Gem

Why Best-in-Class Companies are Sourcing Talent

Prospective Candidate Sourcing 101: What It Is and Why You Need It

Nearly 70% of talent leaders recently told us that their #1 priority for 2021 was talent pipelining. Nearly 60% said they'd be using recruiting budgets to invest in sourcing tools and technologies this year. Year after year, sourcing is becoming an ever-more-critical element of any talent acquisition strategy. This is no less the case after the events of 2020. This resource explains why.

In a recent survey of over 500 talent acquisition professionals, nearly 70% of talent leaders told us that their #1 priority for 2021 was talent pipelining. Where they planned to invest their recruiting budget this year was reflective of that priority: nearly 60% said they'd be investing in sourcing tools and technologies. In fact, the importance of passive talent sourcing, pipelining, and automating those top-of-funnel processes came up again and again: sourcers, recruiters, and talent leaders all identified "difficulty finding qualified candidates" as their top recruiting challenge in 2021.

We're not the only ones hearing this. According to the Conference Board's 2021 C-Suite Challenge Report (*Leading in a Post-COVID-19 Recovery*), finding and keeping talent is currently the top internal stressor for CEOs, regardless of company size, location, or industry. 50% of CEOs globally cite recruitment and retention of top talent as their most critical human capital focus. This focus on recruitment and retention—*despite* the economic doldrums of 2020, the report notes—"is an indication that human capital... is being recognized as the engine of the enterprise. CEO responses show they recognize human capital as a valuable intangible asset with workers a critical stakeholder essential for human growth."

The pandemic clearly hasn't eased the pervasive challenge of finding top talent and competing for it across industries, which is why so many sourcers and recruiters we've spoken with say that their "year of upskilling" in 2020 included learning and implementing new sourcing techniques and strategies. For many organizations, geography has been democratized and talent pools have opened up exponentially. Sourcers at organizations without brand awareness in certain geographies are now tasked with reaching out to talent who've never heard of them. Others see the need for sourcing—for any number of reasons, which we'll discuss below—*despite* a solid flow of inbound applications. It's why the Apples, Googles, and Amazons of the world have whole teams of

dedicated sourcers. If nothing else, 2020 reminded us all of the importance of maintaining a pipeline of passive talent: some orgs needed to rapidly increase headcount to meet new demands in the face of pandemic; others paused or froze hiring, but knew they'd need a database of qualified talent for the moment the freeze was over. Many companies are back to "business as usual"; and those who were prepared from a talent acquisition perspective—continuing to source and build pipeline as the pandemic unfolded—rebounded best.

But before we get into the reasons for sourcing, let's begin with a definition. Sourcing is the process of actively seeking out, identifying, engaging, nurturing, and building relationships with talent (active *and* passive) for current open roles and roles that may open in the future. It's a proactive, rather than a reactive, endeavor, an outbound approach to target the best—and the best-*fit*—talent in the market, leading to qualified candidates being submitted into process *who would not have applied on their own*.

Sourcing is a front-loaded activity: it requires time and effort in its early stages; but when your next req opens, you've already done the most difficult part.

Here are some reasons your organization might want to consider sourcing, if it isn't already:

- You're stuck in a reactive strategy, in which recruitment is only focused on finding talent for roles that are currently open—meaning your team is consistently two steps behind, "panic recruiting" for both new hires and backfills

- You have no pipeline for future open roles, and so aren't aligning recruitment efforts with mid- and long-term business goals (i.e. the phrase "we needed this person yesterday" is heard often in your org)

- Because you're a smaller company with minimal brand awareness, you're combing through a small pool of applications from active talent

- Because you're a larger company with *great* brand awareness, you're combing through a *large* pool of applications from active talent—but the majority of those applicants are underqualified, and only a handful might be a fit for every role

- Your current channels (this happens most often in referrals) are biasing your org toward a monoculture

- You're relying on agencies (a costly option) for executive and other difficult-to-fill roles

- Your other methods of talent attraction are failing to generate a *consistently* sufficient pool of qualified talent

If you're limiting yourself to active talent, you're selling yourself short. At best, you'll want a TA strategy that considers both active *and* passive candidates. This way, you'll discover the best talent, rather than only the best *available* talent.

