



2022 Recruiting Trends

Data, Diversity, Employer Branding,
and Candidate Experience

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Introduction

Gem recently ran a survey of more than 500 talent acquisition professionals to better understand priorities, pain points, and goals as recruiting teams head into 2022. We asked about everything from passive talent sourcing and outreach, to recruitment marketing strategies, to remote work, and more. Three broad themes emerged from this year's survey responses:

The importance of data to the recruiting function—perhaps now more so than ever in the face of “The Great Resignation,” talent’s shifting priorities in recent years, and the number of competing offers that top candidates now have at their disposal. 73% of enterprise talent leaders said data would be critical to staying competitive as the consequences of COVID continue to unfold, and “more data-driven recruitment practices” was ranked as the 4th most important trend for our respondents in aggregate.

73% of enterprise leaders say data will be critical to their talent practices in 2022.

Diversity. Talent professionals across the board ranked “diversity hiring” as *the* most important trend in the recruiting industry for 2022. Other trends they ranked as critical—embracing remote/flex/hybrid work, rethinking role requirements, and pay transparency—all feed into diversity. What’s more, “difficulty meeting diversity goals” was among the top-3 hiring challenges TA professionals anticipate their organizations will experience in 2022—coming in only behind “difficulty finding qualified candidates” and “uncompetitive offers.”

Talent professionals ranked diversity hiring as *the* most important trend of 2022.

Employer branding and candidate experience. It's a candidate's market; top talent is interviewing at a handful of companies at once; and recruiting teams—*no matter* the size of the company—are struggling to compete against simultaneous offers. “We can't compete on compensation” and “we can't compete on benefits like fully-remote work” came up over and over again. The two things organizations can do right now if they're struggling to compete on comp and benefits are to ensure they offer excellent candidate experiences, and to forge strong talent brands.

Our respondents were willing to do more than check boxes. They were also willing to tell us, *in their own words*, about everything from the recruitment marketing strategies that have seen the best ROI, to the elements of the candidate experience they gave the most attention to last year, to what recruiting data they share with executives, to what their biggest struggles are when it comes to diversity hiring.

While we can't predict the future, we *can* offer a bird's-eye view of top priorities, action plans, and collective concerns that might help you better understand the landscape of talent acquisition, assess your company's place in that landscape, and anticipate what may lie ahead. It's as important as ever to keep a finger on the pulse of the industry right now. So here's what your wise and thoughtful peers are thinking about, and what they're up to.

In light of the most competitive talent landscape TA has seen, candidate experience and talent branding are among teams' top priorities this year.

2022 Recruiting Trends: Key Takeaways

Data-Driven Recruiting

Just over ¾ of talent teams use data to track sourcer/recruiter activity at the top of the funnel. 82% of ICs say they track ToF activity, while only 72% of talent leaders say their teams track this data. This suggests either that some talent leaders don't know exactly what their teams are tracking on the ground, or that they don't think that data is being tracked well enough.

80% of ICs and 69% of talent leaders say they use historical data for future-looking activities such as forecasting hires, capacity planning, and resource allocation. We asked talent leaders if they know what their productivity-per-resource (PPR) is—a number that's critical for any capacity plan. More than half (52%) said they don't know what their PPR is.

Regardless of company size, talent leaders are tracking the same top-three KPIs: time-to-hire, source-of-hire, and funnel passthrough rates.

In general, enterprise companies are *more* likely to track KPIs than smaller organizations are; but the biggest discrepancy is in diversity: 59% of enterprise organizations track diversity, while only 44% of smaller organizations do.

Diversity

ICs ranked “meeting diversity goals” as a slightly more pressing challenge than talent leaders did; and recruiting professionals at larger orgs appeared slightly less concerned about meeting those goals than their counterparts at smaller companies did. This suggests that the brunt of the weight for meeting diversity goals rests on the shoulders of ICs, and TA teams at larger organizations are more likely to believe they have the resources needed to meet them.

The biggest barrier to improving diversity by far, talent leaders told us, is finding underrepresented talent to begin with—an obstacle that's required teams to stop “relying too heavily on one platform (the big LI),” as one talent leader put it, and start seeking out job boards, platforms, and organizations where historically underrepresented and/or marginalized talent hangs out.

Talent leaders at smaller orgs are more than 3x as likely to say their company decided to go fully remote during COVID than talent leaders at enterprise orgs are (34% v. 10%). Given that the majority of leaders say remote hiring helped improve diversity in their orgs during COVID, one best guess is that smaller orgs might find it easier to hit their diversity goals over the long run because of remote or remote-first cultures.

Employer Branding and Candidate Experience

Talent leaders say that employer branding is *the top place* they'll be investing their budgets this year. This makes sense, given that "uncompetitive offers" is the second-biggest challenge they anticipate in 2022.

Nearly 30% of enterprise talent leaders say a weak employer brand is currently impacting their ability to hit hiring goals.

Regardless of org size, "better offers elsewhere" is the top reason candidates are rejecting offers.

Sourcers' and recruiters' second-biggest struggle with candidates is "having them pass our interview process." This *may* be a year in which talent teams have to look closely at their interviews and ask if their bar is *too* high.

Long-term candidate nurture and multi-channel touchpoints are the recruitment marketing strategies that currently see the best ROI.

The elements of the candidate experience that got the most attention last year were: 1) speed and efficiency of the hiring process, 2) candidate communication and feedback, and 3) sourcing and passive talent outreach.

