

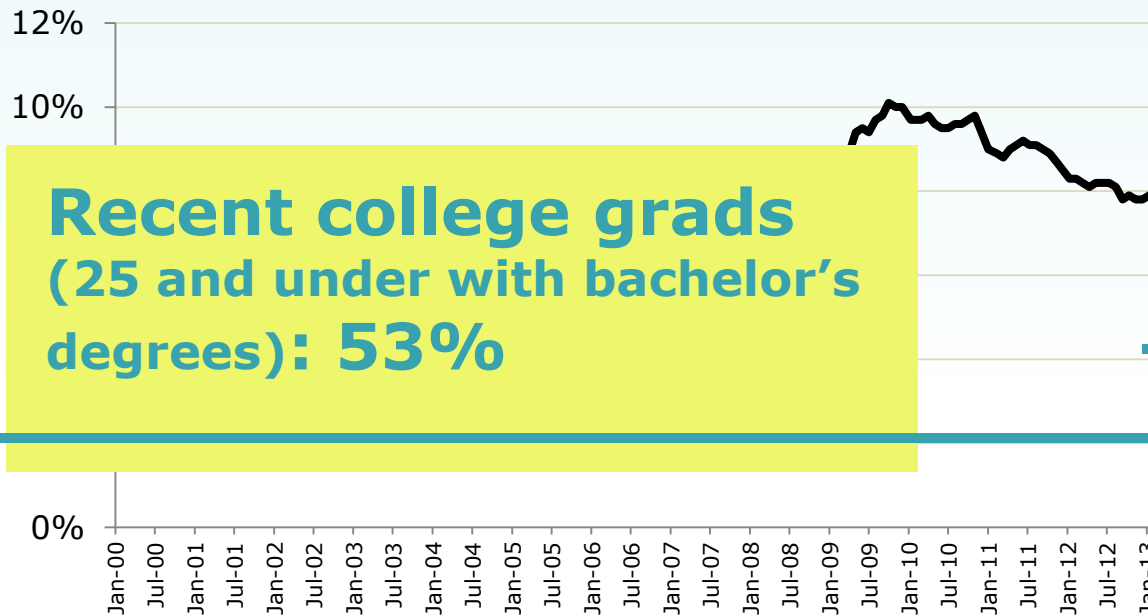
Cutting-Edge Recruitment for Customer Service Talent

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Senior Vice President

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The National Unemployment Rate



**Recent college grads
(25 and under with bachelor's
degrees): 53%**

**National:
7.6%**

Insurance: 3.7%

Recent Grad Unemployment Rate

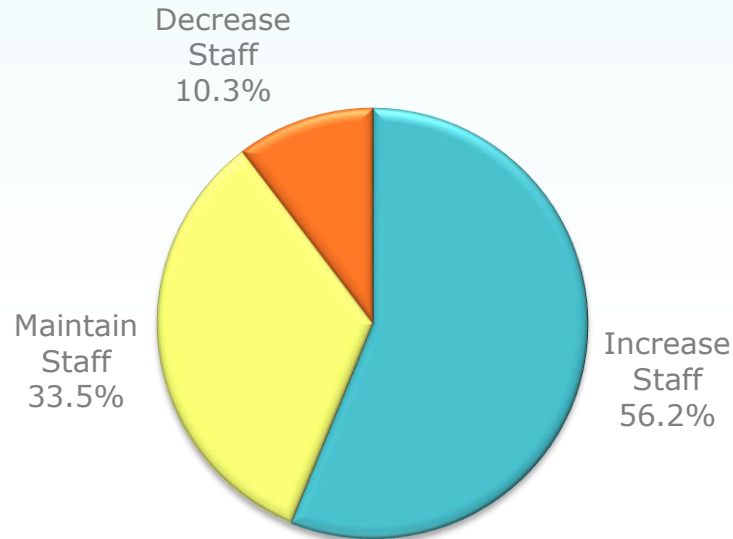
**Recent college grads
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Insurance Labor Study