Sourcing entails the following activities (among others):

- Searching for qualified talent through public databases such as LinkedIn, online communities, social media profiles, competing companies, and more. This demands a working knowledge of search strings and data mining.

- Identifying prospective candidates who fit a target profile. This demands a holistic view of the company, an in-depth understanding of the industry in which it's situated, and a grasp of how current internal talent compares to market supply.

- Creating interest around either open positions or the organization as a whole through various forms of outreach and long-term nurture campaigns, ultimately convincing talent to apply. Engagement, relationship-cultivation, and an acute sense of company brand are critical here.

- Performing phone screens and prospect assessments to determine who's qualified. (The best sourcers are well-versed in the details of the roles they're looking to fill.) In this sense, it may be useful to think of sourcers as the SDRs of recruiting.

In other words: identification, engagement, qualification, and submission of candidates into process *who would not have applied on their own*. The goal is to have a continuous pipeline of talent, so when that next opening *does* occur, it can be quickly filled with the talent you've been nurturing all along.

What are the Benefits of Sourcing?

Setting aside time and resources to fill pipelines with vetted talent takes effort, but the return on investment will be tremendous. Sourcing offers a number of advantages that inbound ("post-and-pray") and referrals simply *can't*. Here's why a sourcing strategy should be front-and-center of your recruiting efforts—no matter *how* big your org is, or *how* many applications come your way in a given day.

It leads to a more thoughtfully-built team

As opposed to an inbound strategy (take last year's JD, dust it off, and repost it on your careers page and a handful of heavily-trafficked job boards where it's sure to bring in a majority of applicants who don't-quite-align with the requirements), sourcing demands a thoughtful approach from the very beginning. Because they're no longer limited to active talent—and because the available pool is therefore exponentially bigger—hiring managers can get as specific as possible about the skills the role requires, the responsibilities it entails, and the impact it's expected to have, as well as where that talent is likely to be found. Indeed, they *have* to, because in doing so they're setting the parameters of the search. The more comprehensive the profile, the clearer both sourcers and HMs can be in their searches. In the most mature strategic sourcing initiatives, hiring managers and talent acquisition also source with an eye to mid- and long-term company goals. This strategy requires ongoing, meaningful dialogues with the business about functional needs and demands.

As hiring managers sit thoughtfully with the role's responsibilities and the org's larger plans, and as both HMs and sourcers reach out to talent frequently to engage, they're not only building strong pipelines and personal networks, filling current openings and ensuring the availability of qualified talent for future open roles. They're also keeping a finger on the pulse of an ever-changing talent market in a dynamic industry—whatever industry they happen to be in—through conversations with its top talent. Byproducts of all these talks with passive talent include a better gauge of the health of the market and the collection of competitive and market intelligence. The more hiring managers and recruiters engage with passive talent, the more keenly they understand their industry, the more clearly they envision what's possible, and the more refined they can be about what they're looking for when they sit down to consider the profile for their next open role. It's a virtuous circle.

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For Plaid to have relied entirely on inbound early on would've been a grave tactical error. We weren't a large enough company for people to know what we did; and we could never quite rely on referrals. I think top engineers can sometimes be wary of referring the same people too many times, or of referring their networks to a company that hasn't proven itself yet. So sourcing was necessarily two-thirds of our strategy early on.

A lot changed last year when Visa announced it was acquiring us. We suddenly had brand recognition and a lot of inbound; but it was from candidates who wanted to be part of a larger company that would have liquidity immediately. So it was a different profile than we were used to, and it bottlenecked us for the type of candidate we were looking for: impact-driven people who were looking to be in it for the long-term. I suspect inbound will be strong for us moving forward—we pulled out of the deal with Visa, but I no longer have to educate prospective candidates about who Plaid is in my outreach. People have heard of us; they want details about what's happening at Plaid *now*.