Data-Driven Recruiting

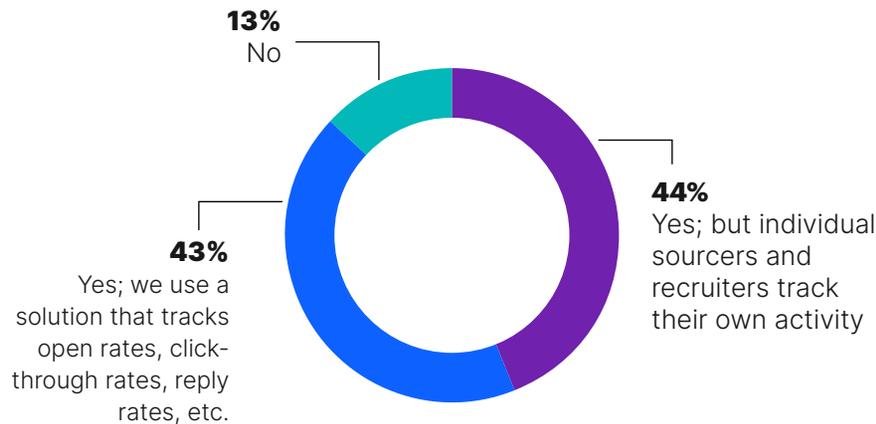


Top-of-Funnel Data

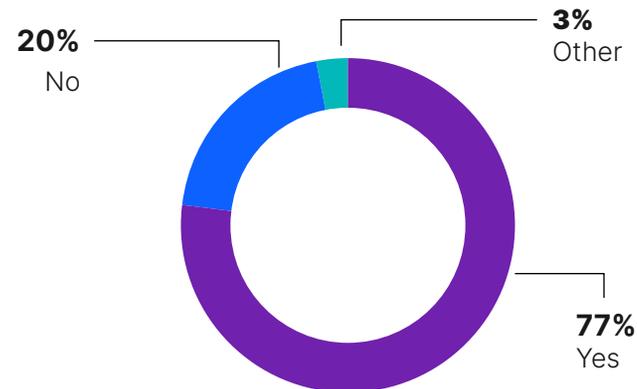
87% of talent professionals say they track data on candidate outreach. *How they collect that data is split: 44% of teams have ICs track their own activity, while 43% use automated solutions that track open/click/reply rates (and if they use a solution like Gem, content stats) for them.* One advantage to automated solutions, of course, is team-wide visibility: sourcers and recruiters can see what messaging from their peers resonates most with passive talent, and develop and share best practices from there. They can also A/B test and track the efficacy of specific strategies, such as sending-on-behalf-of hiring managers or executives.

Fewer talent teams—just over ¼—use data to track sourcer/recruiter activity at the top of the funnel: number of prospective candidate profiles viewed, number of candidates sourced, number of first messages and follow-ups sent, number of prospects converted to candidates, and so on. 82% of ICs say they track ToF sourcer/recruiter activity, while only 72% of talent leaders say their teams track this data. This suggests either that some talent leaders don't know exactly what their teams are tracking on the ground, or that they don't think that data is being tracked well enough.

Q. Does your team track data/metrics on candidate outreach?



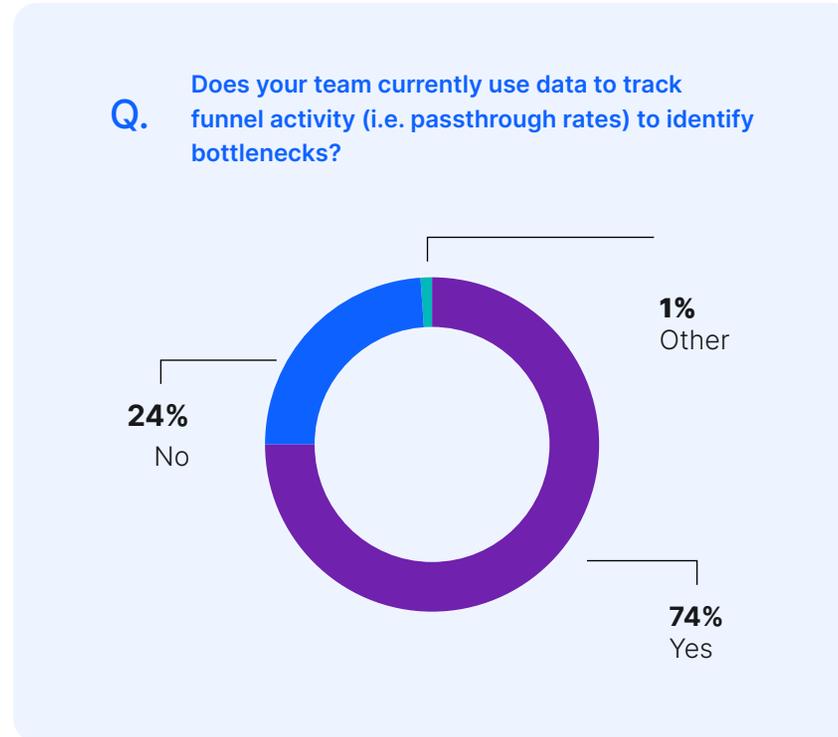
Q. Does your team currently use data to track sourcer/recruiter activity at the top of the funnel?



* Respondents who selected "Other" added comments such as: "Not yet but we will"; "We plan to do so in 2022"; "Yes but it's dependent on self-reporting and so highly inaccurate"; "Somewhat but not thoroughly"; "We're going to keep track of analytics more next year"; and "We know Gem has reports to track this. We're still in the process of building out our dashboards, and activity is a data point we will leverage."

Middle-of-Funnel Data

¾ of talent teams use data to track funnel activity, so as to identify bottlenecks in the hiring process and optimize for speed and candidate experience: where is talent dropping out of process or sitting in a stage for too long? Once again, ICs are more likely to say they track this (78%) than talent leaders are (72%), suggesting there may be a disconnect between the data that's being *tracked* and the data that talent leaders are *aware* of (or how clean they think it is).



* Respondents who selected "Other" added comments such as: "Inconsistently"; "Some do and some don't"; "Depends on the team/recruiter"; "We plan to in 2022"; and "I don't know."

