

## JOB DESCRIPTION (JD)

<b>Date:</b>	Jan 5, 2025	<b>Manager name:</b>	
<b>Job title:</b>	Associate Director, Agency Recruitment	<b>Manager title:</b>	Head of Agency
<b>Career track:</b>	Management	<b>BU/Division:</b>	Agency

### Job purpose

*Please provide a summary of the purpose and objective of the job.*

Lead and transform the national Agency recruitment function by developing and executing comprehensive recruitment strategies, building digital capabilities, and strengthening employer branding to attract, assess, and onboard high-quality Agency advisors. Drive sustainable growth of the Agency force through strategic process design, data-driven decision making, governance oversight, and continuous capability building of recruitment teams and Agency leaders, while ensuring compliance, cost efficiency, and optimal candidate experience throughout the recruitment lifecycle.

### Major accountabilities

*Identify 5-6 major accountabilities of the job (not the employee). Describe these accountabilities by what is to be accomplished, how and why. Use action verbs to begin each sentence. Avoid the use of acronyms. Include the approximate percentage of time spent on accountability. The percentages below should sum up to 100.*

<p><b>Recruitment Strategy, Process Design &amp; Governance</b></p> <ul style="list-style-type: none"> <li>Develop and drive the national Agency recruitment strategy. Plan and execute annual recruitment objectives, including manpower needs and budget allocation for Agency channel. Continuously monitor and adjust strategies based on recruitment performance and business needs.</li> <li>Design, build, and continuously optimize the end-to-end recruitment process.</li> <li>Ensure consistency, transparency, and full governance across all recruitment activities and processes. Monitor the quality of the recruitment process, ensuring that the team maintains high standards in candidate selection and adheres to compliance and legal frameworks. Manage risks related to recruitment quality and the sign-on program, ensuring all requirements are met while mitigating potential issues..</li> </ul>	30%
<p><b>Digital Recruitment &amp; Pipeline Management</b></p> <ul style="list-style-type: none"> <li>Oversee a comprehensive digital platform to strategically manage the end-to-end recruitment pipeline</li> <li>Drive governance of recruitment data ecosystems, ensuring real-time accuracy, compliance, and strategic visibility across the organization</li> <li>Lead analytics and reporting initiatives for workforce planning, headcount optimization, and executive-level recruitment insights</li> <li>Execute data-driven transformation by implementing advanced analytics frameworks.</li> </ul>	20%
<p><b>Employer Branding, Value Proposition &amp; Strategic Sourcing</b></p> <ul style="list-style-type: none"> <li>Lead the strategic development and continuous evolution of the Agency Value Proposition, ensuring alignment with company objectives and market positioning.</li> <li>Elevate the Agency employer brand across all channels, establishing Sun Life as the premier destination for top financial advisory talent.</li> <li>Design and execute multi-channel sourcing strategies that leverage data analytics, market intelligence.</li> </ul>	20%

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<ul style="list-style-type: none"> <li>• Drive operational excellence and strategic oversight of candidate quality metricc, ensuring cost efficiency while maximizing talent caliber and business impact.</li> </ul>	
<p><b>Recruitment Capability Building &amp; Supervision</b></p> <ul style="list-style-type: none"> <li>• Train and supervise the Recruitment team and Agency leaders in recruitment best practices.</li> <li>• Standardize recruitment tools, interview guides, and assessment scorecards.</li> </ul>	15%
<p><b>Performance Management &amp; Sustainable Growth</b></p> <ul style="list-style-type: none"> <li>• Lead and guide the Agency Recruitment team to achieve key performance objectives. Develop and implement performance improvement plans, providing ongoing support to team members to foster career progression and ensure high productivity across recruitment functions.</li> <li>• Monitor recruitment quality and efficiency through regular review, performance tracking, and improvements. Oversee benefits programs (e.g., life/health insurance, loyalty).</li> <li>• Drive stable, high-quality, and sustainable growth of the Agency force</li> </ul>	15%