Even with the influx of inbound, we plan to keep our sourcing game strong. I think a lot of people think that sourcing is like a water faucet: when you need water, you just turn it on. But sourcing is a faucet that has six miles of pipe to travel before it actually makes it to the spigot. So I can't just say, Hey, we've got great inbound; let's turn sourcing off this month and just focus on that. Because in two months—when we're not seeing qualified applicants, or inbound isn't getting us the diversity we're looking for, or we've got a bunch of niche roles coming in—someone's gonna say, We need to turn sourcing back on. Sure. Great. But it's gonna take 3-5 months for water to come out of that spigot. *That's* why we never stop sourcing. The near-acquisition was a striking reminder about how channels can fluctuate, so sourcing should always be a constant. You source to proactively stay ahead, so you're prepared for every single future req that's headed your way.

Aaron Smith, Technical Recruiting

PLAID

It opens up the pool of available talent exponentially

Passive recruitment practices get you a pool of limited talent—your internal pool, your referral pool, and your active pool. But seeking out talent that *isn't* "available" opens up that pool in remarkable ways. For instance, in 2020—a difficult year for the vast majority of industries—tech occupations saw only a 3% unemployment rate. That means that *only* 3% of software talent was actively looking for work. Companies who limited themselves to the traditional model of posting job vacancies found themselves vying with their competitors for that 3%. And when everyone is fishing from the same meager pool—when there's a vast ocean just behind them—they're not going to end up with the best possible talent for their open roles.

Sourcing opens organizations up to that other 97% of qualified talent—an enormous untapped, high-performing group that you don't otherwise have access to. No matter *what* roles you're looking to hire, the vast majority of talent for *that* role is already employed elsewhere. They're not looking at job boards. They're not seeking out your careers page. They may not even be actively thinking about what's next for them—though if they were offered an opportunity for career advancement, the majority of them would be open to it. The point is that they're not going to find you. You have to find *them*.

Opening up the talent pool in this way doesn't suddenly give you access to much *more* talent; it also statistically biases your hiring outcome toward a higher caliber of talent. The traditional, reactive model yields an organization the best of the active talent pool—the best of what's *on the market in that moment*—rather than the best of the *total talent in the market*. The probability that the best person (or people) for your open position is among those who are proactively seeking work right now is slight. The probability that the best person for your open position is *out there*, employed, and open to talking? Much higher.

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When it comes to sourcing, I have an overall philosophy as well as a use case specific to Pure Storage. In the case of Pure—as with any startup—the majority of our first 100, 200, 300 employees came from referrals. When I joined 6 years ago, Pure was a pre-IPO start-up with 400 people. About 2 years in, we started seeing some downstream effects of the referral culture that weren't necessarily positive. If there was a sexy enterprise infrastructure play in storage, it was Pure. We were the disruptor. We were punching above our weight class, giving these huge, archaic institutions in our space a run for their money. But with our reliance on referrals, we weren't seeing much industry diversity—which, as disruptors, was the opposite of what we intended to do. It became evident to me at that point that we needed to think differently about how we were leveraging our recruitment channels, and be more deliberate about our talent strategy.

With that, the business case was made; and I was given the resources to build a sourcing team from the ground-up, so we could develop specific talent pools, and ultimately shift the top five dinosaur companies we were hiring from. Within nine months we were hiring more diverse, innovative, talent from companies doing things we wanted to do at Pure. It was talent that was more aligned with the company's long range product and go-to-market goals. That was a great proof of concept for Pure. And the more we invested in TA, the more we invested in sourcing.

My philosophy for why *all* companies need to invest in sourcing is similar: to deliberately determine what kind of talent they'll need to build the company they want to be. How much do we want to invest in early in career talent? What companies, teams, and people have done this successfully and know what "great" looks like? How diversified do we want to be, generationally, ethnically, culturally? And since that matters at every level within the organization, where do we stand today, and where can we make the biggest impact with hiring and promotions? These are all components of workforce planning that you can influence at the top of the funnel. A strong sourcing engine can take a reactive, transactional recruitment function and turn it into a strategic enabler of change and innovation. Unless you start with sourcing, you're just beholden to what the market's giving you. And that's not a proactive approach that I think any good talent leader is going to be okay with.