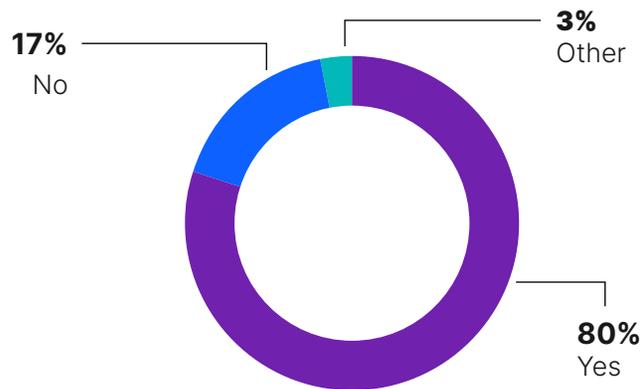
Forecasting and Capacity Planning

80% of ICs and 69% of talent leaders say they use historical data for future-looking activities such as forecasting hires, capacity planning, and resource allocation. We asked talent leaders in particular if they happen to know what their productivity-per-resource (PPR) is—a number that’s critical for any capacity plan. More than half (52%) of talent leaders said they don’t know what their PPR is.

We asked about PPR because knowing your team’s PPR is one measure of data maturity. Capacity planning ensures you have enough resources on your team to meet the hiring needs of the business. It ensures you don’t say ‘yes’ to every new headcount request that comes your way without knowing (thanks to data!) that you have the resources to take it on.

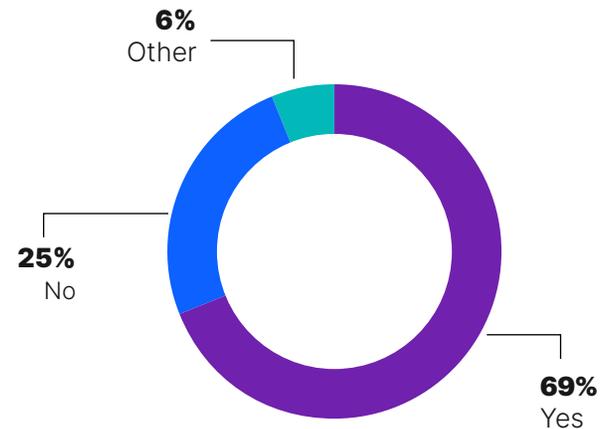
ICS

Q. Does your team currently use data to forecast hires, capacity plan, and plan for resource allocation?



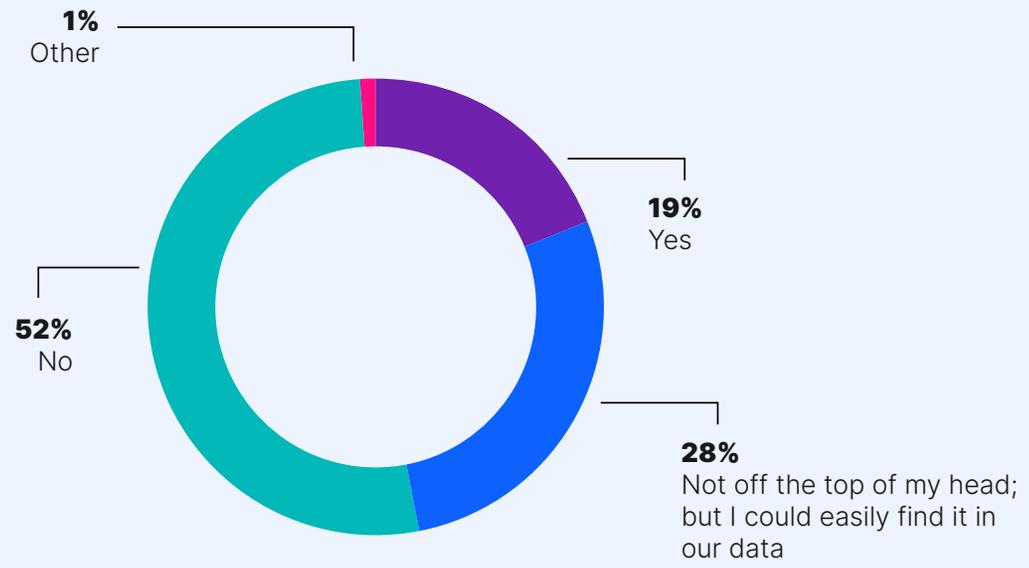
TALENT LEADERS

Q. Does your team currently use data to forecast hires, capacity plan, and plan for resource allocation?



* Respondents who selected “Other” added comments such as: “Somewhat, but it isn’t clean data”; “We are just starting to think about this”; “Being put into place for 2022”; “We do when we are able to get the data and predictions from the business on time”; “Working on it, but it’s unclear who’s doing what and with what data”; and “We have initial forecasts each financial year, but since we’re working agile they change.”

TALENT LEADERS
Q. Do you know what your productivity-per-resource (PPR) is?



* Respondents who selected "Other" spoke either to their limited data, or to the fact that they're developing this metric in 2022.