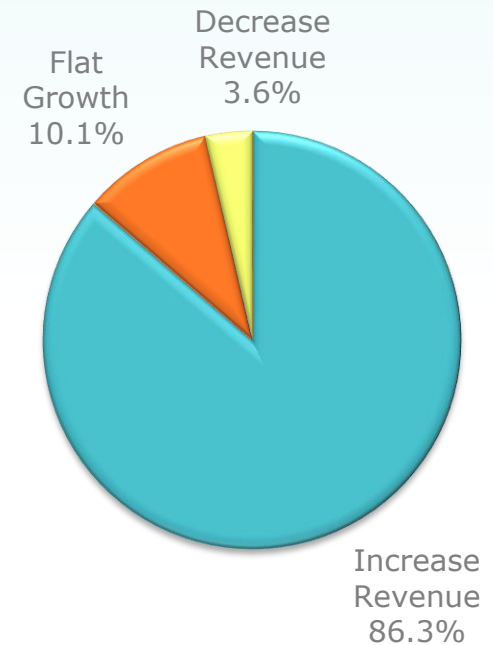
- **The Semi-Annual Insurance Labor Outlook Study** analyzes current labor trends and future staffing expectations.
- This iteration was conducted January 9 through January 25, 2013.
- With **135 participating organizations**, the study's sample size encompasses 315,00 employees. That accounts for 22 percent of the U.S. insurance carrier labor market.