Angela Miller, Senior Director, Global Talent Acquisition and Operations

PURESTORAGE®

It improves quality of hire

As we discussed above, sourcing requires recruiters and hiring managers to spend more time than they might otherwise outlining their ideal candidate. As they do so, they develop a better understanding of the role and what "success" looks like in it… and the more conversations they have with top passive talent in the industry, the more refined their visions and searches become. This alone leads to an increase in quality of hire. But there's more.

Of course, the data below *isn't* to suggest that active talent is necessarily lower-quality talent. Job postings can absolutely bring in resumes from terrific applicants. The difference lies in the amount of sifting you'll have to do to find that proverbial needle in the haystack, that four-leaf clover in the field… or whatever your metaphor of choice is. Application-inspection can be well worth the time and energy it takes… *and* there are certain things that hold, generally speaking, about "active versus passive talent." Both things can be true at the same time. That said, here are some things to consider when it comes to sourcing and quality of hire:

You **have control over candidate quality**. It wasn't so long ago that HR managers claimed that 42% of the resumes they receive are from unqualified candidates. While job postings can't guarantee you qualified talent, sourcing allows you to create queries to uncover *only* those prospects who have the right skills and experience, who live in the right location, who are likely to be swayed by the compensation offered, and whatever other variables you are controlling for.

Passive talent is less likely to need skill development. Since they're currently employed, passive talent is more likely to be up-to-date with technologies and industry developments. They've already proven themselves in a comparable work environment, so you'll spend less time gauging their familiarity with certain processes and technologies and catching them up to speed.

Passive talent's motives are transparent. Because passive talent feels no urgency to find a new job (after all, they've got one), they're less likely to stretch the truth about their skills or experience. Applications can be the breeding ground of exaggeration and embellishment; but passive talent has nothing to gain by that strategy. *You've* reached out to *them*; you're already impressed; they don't

have to fib to influence you. They'll be forthright about what they can offer and what they expect in return. It's a relationship founded in mutual trust.

They'll choose your company for the right reasons. Active talent may be unemployed or trying to get out of an unhappy role; they may choose you out of anxiety or because they're feeling the crunch of time. We don't have to tell you how this may impact turnover rates. Passive talent, on the other hand, has time to reflect and deliberate. Their decision to join your company will be dispassionate rather than fear-based. Likely they'll have decided to work for you because they see value in your mission and are motivated by what you do. *That's* the kind of motivation you want.

They're probably not interviewing elsewhere. Active talent is likely interviewing with other organizations, which means more competition for you. You don't want to end up in a bidding war with three other competitors after you've put your resources into leading a candidate through to offer. On the other hand, when yours is the *only* offer, you're less likely to end up stretching yourself on your compensation package to secure the accept.

Add to the above the fact that, if you're strategically sourcing and building pipeline for *future* roles, you have time to build a trust relationship with passive talent and more accurately assess them (and they *you*, as they receive your nurture content over time), and ultimately, sell them. Plus your passive talent pipeline will contain precisely *zero* unqualified candidates; so when you dig into your database of sourced talent for that next open role, you won't just hire the best of your already-vetted talent, you'll also hire them more quickly. Which brings us to...

It reduces time to hire and cost of hire

Depending on whom you ask (and depending on factors such as industry and role) the average time to hire is well over a month—36 and 37 days are two recent benchmarks. Extended vacancies— particularly in revenue-generating positions—can be very costly, and waiting around for the right person to apply might mean you're waiting a long time. With sourcing, there's no waiting necessary:

as mentioned, it can be more work at the outset, but you'll see ROI in the long run as your time-to-fill and cost-of-hire go down. Because sourcing nurtures relationships with talent long before the need to fill a role arises, you've got a pipeline of warm, vetted talent to reach out to when something opens up, shortening the cycle significantly and filling roles quickly after they're identified. You'll already have started the "screening process"—after all, *you* reached out to *them* based on their LinkedIn profiles, or what you saw of their open source projects or design portfolios. This is why sourced candidates are more than 2x as efficient to hire as inbound candidates are. At Gem, some of our customers have seen roles filled up to *four* times faster, thanks to the ready pipelines sourcing generates. Others have seen that candidates sourced and nurtured through Gem even move more quickly through the interview process than referrals do.