Most Important Recruiting KPIs

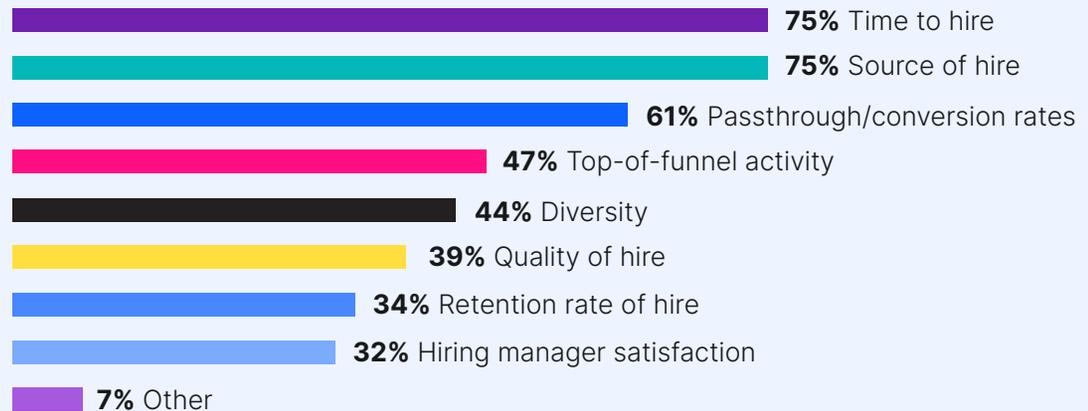
Regardless of company size, talent leaders say they're tracking the same top-three KPIs: time-to-hire, source-of-hire, and funnel passthrough rates. Across the board, enterprise companies are *more* likely to track each of the below KPIs than smaller organizations are; but the biggest discrepancy is in diversity: 59% of enterprise organizations track diversity through the hiring funnel, while only 44% of smaller organizations do.

We asked talent leaders in particular if they happen to know what their average time-to-hire is. Talent leaders at smaller companies are more likely to know their average time-to-hire off the top of their heads, while talent leaders at enterprise companies are more likely to say that's a number they could easily find in their data (36% v. 24%).



TALENT LEADERS AT SMALLER ORGS

What recruiting KPIs do you currently track?



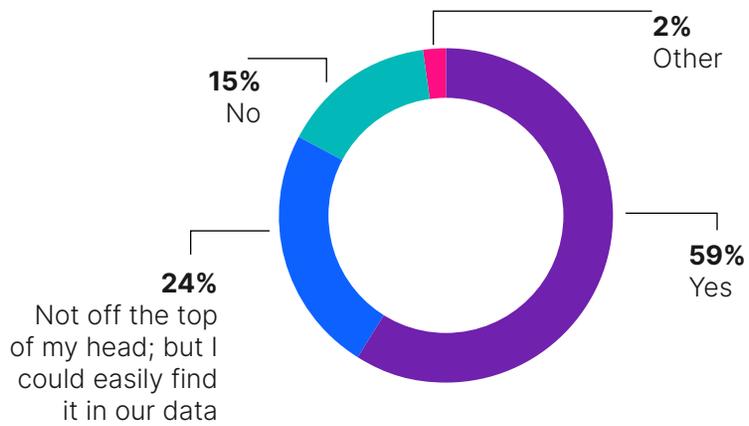
TALENT LEADERS AT ENTERPRISE ORGS

What recruiting KPIs do you currently track?

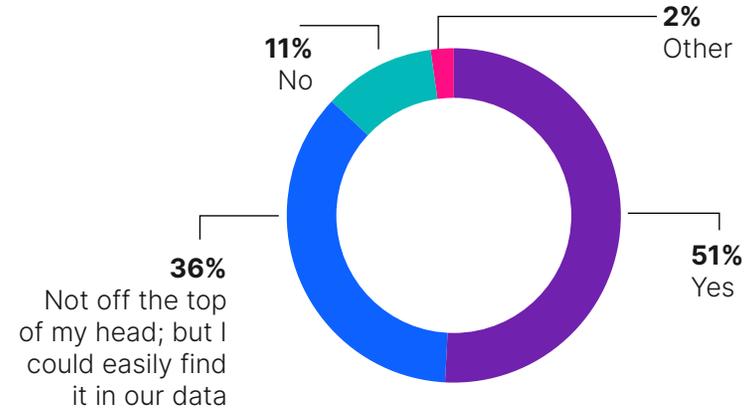


* Respondents who selected "Other" included time-to-fill, rejection reasons, candidate experience, candidate engagement, offer-acceptance rates, and onboarding. Others said they were still in the process of identifying and implementing KPIs.

TALENT LEADERS AT SMALLER ORGS
Q. Do you know your average time-to-hire?



TALENT LEADERS AT ENTERPRISE ORGS
Q. Do you know your average time-to-hire?



* Respondents who selected “Other” spoke either to their limited data or their newness to the organization, or said some version of: it depends on the role, the hiring manager, and what they want out of the interview process.

Sharing Recruiting Data with Leadership

More than $\frac{3}{4}$ of talent leaders (77%) say they bring data to executives and leadership regularly. When asked to elaborate, many said they're still trying to figure out which data to share and to determine best practices for sharing it ("We are immature in our talent data practices," one enterprise talent leader put it). But the vast majority of respondents spoke to the importance of sharing data in partnership with the broader business:

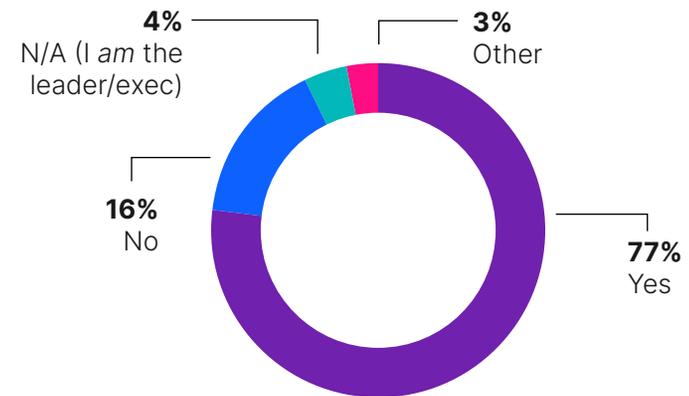
"These metrics are essential. It becomes easy to come up with new strategies or tweaks in process when you have solid data handy."