Revenue and Staffing Expectations

12-Month Staffing Plan

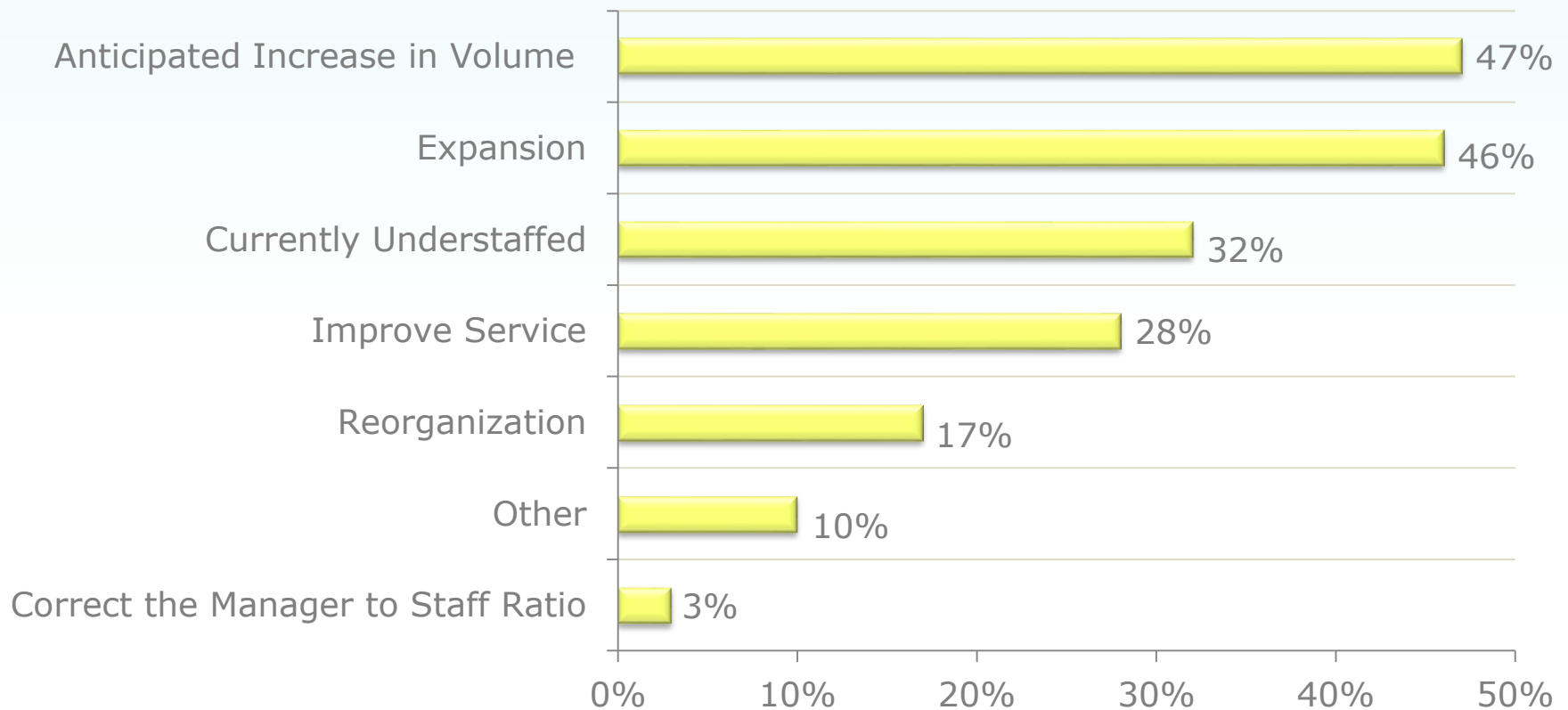


12-Month Revenue Plan



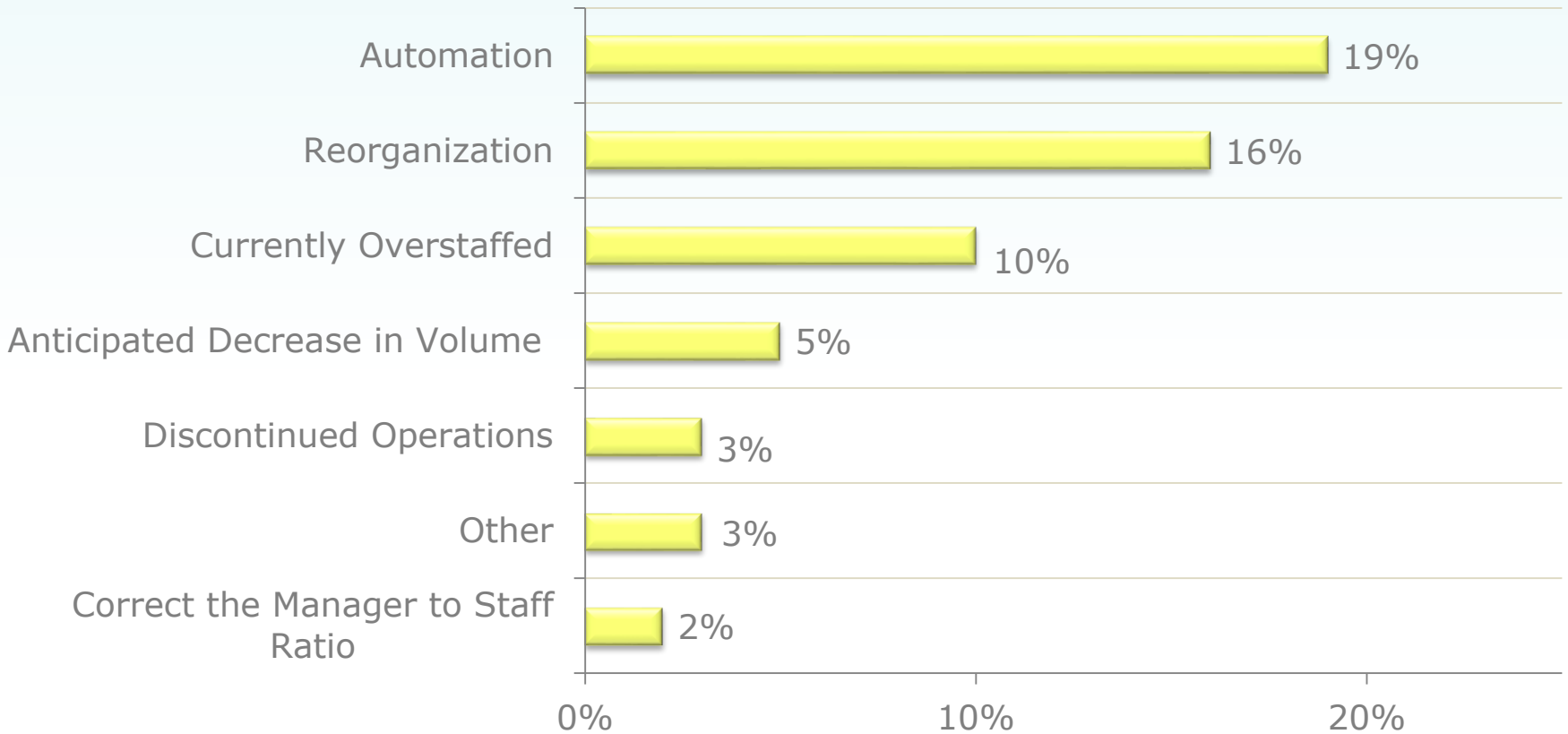
Staff Increases

Reason to Increase Staff During Next 12 Months