And if you've been sourcing strategically, it's not just that you have a full top-of-funnel when a req opens; it's also that you've been building relationships with the talent there—reaching out on occasion through nurture campaigns, for example. By the time that next req opens, the talent in your pipeline isn't just pre-*identified* and pre-*vetted*; they're also pre-*sold*. Through nurture, over time, they've developed a detailed understanding of your company, its culture, the team, and your EVP. They understand the advantages of joining you. Having an established connection with a hiring manager in particular makes the decision easier, which means higher (and faster) offer-accept rates. Not to mention that—as we mentioned above—since passive talent isn't applying elsewhere, you're not waiting on them to make a decision between multiple offers: it's between their *current* position and the next opportunity you're offering.

It improves workforce diversity

For teams with diversity initiatives—which should be *every* team—sourcing is an imperative in a talent acquisition strategy. With sourcing, because you're not rushing to fill newly-opened roles, you won't be pressed to turn to the first-best prospect—the "quick hire" often made through referrals and former colleagues—and replicate the homogeneity in your organization. Indeed, relying on referrals can complicate diversity initiatives. Because employees are more likely to refer talent that is demographically similar to themselves, referrals tend to benefit White men more than men of color or

women of any race. White women are 12% less likely, men of color are 26% less likely, and women of color are 35% less likely to receive a referral than White men are. That means a lot of majority talent is organically coming your way through referrals.

Talent that applies through your *website* isn't always a representation of the overall talent market either—nor does it necessarily reflect the diversity of the communities your organization is situated in and serves. Yet you can't control what inbound applications look like. So it's the responsibility of talent acquisition to actively tap into underrepresented communities. Sourcing allows you to directly impact top-of-funnel diversity by proactively seeking it out. More than having the time to *find* underrepresented talent, sourcing also gives you time to engage and convince them that your company is a great next step. Top underrepresented talent is understandably wary of being tokenized; and they *certainly* don't want to accept an offer from a company that touts diversity as a value but has no inclusion, equity, or belonging strategies in place. Sourcing = time to clarify your culture. And if it's a good culture? You'll be both moving the needle on those diversity goals, and strengthening your org with each new hire.

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Inbound's a huge volume for us at Gusto, which is great. But we want our workforce to reflect both the world and the companies we serve. That's an incredibly wide range of businesses, of demographics, of schools of thought, of visions. We serve coffee shops and we serve small tech companies; and we want a workforce that can mirror that breadth. You simply don't get that breadth of representation with inbound. We have to go looking for it. That's one of the reasons we have dedicated sourcers at Gusto: we're clear about the raw skills we're looking for; and if we set aside resources to go out and source underrepresented talent with those skill sets, we've now got a great diversity of background that reflects our customers.

Joshua Salazar, Recruiting Operations

gusto

It builds employer brand

In the wake of COVID, the transition to working-from-home, and the renewed visibility of Black Lives Matter in 2020, employer brand—how talent perceives you as a workplace—is more important than ever. If you *don't* have name recognition, most passive talent won't know about your org and what you do; and they're not likely to accidentally land on your careers page on their own, no matter *how* beautiful it is. Building employer brand is a happy side-effect of nurture campaigns, which keep talent communities up-to-date on everything from funding rounds, to product updates, to corporate social responsibility initiatives, to internal diversity stats, to personal stories of individual employees. As your company becomes familiar to the talent receiving your (personalized!) messaging, they'll come to perceive you as a trustworthy organization—and your sourcer as an ally, and possibly a friend. And because word travels, your team's and organization's reputations will spread beyond your talent community to people who wouldn't have heard of you otherwise.