"Without the metrics mentioned here (plus others), it would be hard for me to demonstrate to our execs/board/investors why hiring isn't happening as fast as it could be, or why we need to invest in certain resources, or whatever other critical questions need to be answered."

"Data drives decisions, and we need even more real-time data to support the business."

TALENT LEADERS

Q. Do you bring data to your leaders or executives regularly?



* Respondents who selected "Other" added comments such as: "Not yet but we will"; "Not at the moment but we need to"; "This is in the works"; and "We have had a lack of data in the past so pulling any of this info has been super manual. We are investing in some tools in 2022 that should make this easier for us to do."

What data talent leaders are sharing, and how often:

"We offer weekly recaps to leadership on progress-to-headcount-goal, starts per quarter, roles filled in the previous week, engineering highlights (priority reqs by program and furthest stage in pipeline), open reqs and starts per division, % of backfill roles, and ad hoc requests to drill down into data sets."

"We share offer-accept rates and 'on-time to the business' hires with our board. We keep an eye on passthrough rates individually to help us identify bottlenecks."

"We do a quarterly recruiting metrics look-back for executives in the company, along with action planning for the next quarter. We also do a recruiting snapshot at the end of every month that's presented at the company-wide all hands."

"We send a monthly report to our executives on successes and challenges, along with reports on all our KPIs. We

send a more robust quarterly report to the executive team as well."

"We meet weekly to discuss open roles and talent pipeline."

"I do a weekly report to execs with recruiter activity and we regularly go through all the metrics listed above."

"I present a 30-minute recruiting update to the Executive Committee every Friday morning."

"We create dashboards weekly to present to execs about our DEI initiatives by showcasing how many DEI candidates we've interviewed across our slate."

"Hires-to-goal and passthrough rates."

"# of hires, % of internal/external, and forecasted hiring numbers."

"Time-to-hire, number of interviews, source of hires."

"We use pipeline data and response/interested rate data to provide updates and consult with hiring managers on how to pivot searches if needed."

"Weekly recruiting data for execs and quarterly KPI reviews for the team. We're moving into real-time dashboards for more ongoing reporting."

"Moving to 2022 I am looking to incorporate more data in leadership/exec presentations to give them a stronger and more accurate understanding of 1) the strength of our funnel/pipeline activity; 2) upcoming onsites; 3) how to inform decisions on time to hire."

Pain points to sharing data with execs and other stakeholders:

“Our ATS has a reporting function but it’s filled with bad data, so we don’t have an automated reporting system. We use disparate systems to track, which creates inconsistencies and a bit of a mess.”

“Lack of forward planning (forecasts, SWP) is a major pain point at the moment. Data is regularly shared with leaders but we’re still early in the maturity journey to a data driven-culture: leaders are still likely to react to noise/feel more than hard data.”

“Our ATS is very limited in terms of tracking data so we are using manual tracking as well, meaning there’s no source of truth and it’s a challenge to pull together reliable data.”

“We have had a poorly-implemented ATS and poor data practices prior to my arrival. We are now implementing a new ATS and will be tightening up all of the above in 2022.”

“We’ve had trouble tying all of our resources together to create accurate and cohesive reporting for execs.”

“We have to manually collect data from different sources because getting data out of our system is so cumbersome.”

On using Gem for data and metrics:

“I use Gem data on our conversions to help HMs better understand process/pipeline/forecasting.”

“We just adopted Gem and it has brought us into the future by eons.”

“I utilize Gem to present which roles we have top-of-funnel health on and to show response and accept rates.”

“We use dashboards in Gem frequently. I created a workload report to show our VP of Talent Strategy what each recruiter is working on and to determine where recruiters have reached capacity.”

“We use Gem data to give managers an idea of where the problem areas are, and for general check-ins around how things are going.”

Uses for Data in 2022

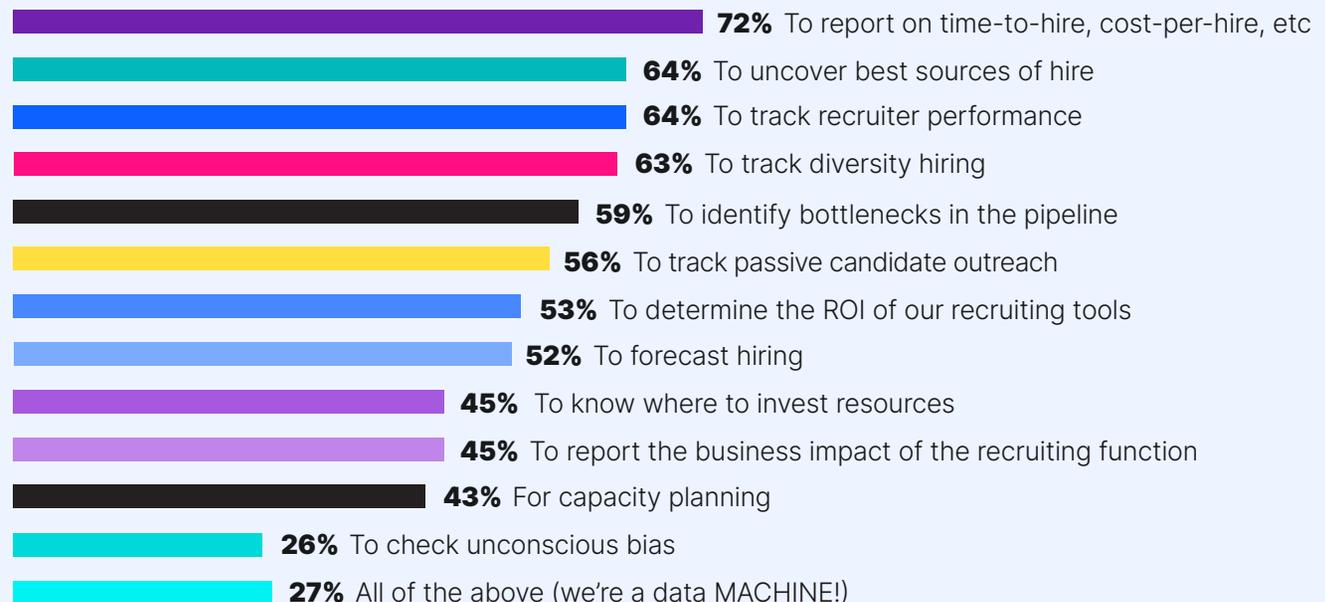
Regardless of company size, talent leaders say that time-to-hire, cost-per-hire, and best source of hire are their top three uses for data in 2022. Surprisingly, talent leaders at *smaller* orgs are more likely to say they use data to track any number of recruiting metrics—from recruiter performance, to diversity hiring, to source of hire, to pipeline bottlenecks, to forecasting.