### Specialized knowledge

*List specific types of technical or professional skills and knowledge required for the job.*

<ul style="list-style-type: none"> <li>• Proven expertise in sales management and headhunting, with a demonstrated ability to drive results in competitive markets.</li> <li>• Advanced interview techniques and candidate assessment skills.</li> <li>• Strategic thinking, problem-solving, and analytical abilities used to proactively analyze issues and generate effective solutions.</li> <li>• Strong leadership capabilities, including mentoring, coaching, and conflict resolution.</li> <li>• High level of collaboration and influence across various organizational levels, promoting a service-oriented mindset and positive working culture.</li> <li>• Effective communicator with a mature, decisive, and execution-focused judgment.</li> <li>• Resilient under pressure, capable of managing priorities, multitasking, and adapting quickly in fast-paced environments.</li> <li>• Self-driven, enthusiastic, and responsible with a continuous learning mindset.</li> <li>• English proficiency is an advantage.</li> <li>• Maintains technical and professional knowledge independently through industry reading, professional development, and active participation in relevant forums.</li> </ul>
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### Problem solving

*Outline problem solving requirements in terms of how standardized, varied, complex and interdependent problems and issues are typically faced by this job. Provide examples if necessary.*

<ul style="list-style-type: none"> <li>• Demonstrates strong analytical thinking and problem-solving abilities.</li> <li>• Apply innovative and creative approaches to address complex or unclear situations.</li> </ul>
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- Makes quick and sound decisions in ad-hoc or ambiguous cases (e.g., channel conflicts, lack of guidance for new sales teams or structures).
- Independently manages complex collaboration with internal departments (e.g., AD+, business quality) and external vendors.
- Handles diverse and conflicting requests across functions with minimal supervision.
- Shows a resilient mindset with high adaptability and flexibility under pressure.
- Focuses on practical, sustainable solutions and continuous improvement.

### Education and experience

*Indicate the minimum education level and years of relevant experience required to perform the work. Include specific professional designations, licenses, registrations, if applicable.*

- Bachelor's degree in economics, finance, banking, or related fields.
- Minimum 8–10 years of working experience in recruitment or agency operations, with at least 3–5 years in a management role.
- Strong knowledge in sales performance, agency development, insurance regulations is preferred.
- Experience in the full-time agency model and administrative operations in financial services is a plus.
- Bachelor's degree in economics, finance, banking, business administration, or other related fields.
- A minimum of 8–10 years of relevant working experience in agency operations, recruitment, or sales support, including at least 3–5 years in a management or leadership role.
- Proven experience in the insurance, banking, or financial services sector, preferably in roles related to agency administration or operations.
- Strong understanding of sales performance management, agency recruitment, business development, and regulatory requirements related to the insurance industry.
- Hands-on experience in managing or supporting a full-time agency model is highly desirable.
- Demonstrated ability to lead cross-functional teams, especially in complex or high-pressure environments.

### Communication scope

*Identify the level and nature of internal and external contacts with whom this job must interact regularly. Describe the reason and frequency of their communication.*

- Regular communication with senior executives to share insights, propose initiatives, address challenges, and drive operational execution or project delivery.
- Frequent interaction with internal team members for day-to-day coordination, performance management, coaching, and task delegation.

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- Ongoing collaboration with cross-functional internal stakeholders (e.g., Sales, Operations, Legal, Compliance, Business Quality) to ensure alignment and effective execution of activities.
- Periodic engagement with external parties, including vendors and partners, to coordinate service delivery, resolve issues, or implement initiatives.
- Communication often involves problem-solving, negotiating priorities, aligning expectations, and ensuring timely execution across functions.
- The role requires excellent interpersonal, organizational, and follow-up skills, with a high level of proactiveness, attention to detail, and the ability to multi-task and adapt quickly in a dynamic environment.