What's more—as we discussed above—the more conversations recruiters and hiring managers have with top passive talent, the more they'll get to know the talent market and its needs, and the more customizable value they can offer in the form of an employee value proposition (EVP). There's no selling something to someone unless you first understand the kinds of things they'd be interested in buying. Making contact through sourcing not only builds brand; it also helps you refine how to *present* it.

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At Gladly, 40-50% of our total pipeline comes through sourcing, and sourced candidates make up about 30% of our total hires. At a high level, the reason sourcing is so important for *any* company is that it gives you the opportunity to go after specific talent—particular backgrounds and skill sets that you may not necessarily get from inbound. But it's also critical for a smaller company like ours that doesn't yet have a well-recognized brand in the marketplace.

Very few people have heard of Gladly unless they're already in our industry. Inbound isn't high-volume for us; and if I get 30 applications for a position, they're a mixed bag: 85% might be completely off the mark. So sourcing doesn't just give me the opportunity to target exactly the right people. It's also awareness-building and brand-building: putting ourselves out there to talent who wouldn't find us otherwise to say: Hey, we're Gladly; this is what we do. In some sense that's a benefit that smaller companies have. Actively reaching out to talent who've never heard of you gives you the opportunity to tell your story the way *you* want to tell it, curating it based on the prospective candidate and their background. That's pretty powerful to think about: sourcing allows you to be top talent's very first touchpoint with your company; you set the tone for their perception of your brand.

Chris Middlemass, Head of Talent

⊕ Gladly

It positively impacts retention rates

Because sourcing and pipeline-creation are candidate-centric strategies (they focus on identifying the *right* candidates from the very beginning, engaging them over time, and creating value for them—particularly at the top of the funnel), they offer a superior candidate experience. And we all know about the correlation between candidate experience and employee retention. Consider that sourced candidates have had time to get to know your org, have not been rushed into applying, and won't meet any surprises after accepting your offer. Plus you'll *all* (sourcer, recruiter, hiring manager, candidate) have had time to assess each other, and to ensure that the candidate aligns with your values and will fit into—and *add* something to!—your culture. All of this, ultimately, means higher retention rates.

Gem Platform

Hopefully these data points and benefits motivate a reevaluation of the sourcing function and how critical it is to your recruitment efforts. At Gem, we believe in the importance of sourcing so deeply that we've built our products around automating its processes. Best-in-class recruiting teams use Gem to source top candidates faster and 2-4x their response rates. Gem integrates with your ATS and email and automates your sourcing efforts, from 1-click upload to automated follow-ups. We create efficiency throughout the candidate lifecycle—from initiating and nurturing candidate relationships to increasing pipeline visibility, allowing teams to optimize their outreach, better collaborate, and enhance their overall talent brand.

Increase Efficiency

Source 5x faster: Source directly from LinkedIn, 1-click upload to ATS, or import a CSV of contacts from any source to start building and nurturing candidate relationships. *Our customers 4x their reachouts, 2x their conversions to phone screen, and 2x their response rates.*

Email Finding: Gem instantly finds personal email addresses and other contact info you can trust.