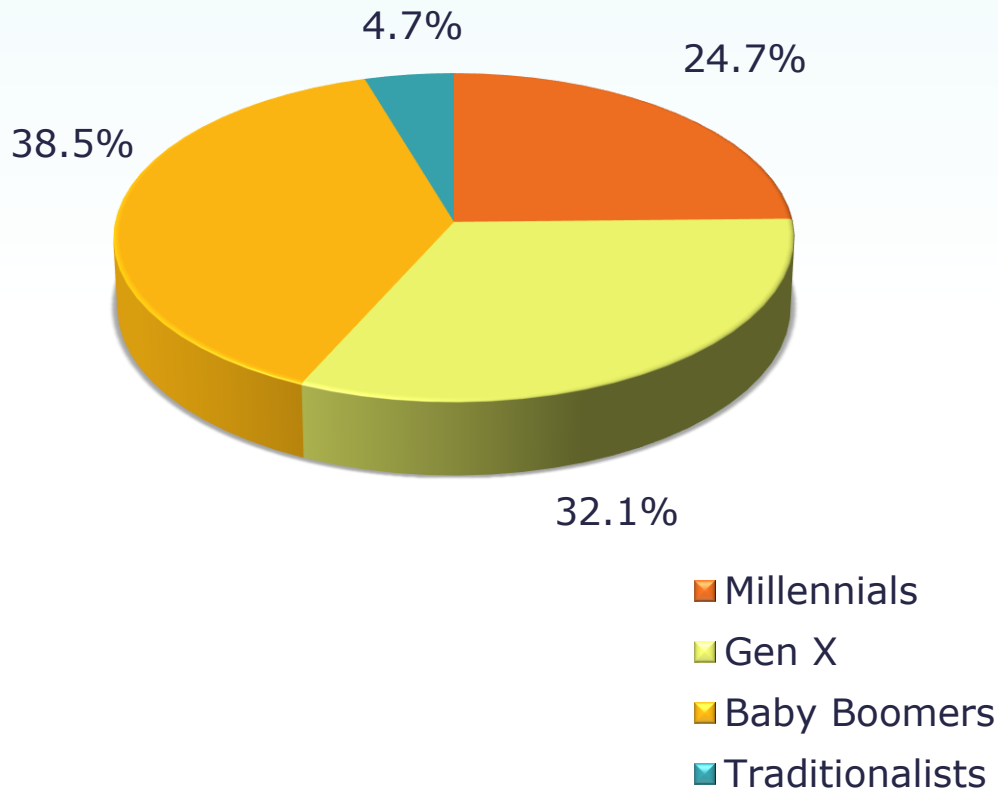
Staff Decreases

Reason to Decrease Staff During Next 12 Months



Aging Workforce

U.S. Workforce by Generation



The insurance industry currently employs 2.2 million workers.

The average retirement age in the U.S. is 63.

