view reports	<p>Pros:</p> <ul style="list-style-type: none">➤ Tracks assets and recruits➤ Free to use <p>Cons:</p> <ul style="list-style-type: none">➤ Minimal connectivity to Aflac systems

The Sourcing Funnel



The recruiting process starts with sourcing. The goal in sourcing is to create activity through several channels. This will ensure there are always a variety of candidates to be interviewed.

Personal nominations are always the best sourced candidates that historically are the most productive. You can also expand your sourcing by having team members participate in 5@5. (5@5 guide available on Field Force Services)

Headquarters has a **list of scripts** that can be utilized to provide guidance on how to handle phone calls.

Track your sourcing efforts by **maintaining a log** of which sources have the highest commitment to coming in for an interview as part of your pipeline management.

Find the latest recruiting multimedia , scripts, and templates on Field Force Services under [*Reports & Recruiting > Recruiting > Recruiting Materials and Videos.*](#)



Now that you have interviews scheduled, let's move on to the interview process.

Interview preparation:

- First impressions are critical, make sure your office speaks professional and organized.
- The administrator should have the candidate complete an interview questionnaire prior to the interview. Examples can be found on FFS.
- Minimize distractions such as electronics, and office noise.
- Ensure candidates will be comfortable by providing a relaxed waiting area and refreshments.
- Psychology - Know that you will be interviewing each candidate as if you are going to be accepting the contract.

The Interview

The sharpest candidates are the ones whom ask more questions around the career opportunity. Many people want to work with Aflac but do not know how their skill sets will best fit with the career. Athletes are an example of candidates that become some of the best recruits.

Below are three best practices. Choose the one that best fits your style and market.

1 on 1 Interview	Group Interview	Hybrid
<ul style="list-style-type: none">➤ 1st meeting is in person 1-on-1<ul style="list-style-type: none">• Build rapport first• Discuss the opportunity➤ 2nd meeting is in person or on the phone<ul style="list-style-type: none">• Overcome objections• Close the deal	<ul style="list-style-type: none">➤ Invite no more than 25 people to the meeting➤ Use a professional Slide Show➤ Sell the Aflac dream vs the job➤ Have resources available for them to sign up after the meeting	<ul style="list-style-type: none">➤ A combination of the group interview and the 1-on-1➤ Once you have finished your group interview, have your office schedule a 1-on-1 interview

By following a comprehensive contract acceptance process, you can improve your recruit-to-writing number statistics.

Contract acceptance takes place *prior* to the signing of the Associate's Agreement and is the beginning of the pre-licensing course to obtain their insurance license.

RSCs must conduct the contracting meeting. This reinforces the support the regional office provides to the new recruit. Also, let the candidate know they will be representing a *Fortune*® 500 company.

The contracting meeting should include:

- Options for pre-licensing and a commitment plan to complete. Ideal timeframe is within 7-14 days.
- An explanation of what is expected of the recruit.
- An introduction of the CIT and the DSC.
- Scheduling of the state licensing exam.

During this phase consider:

- Establishing study groups or create a setting potential recruits will feel comfortable studying in.
- Daily communications with Administrator, RSC, DSC, or CIT.
- A backup plan if the recruit does not pass the test.
- Engaging the recruit in activities they can participate in as part of the team.
- Making it a team commitment to seeing recruit's success through.

View the Contracting section of the Recruiting 101 guide on FFS for more details and templates related to contracting under [Reports & Recruiting > Recruiting > Recruiting Materials and Videos](#).





Onboarding

The Onboarding process starts when the recruit becomes a licensed agent.

- Onboarding starts every week with a new associate orientation meeting hosted by the DSC and CIT.
- The RSC should be present for a minimum of 2 hours.
- Establish the new agents calendar for the 1st four weeks on day one.
- Keep the associate heavily involved with no down time by practicing, drilling, rehearsing scripts, and ride-alongs.
- Teach them how to begin prospecting.
- Establish income goals for the new agent and the activity to get there.
- Assist the new agent in logging in to Field Force Services for the first time and how to get complete courses on Sales Academy.



DID YOU KNOW

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THE AVERAGE AGE OF BUSINESS OWNERS IN THE NEXT 5-10 YEARS. (KAUFFMAN FOUNDATION)

42

THE AVERAGE AGE OF AFLAC NEW RECRUITS.

College Relations is a great way to recruit a young and diverse team.

The top 3 things this audience looks for when seeking career opportunities* are:

1. People and Culture Fit
2. Career Potential
3. Work/Life Balance

When speaking to college students, keep this in mind, and share information that is relevant to their career interests and needs.

*Harvard Business Review March 2014. <http://blogs.hbr.org/2014/03/how-companies-can-attract-the-best-college-talent/> <http://blogs.hbr.org/2014/03/how-companies-can-attract-the-best-college-talent/>

How to reach college students

1. **Research Local Universities and Colleges**
2. **Identify Target Universities**
3. **Connect with the University** - reach out to centers of influence (Career Services Center, Academic Departments, Student Organizations, Athletes, Alumni)
4. **Establish relationship** - Leverage the Aflac Sales Internship
5. **Get on campus** to continue to build relationships. College relations is more about relationships than recruiting

There are tools and resources on FFS to help you in effectively recruiting to this audience.

To learn more go to [Field Force Services > Recruiting > Sourcing > College Recruiting Tab](#).



Why invest in military recruiting?

In the next 5 years, one million vets will leave service.

What better way to build goodwill and honor those who have served both on and off the battlefield?

In addition to veterans, the military provides career assistance to spouses, family members and ROTC students.

Here are some options to consider to source military related candidates:

ACAP and TSO - Transition/Support Centers on every military base that help military soldiers transition into civilian careers. Find the primary contacts for your local military bases by visiting Themilitaryzone.com/military_bases.html.

Hiring Our Heroes - Free Hiring Fairs throughout the United States Hireourheroes.org.

Show Your Stripes - Clear Channel Media and iHeart Radio campaign designed to help Veterans get back to work. Free radio and internet marketing Showyourstripes.org.

Military Spouse Employment Partnership - Job Board - Only for Military Spouses msepjobs.militaryonesource.mil.

Free Licensing - Post 9/11 GI Benefits provide support for education to individuals with at least 90 days of aggregate service. Members can receive reimbursements for licensing and certifications if approved visit <http://inquiry.vba.va.gov/weamspub/buildSearchLCCriteria.do>.

Find out more about how you can grow your military partnership by taking the Military Strategy class on Academy Connect.



— AFLAC —

**TAKE
FLIGHT**

Resources

For more information on recruiting and in flight programs visit [Field Force Services > Reports & Recruiting > Recruiting > Recruiting materials and Videos](#).

Here you will find the latest recruiting updates, recruiting videos, templates, links to manuals, guides, best practices, and tip sheets on Aflac Take Flight events.

Also be sure to check out the Peer-to-peer section under the Recruiting section to hear from some of the top recruiters in the industry.



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