Our suggestion to talent teams at enterprise orgs? Don't rest on your brand-and-company-longevity laurels here. As one recruiter put it, "Anyone *not* doing data-driven hiring at this point is going to get smoked in this super-competitive hiring market." That includes your smaller competitors.



TALENT LEADERS AT SMALLER ORGS

How do you plan to use data in 2022?



TALENT LEADERS AT ENTERPRISE ORGS

Q. How do you plan to use data in 2022?



On a scale of 1-10, how important will data be for recruiting in 2022?

8.7

Would you be willing to elaborate on the number you chose above?

“Being able to showcase PTRs, recruiter spend, cost per hire, bottlenecks, time to hire, etc. to executives is the best way for us to gain the resources we lack and consistently raise the bar for the TA org. It also gives each employee a way to benchmark against themselves and other ICs to measure their own success and growth.”

“With the last two years of recruiting being completely unprecedented, there is no way to predict 2022. Data will be extremely important to show trends and better understand the future.”

“It is often hard to showcase the productivity of a Talent function to those who don’t understand the time and energy it takes to make a hire. Data is a window into that world and is key for getting approval to make changes and get additional resources.”

“Data drives informed decisions and removes bias from decision-making. It helps identify patterns and trends which otherwise may not be surfaced, and can be particularly powerful when coupled with quantitative feedback, e.g. from candidates.”

“Data drives decisions. Everything we will be doing in 2022, I will be asking ‘what does the data show us?’”

“Data is the best way to share what is AND is not happening in recruiting. The more data we have, the better equipped we are to pinpoint any challenges.”

“There isn’t anything data can’t uncover, predict, or at least help with.”

“We’re using it to set goals, SLAs, and expectations with cross-functional partners.”

“We are building out Talent Ops and investing heavily in data to increase productivity and to better forecast.”

“We need data to predict the future but also to showcase how important and beneficial a well-oiled TA department can be.”

“We just implemented Gem and previously had no data-driven approach. Becoming a world-class TA team by using data is key to growing our business.”

Diversity

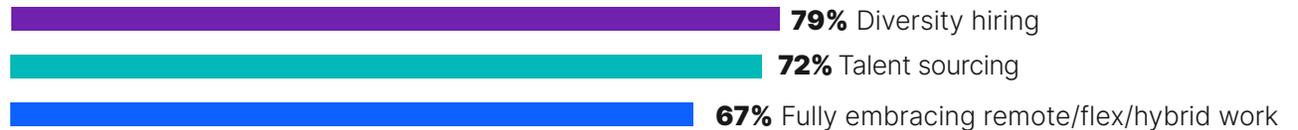


Diversity as the Most Important Trend of 2022

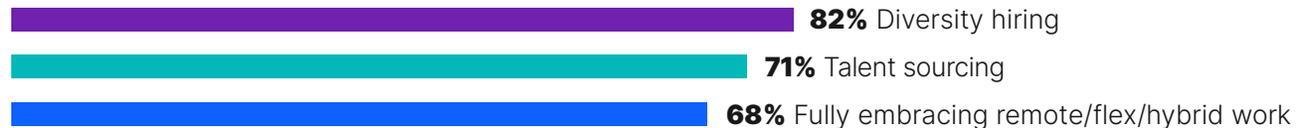
Regardless of role or company size, talent professionals across the board ranked “diversity hiring” as *the* most important trend in the recruiting industry for 2022. Other trends they ranked as critical—embracing remote/flex/hybrid work, rethinking role requirements, and pay transparency (see p. 72)—all feed into diversity.

Q. What are the most important trends in the recruiting industry that you anticipate for 2022?

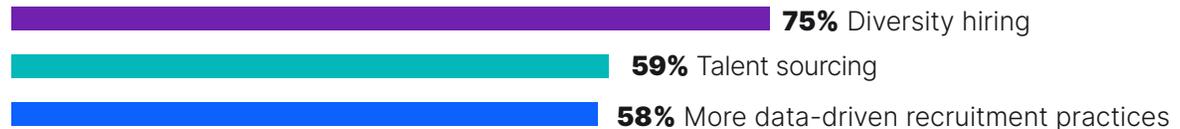
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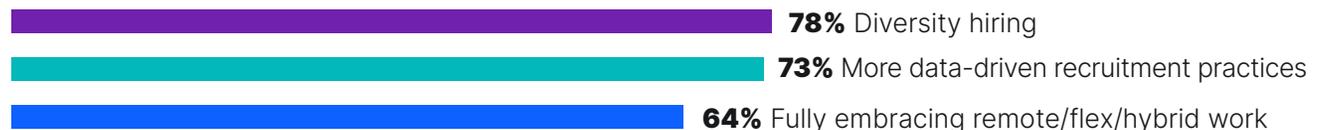
ICS AT ENTERPRISE ORGS



TALENT LEADERS AT SMALLER ORGS



TALENT LEADERS AT ENTERPRISE ORGS



Would you be willing to elaborate on your answer?