Outreach Sequences: Craft highly personalized outreach at scale using dynamic tokens automatically pulled from prospect profiles. Use send-on-behalf-of (SOBO) to leverage your hiring manager or VP's voice and dramatically increase your chances of receiving a reply.
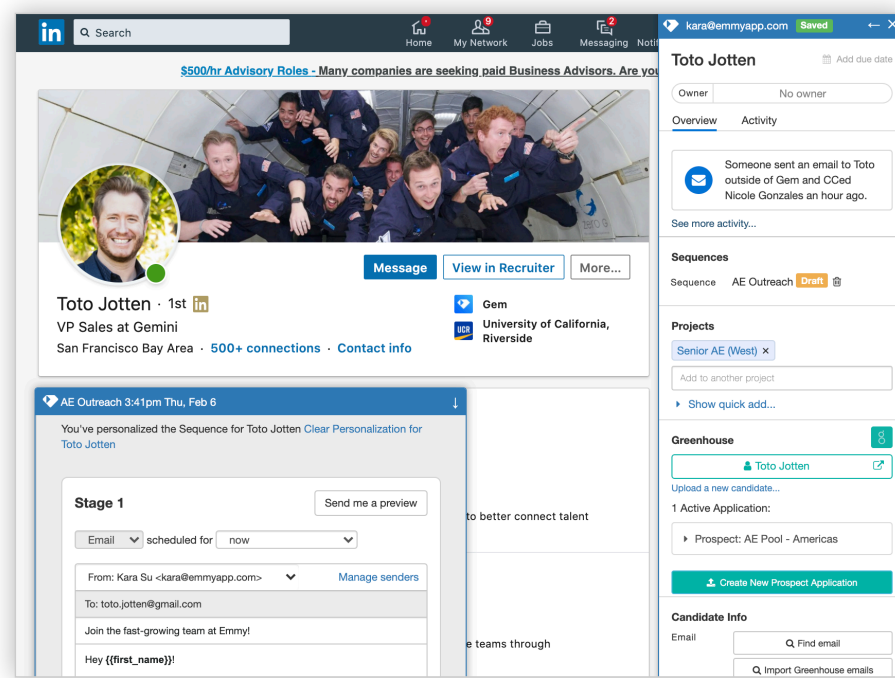
Automated Follow-ups: Say goodbye to time-intensive, context-less manual reminders and use Gem's smart, automated follow-ups to 2x your conversion rate to initial phone screen.

Deep ATS Integration: Spend less time navigating browser tabs and more time engaging with candidates. Reach out to your prospects and upload them to your ATS with 1 click. Push and pull information to and from LinkedIn, Gem, and your ATS without switching screens constantly.

Build Pipelines

Events: Automatically sync RSVPs and attendees from your events into Gem so you can follow up with them appropriately and place them into the right hiring funnels.

Talent Community: Open the door up to passive talent and strengthen your talent brand by integrating Gem's Talent Community into the top of your funnel. Invite prospects to stay in touch with compelling content and a variety of touchpoints that keep your company top-of-mind until they're ready for their next move.

Prospect Search: Use Boolean filters and advanced search parameters to quickly narrow down your entire database of prospects into a list of people you want to engage in a targeted way. Generate invite lists for your next event, follow up with those who were previously engaged, and pinpoint silver medalists to architect a robust nurture program that keeps your pipelines full and pays dividends for years.

Gem

Manage Prospects

Rules of Engagement: Make your team look good by preventing "double-dipping" and keeping a consistent point of contact for the prospect. Gem's Rules of Engagement framework allows you to define when it's ok to reach out and how much time a recruiter has to keep the relationship alive.

Due dates and notifications: Stay on top of next steps by setting due dates on prospects you want to come back to in the future. Tag a teammate when you want them to take a look at something, and ping hiring managers when they've forgotten to respond to a prospect that you reached out to using send-on-behalf-of.
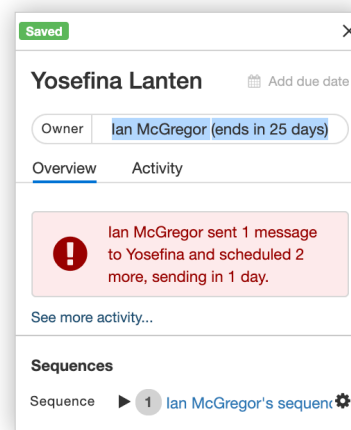
Measure What Matters

Outreach Analytics: Track performance and measure messaging effectiveness by recruiter, pipeline, gender, and more to optimize your team's output and focus their efforts intelligently.