Workers 45 and older account for 48 percent of the insurance industry's workforce. Nearly half of the industry's workforce will be retired or on the verge of retirement within the next 15 years!

What Are We Looking For?

Customer Service Professional

Right profile

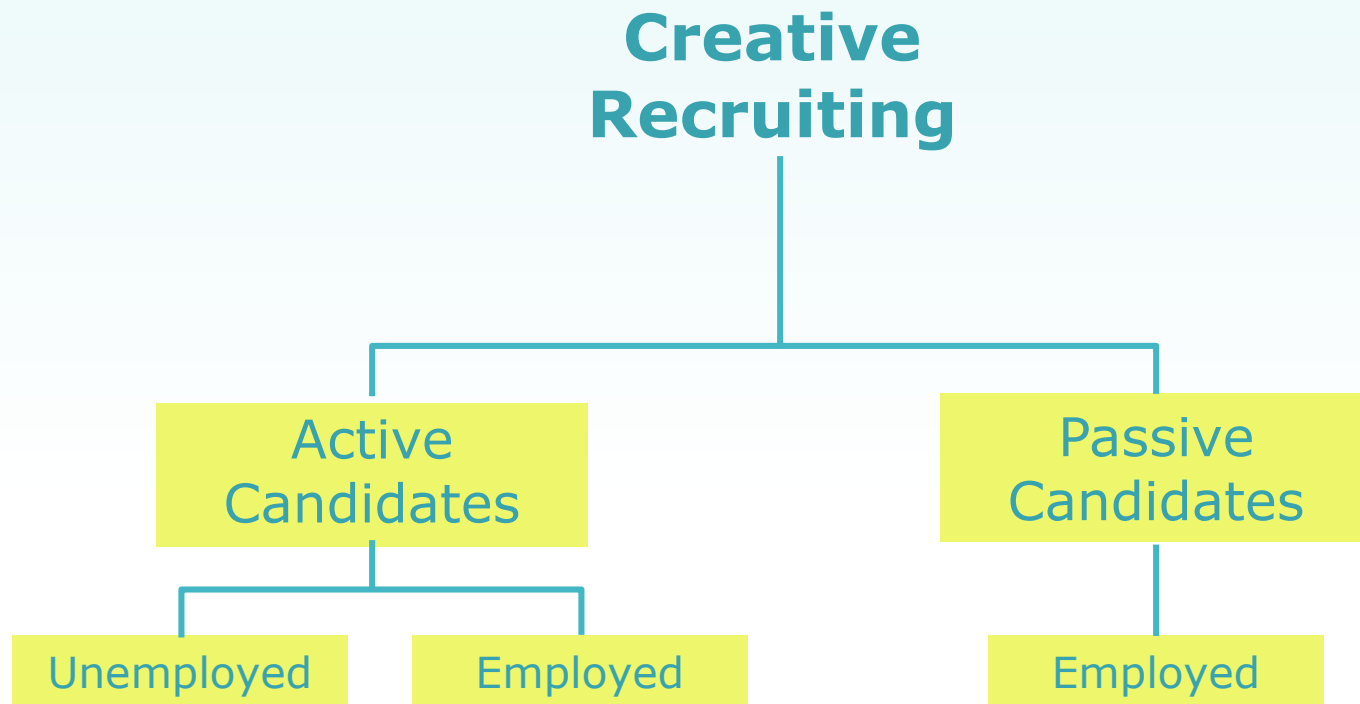
Best fit (ideal vs. perfect)