"Diversity has been a buzzword for a long time and I don't know if anyone has really cracked the code there."

"Given the current climate, organizations have to put diversity metrics in place."

"We're going to see more structured interviews and increases in diversity hiring because companies are able to hire people from different parts of the world."

"Our interview structure and unconscious bias trainings (diversity hiring) has become a priority for retention purposes."

"Pay transparency continues to be huge, which goes hand in hand with DEIB recruitment efforts."

"Companies in jurisdictions without pay transparency legislation will start to see legislative changes as there is a greater push for pay equity."

"I'm asked in almost every interview about remote work & DEIB initiatives."

"Most important? Diversity, inclusivity, and equal opportunity."

"We're already participating in structured interviews on some teams, and working on rolling out pay bands for all roles which will provide pay transparency. Diversity recruiting is top-of-mind and will only continue. We've been speaking a lot about skills-based hiring and will move in that direction more."

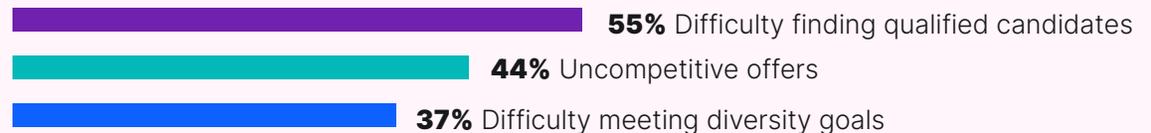
"Diversity, transparency, bias are all items that people care about and having the data to back it up will be critical for companies."

“Meeting Diversity Goals” as a Top Challenge of 2022

47% of ICs at smaller orgs, 39% of ICs at enterprise orgs, 30% of talent leaders at smaller orgs, and 33% of talent leaders at enterprise orgs say that meeting their business’ diversity goals will be one of the hardest challenges for their teams this year—putting “difficulty meeting diversity goals” as the #3 recruiting/hiring challenge for 2022.

ICs tended to rank “meeting diversity goals” as a slightly more pressing challenge than talent leaders; and recruiting professionals at larger organizations appeared, on the whole, less concerned about meeting those goals than their counterparts at smaller companies. This suggests that the brunt of the weight for meeting diversity goals rests on the shoulders of ICs, and that talent acquisition teams at larger organizations are more likely to believe they have the resources they need to meet them.

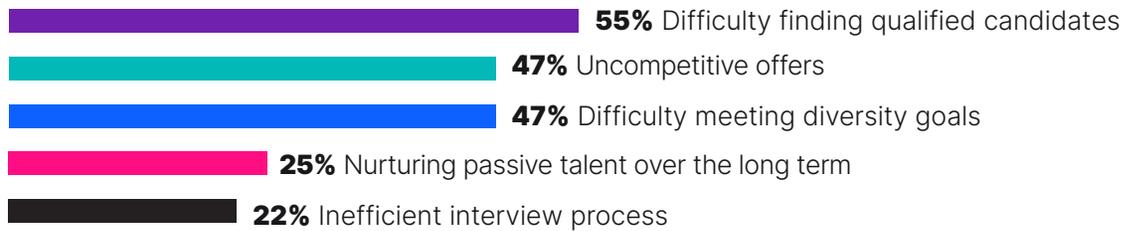
Q. What are the biggest recruiting/hiring challenges you anticipate for your org in 2022?



Here are top challenges broken down by role and company size:

Q. What are the biggest recruiting/hiring challenges you anticipate for your org in 2022?

ICS AT SMALLER ORGS



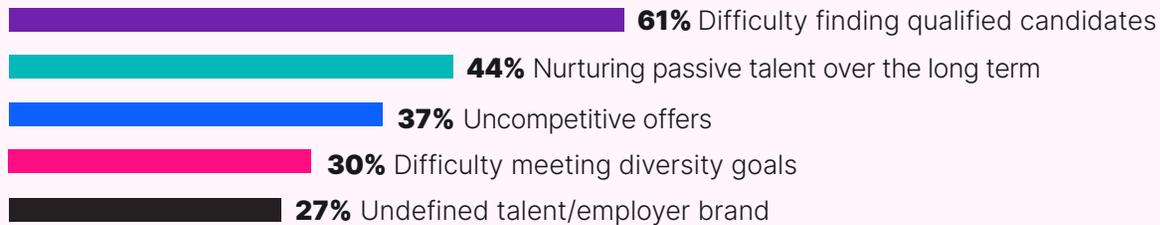
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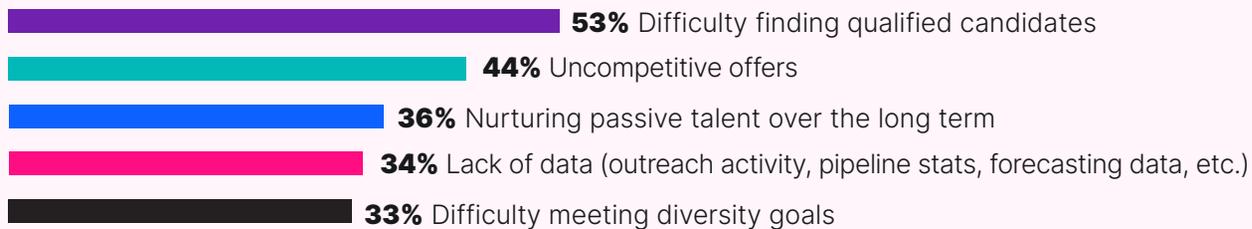
Top challenges broken down by role and company size (continued):

Q. What are the biggest recruiting/hiring challenges you anticipate for your org in 2022?

TALENT LEADERS AT SMALLER ORGS



TALENT LEADERS AT ENTERPRISE ORGS



Would you be willing to elaborate on your answer (re: diversity goals)?