Content Stats: Content is king if you use it effectively. Bolster your talent brand and convey the right employee value props by sharing compelling content in your outreach. See how prospects are engaging with your content through advanced link-tracking to double down on what's working well.
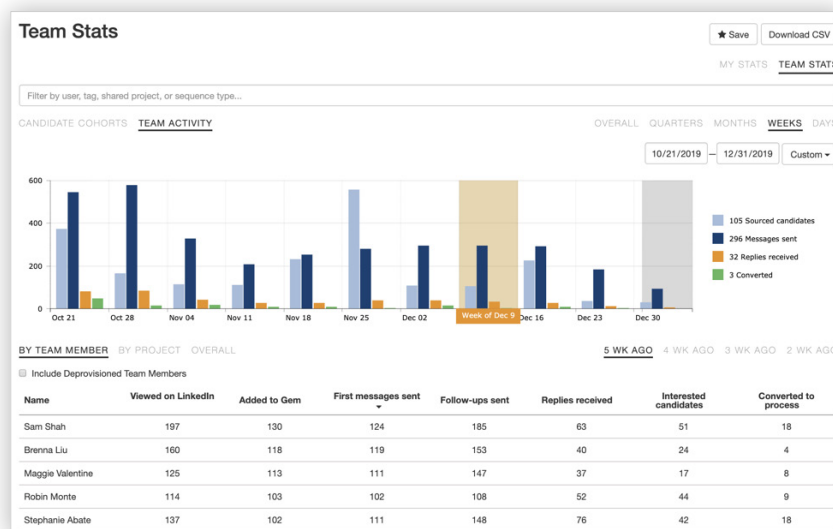
2X INCREASE IN RESPONSE RATES

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Our response rate drastically increased once our sourcers started using Gem. The automated follow-up feature doubled our conversion rate from initial reachout to phone screen.

Mike Moriarty
Global Head of Talent Acquisition

Dropbox

Collaborate With Stakeholders

Resume Review: Calibrate with hiring managers on the ideal profile through Gem's resume review flow. Leave comments and tag each other on profiles to quickly get on the same page.

Share Data: Keep your stakeholders abreast of the hard work you're putting into their searches. Share reports containing top-of-funnel metrics, prove the value of using send-on-behalf-of, and illustrate what your pipelines look like by gender, race/ethnicity, and more.

	Added to Gem	First messages sent	Follow-ups sent	Replies received	Interested candidates	Converted to process
▼ Q1 2020	6067	5600	8073	1236	331	174
Black	756 (12%)	692 (12%)	964 (12%)	142 (11%)	44 (13%)	-
Asian	1854 (31%)	1815 (32%)	2627 (33%)	358 (29%)	114 (34%)	-
Hispanic/Latino	783 (13%)	677 (12%)	938 (12%)	168 (14%)	48 (15%)	-
White	2649 (44%)	2415 (43%)	3544 (44%)	568 (46%)	125 (38%)	-
Unclassified	25 (0%)	1 (0%)	-	-	-	-
▼ Q4 2019 16928	3314	2282	2895	630	143	151
Black	349 (11%)	261 (11%)	331 (11%)	71 (11%)	17 (12%)	-
Asian	977 (29%)	775 (34%)	978 (34%)	230 (37%)	66 (46%)	-
Hispanic/Latino	275 (8%)	222 (10%)	288 (10%)	65 (10%)	13 (9%)	-
White	1226 (37%)	1024 (45%)	1298 (45%)	264 (42%)	47 (33%)	-
Unclassified	487 (15%)	-	-	-	-	-
▼ Q3 2019 12618	1966	1435	1607	522	111	119
Black	278 (14%)	179 (12%)	210 (13%)	70 (13%)	16 (14%)	-
Asian	629 (32%)	509 (35%)	488 (30%)	185 (35%)	44 (40%)	-
Hispanic/Latino	268 (14%)	197 (14%)	254 (16%)	69 (13%)	19 (17%)	-

BY TEAM MEMBER BY PROJECT OVERALL

Breakdown by: Race/Ethnicity ▾
- None
- Gender
- Race/Ethnicity
- Outreach Type

◆ Gem

Click here for resources

Gem

Gem is an all-in-one recruiting platform that integrates with LinkedIn, email, and your Applicant Tracking System (ATS). We enable data-driven, world-class recruiting teams to find, engage, and nurture top talent. With Gem, recruiting teams can manage candidate pipeline with predictability.

To learn more and see a demo, visit

gem.com