



Lincoln Financial Group: Helping job seekers find work in a tough climate

Through People + Work Connect, Lincoln Financial Group wanted to help the communities it serves with the single biggest source of financial insecurity: unemployment. Based on COVID-19 related layoffs, they knew that this is where the most help was needed. So, they acted quickly.

Led by the work of its Chief People, Place and Brand Officer Lisa Buckingham, Lincoln Financial is a founding member of People + Work Connect, along with Accenture, Verizon and ServiceNow.

The People + Work Connect platform uses technology to link organizations with available people to employers looking to hire. While Lincoln Financial has had no COVID-19-related layoffs or additional recruitment needs as a result of the pandemic, its HR team realized that the platform could be used on an ongoing basis to build and engage with a pool of potential talent for future needs. As a founding member of People + Work Connect, Lincoln Financial was eager to use the platform to understand how it works and identify any areas for improvement.

Lincoln Financial's goal is to help people take charge of their financial lives, which it does through products such as annuities, life insurance, retirement planning and group benefits. The company has a strong sense of social responsibility, and it believes its commitment to the communities it serves should go beyond business transactions alone.

"Many of our jobs are specialized and industry-specific, and that makes it hard for us to participate in the large-scale transfers of talent that People + Work Connect has been built to enable," said Justin Kurnik, Senior Recruiter External Sales & Distribution at Lincoln Financial Group. "But we're really passionate about building financially secure communities – and in this case that means helping unemployed people get back to work as quickly as possible. We were excited to see what the platform could do to help and assess whether we could use it on a smaller scale to identify future talent for Lincoln."

Strategy & solution

Using the People + Work Connect platform, recruiters can search for talent from data provided by companies that have been forced by COVID-19 to reduce their workforce. The platform enables HR teams to look beyond their own industries for talent with transferable skills and search by criteria including experience, skills, and location to find the right matches for their business.

Lincoln Financial Group's HR team uses the platform to search for people with experience in what it terms 'hot jobs': cross-industry positions with highly transferable skillsets. Having identified potential matches, the team then reaches out to the employer to build relationships and connect with people seeking work.

New partnerships, new opportunities

When it comes to building Lincoln Financial Group's own talent pipeline, the People + Connect platform has proved a powerful tool for opening conversations with new partners from companies in different sectors that have the potential to open the door to new pools of talent.

The match rate achieved by the platform has been impressive. The company's recruiting team prioritized 33% of US based companies on the platform as being the most compatible sources of

talent. Among those prioritized, 70% resulted in a confirmed match and led to proactive engagement.

Some of these partners are now engaged on a weekly basis and the relationships are yielding important new initiatives. For example, working with a partner organization from the hospitality sector – which has been particularly hard hit by the crisis – Lincoln Financial set up a virtual career fair. Laid-off and furloughed workers from the partner’s business were provided with information on the opportunities at Lincoln Financial Group and numerous people were interviewed.

Building a talent community

To measure engagement, Lincoln Financial builds custom job links for matching companies, which gives recruiters the ability track the origin of leads. When applicants are linked to a People + Work Connect platform company, a Lincoln recruiter automatically provides the candidate a first-round screen, which also serves to offer advice to the job-seeker in preparing for today’s competitive job market. With few immediate jobs to offer, Lincoln is also generating a talent pool. Candidates arriving on Lincoln Financial’s recruitment system have the option of simply joining its talent community rather than applying for a specific role. Individuals who join the talent community are also offered advice and assistance while being reviewed for future placement at the company.

“Many people who lost their job over the past few months were in them for many years,” explains Jillian Buckner, Senior Consultant for Diversity & Inclusion at Lincoln Financial Group. “They may lack interview experience and benefit from being able to practice, particularly in this more virtual environment. Our work on the platform is helping these job seekers by providing invaluable interview experience, as well as advice around writing resumes and other essential job tips. So, even for people who don’t come on to work with us there will be some broader benefit from our engagement – and that’s exactly what we’re trying to achieve.”

In addition to the recruiting benefits, by joining the platform Lincoln’s HR team has been able to learn how the coalition works in practice. This enabled the team to identify ways in which the platform and coalition can be improved, or new initiatives that could be launched through connections made on the platform.

“We are breaking down barriers to make a difference in the world by helping others. There is such a purpose-driven opportunity here; it is a modernization time in so many ways. If we can do this right, we will all learn from it” - Lisa Buckingham Executive Vice President and Chief People, Place and Brand Officer – Lincoln Financial Group

Learn More

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