Flexibility

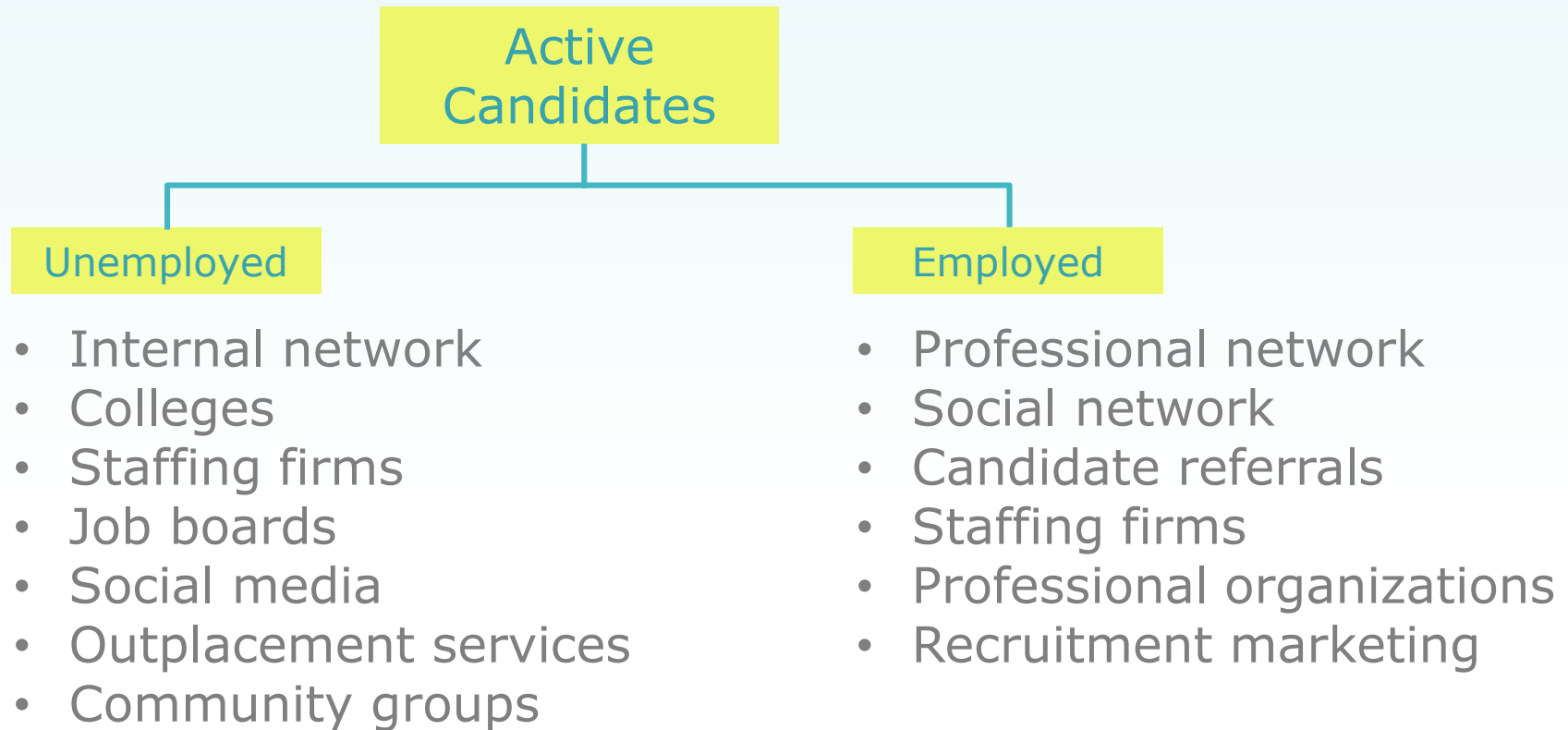
Best few

Action

How Do We Find Them?



Where do we find them?



What, Where and How

Passive
Candidates

Employed

Position profile
Candidate profile
Search strategy

- Target individuals
- Target companies
- Professional network

Recruiting strategy

- Selling the opportunity
- Candidate engagement
- Qualification
- Logistics

Action, action, action!

Keys to Successful Recruiting

1. High unemployment does not necessarily mean there is a corresponding talent pool.
2. Top talent is always in high demand; employers must be diligent and decisive.
3. Technology (e.g. email, voicemail, resume tracking systems) cannot replace the benefit of personal interaction.
4. Sell first, qualify second.
5. Take action.



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Questions?

Thank you!

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