

Allstate Case Study

Finding highly specialized
talent in vast numbers



Company Profile

One of America's most well-known insurance companies, the Allstate Corporation provides 13 major types of insurance in the US and Canada, including fire, property, casualty, life, and auto. Allstate is a Fortune 100 company, headquartered in Northbrook, Illinois.

Susan Meehan is one of Allstate's six Senior Talent Acquisition Managers. She has a direct hand in making sure that her team of eight new sourcers, and 30 recruiters, achieves its numbers on a monthly basis.

And in 2009, those eight sourcers and 30 recruiters will be responsible for appointing a total of 1,400 Agents and Personal Financial Representatives. That's a minimum of 1,000 new Agents, and at least 400 Personal Financial Representatives.

With many companies, when an open position is filled, the requisition is closed. But at Allstate, the quest for good Agents never ends. Even when the sourcing and recruiting team reaches its goals, the search continues.

These Agents and Personal Financial Representatives are the core of Allstate's business - and Allstate can't operate at its best without them.

Finding Allstate's Core Talent: The Challenge

When it comes to appointing Agents and Personal Financial Representatives, Susan's recruiting team must satisfy some very specific criteria.

For starters, Allstate Agent candidates need to be independent, highly capable individuals who can own and operate their Allstate agency "like it is their own business," Susan explains.

"They have an economic interest in that business, and they will need to invest in it" she says. "[An Allstate agency] is not a franchise. They staff it, they help choose the location, they're responsible for building that business. And then they're commissioned off of the business that they build."

Then there are Allstate's personal Financial Representative Candidates.

"They have to come to us with experience and results selling financial products," Susan says. "They have to have their licenses. We verify three years' worth of production income. And that production income has to hit a minimum amount before we can even consider the candidate."

Allstate

Headquarters: Northbrook, Illinois
Recruiting team: 30
LinkedIn Recruiter seats: 11
Total employees: 38,000

Executive Summary

After almost two years of outsourcing to a third-party vendor, Allstate created a new, internal Agent and Personal Financial Representative sourcing team to fulfill its most specialized, critical hires. As a key factor in this decision, Allstate upgraded from five LinkedIn Recruiter seats to 11- and gave a seat to every member of the new team. The entire team now has full access to Recruiter's powerful search and networking capabilities.

"By using Recruiter as a true networking tool, as well as a recruiting tool, we get better candidates in front of our sales leaders."

Susan Meehan, Senior Manager, Talent Acquisition, Allstate

"It Has To Be Perfect"

Previously, Allstate had outsourced their recruiting to a third-party vendor. However, in 2008, the sputtering economy - and a new understanding of corporate and team needs - caused senior leaders to make a vital business decision.

They decided to take Allstate's Agent and Financial Representative recruiting back from that vendor, and build a new, internal team of sourcers and recruiters specifically for those functions.

"It's not easy to convince someone, whether they have \$50,000 or \$150,000 in the bank, to invest that money in an insurance agency," says Susan. "With this type of candidate, it has to be perfect, or they're not going to continue to talk to us. So we've got to have the best resources talking to them. And we just really felt that it needed to be an Allstate that was selling our opportunities."

Allstate Turns To LinkedIn Recruiter - Times Eight

As a key factor in building their team, Susan's team went from one LinkedIn Recruiter seat for a single sourcer in 2008, to eight in February 2009 - bringing Allstate's total to 11 seats and guaranteeing full LinkedIn Recruiter access to every sourcer on her team.

"When we got ready to build our new team, as we were building the strategy, we said, 'We've got to include LinkedIn in that strategy,'" Susan says. "We had one person using it, and they said they couldn't live without it. So what could we get if we had eight people using it?"

Allstate's managers chose those extra Recruiter seats for a very good reason. "It's the success of Allstate," Susan explains. "If we don't have Agents, we can't write new business."

LinkedIn Recruiter: Delivering High-Quality Talent

An award-winning recruiting tool used by leading companies worldwide, LinkedIn Recruiter gives corporate businesses unprecedented access to LinkedIn's database of over 40 million members. With one new member joining every second, LinkedIn's membership grows larger and more valuable by the day, increasing the odds that recruiters will find that exceptional passive candidate they're looking for.

And when it comes to finding standout candidates, Allstate understands that LinkedIn's unique ability to develop a trusted online network - combined with Recruiter's unmatched access to vast numbers of highly specialized talent - can go a long way.

Using The Networking Power Of LinkedIn Recruiter

For Allstate, Recruiter was the first choice to help Susan's new team find these very specialized candidates. Due to her previous experience with Recruiter's innovative search and networking capabilities, Susan is now teaching her team to use the tool in two very effective ways.

First, "the sourcers go in and search for our passive candidates based on some keywords," Susan explains. "So when we find great candidates, we're saying, 'Hey, we have this opportunity, here's a bit about it, are you interested?'"

"The other way is actually leveraging some of those same candidates found through LinkedIn Recruiter, and talking to them. 'This might not be ideal for you, but do you know anybody who'd be really good and would be interested?' A lot of our sourcers also use the different Groups that they belong to in LinkedIn, and network the opportunity that way."

Highly Valuable Collaboration Tools

As the LinkedIn Recruiter administrator for her team, Susan is a particular fan of Recruiter's 'Team Projects' folder feature.

Easy to use yet highly efficient, 'Team Projects' allows team members to save candidate searches and relevant information to folders that the entire team can access. Most importantly, it also allows them to transfer that saved data from one person to another.

"You never want to lose that competitive intelligence," Susan says. "You could potentially lose it if you weren't able to transfer the historical information when someone leaves your team."

And because the Recruiter platform is so intuitive, Susan's sourcers are already going in and exploring Recruiter on their own.

"This morning, as I moved full project files over to the new sourcers, some of them already had gone in and were starting to work them," she says. "Now that they can see it and go in and look at it, they're going to start to use it."

"As an administrator, I take my [extra] InMail® and just roll those to my team. It's also easy for me to pop into some of the open projects and see who's using it well, and who I can ask to spend some more time on it. It's a good supplement to the usage report that I get each month."

"A True Networking Tool"

Allstate is currently on track with the number of qualified agent and financial representative candidates in their pipeline. They're looking forward to further harnessing the power of those eight Recruiter seats.

"Between September of 2008 and the end of 2008, and what we've already achieved this year, our numbers are already much higher than they were last year," says Susan. "We're confident that we're going to see the lift. We wouldn't have signed up eight more users if we didn't believe that."

"By using Recruiter as a true networking tool, as well as a recruiting tool, we get better candidates in front of our sales leaders," she concludes. "LinkedIn lets us take the reins back into our own hands."

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