"Diversity goals - challenged by a historically homogenous industry and further narrowed by locational restraints."

"We have to overcome the diversity gap that already exists and is making it more challenging to attract and hire diverse talent."

"We need more diversity in tech. Going back one, we need more diversity in tech schools."

"Certain geographies lack diversity and it's an ultra competitive marketplace for hiring right now."

"We have made decent strides towards our diversity goals. The most important piece will be to continue driving a percentage point or part of a percentage point upwards."

"We have shied away from investing in our referral program because it has been a limited source of diverse talent (people tend to refer people that look like them), however we're losing out on a great source of candidates."

"Our goal is to coach our managers to make an equitable and fair interview process, reduce subjectivity."

"Our current goal is 20% diversity outreach and it's tracked only by written affiliation on LinkedIn pages."

Barriers to Improving Diversity

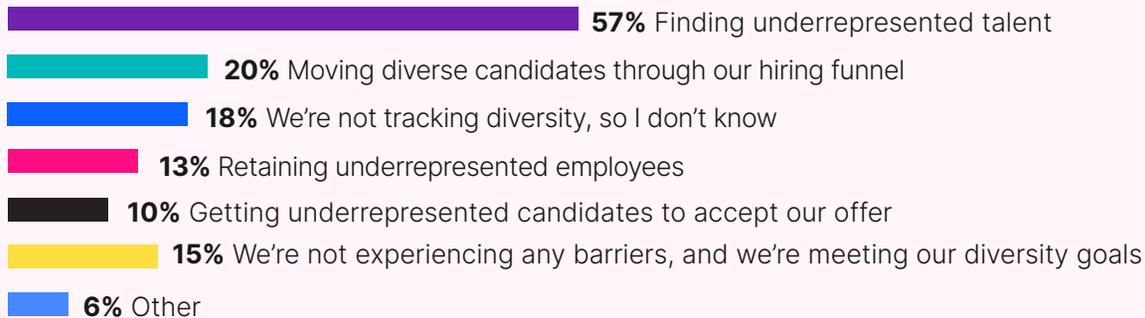
The biggest barrier to improving diversity by far, talent leaders told us, is finding underrepresented talent to begin with—an obstacle that's required teams to stop “relying too heavily on one platform (the big LI),” as one talent leader put it, and start seeking out job boards, platforms, and organizations where historically underrepresented and/or marginalized talent hangs out.

The *second*-biggest barrier to improving diversity in hiring is moving URG candidates through the funnel once they're *in* it. Talent leaders who are tracking the data attributed these drop-offs in their hiring funnels either to bias in their processes or to the number of opportunities URG talent—let alone talent on the whole—has access to right now.

Retention of underrepresented employees came in as the third-biggest barrier, suggesting that teams need to pay attention to the “E” and “I” of DEI in their organizations as much as they do to the “D.” It's one thing to hire a diverse team; it's another to afford them equitable opportunities and a culture of belonging to *keep* them there.

Q. What are your biggest barriers to improving diversity?

TALENT LEADERS AT SMALLER ORGS



TALENT LEADERS IN ENTERPRISE ORGS



* Respondents who selected "Other" added comments such as: "Identifying underrepresented talent with invisible underrepresented identities"; "Getting the executive team to decide on KPIs"; "Getting leadership on board with change management re: how we source and interview"; "Navigating global laws and regulations around data collection"; "Inability to accurately report on the current state of the funnel to know where we are falling short"; "Having consistent hiring practices in place that control for how we measure and vet for experience and skillset"; "Consistent ways in which we interview and control for bias"; and "Compensation."

Would you be willing to elaborate on your answer?

Lack of industry diversity

"I work in the Public Relations industry which is nearly 90% white (and mostly women). Our goal is to diversify through all means (gender, LGBTQ, military, etc) but with an emphasis first on race/ethnicity. This is a challenge in this specific industry, given the lack of diversity that already exists."

"We recruit from traditional finance and licensed talent for a good chunk of our roles, and that has traditionally not been well represented."

"Particularly challenging for engineering. Since most of our engineering hiring is mid-to-senior level, simply finding underrepresented talent and getting them in our pipeline for these more senior roles has been challenging."

"Some skill sets (sales) are predominantly white males. It's hard to find women or people

of color in general, let alone those who fit the specific skill set we're targeting. I wish we could source by ethnicity so I could say to my HM: 'There are only *this* many people of color in this space. We have to think more open-mindedly about our criteria.'"

Lack of data

"We don't always have full visibility into a candidate's demographics until advanced stages of the process."

"Top of funnel is where I'd love to see the biggest increase in diversity, but that requires talent professionals to make assumptions about a candidate. It's hard to gauge how diverse your candidate funnel is without knowing how they self-identify."

"There are certain aspects of tracking diversity which are difficult, e.g. due to navigating regulations around data collection."

"The biggest barrier is data & enough resources to build a well-thought-out strategy around it. We know we need to find and assess talent and get candidates to accept, but we don't have a fully fleshed-out plan or enough resources to track goals team by team."

Difficulty finding/sourcing

"We also struggle to find underrepresented talent but I don't like that option as an answer because that implies it isn't out there. I believe the industry relies too heavily on one platform (the big LI) and not all talent communities use this to be reached."

"Since the market is so competitive, especially when sourcing through LinkedIn, we're starting to invest in additional sourcing tools to increase our talent reach and enable us to find more underrepresented talent."

Would you be willing to elaborate on your answer? (continued)

“Being able to find the boards and platforms that underrepresented talent are using daily is important.”

“Many D&I prospects are not hiding in plain sight, so we’re developing new ways of finding and engaging with them.”

“Lack of female applicants.”

“We don’t have great employer branding and so our inbound applicants are few and far between. This results in disproportionate backgrounds in our candidate pool.”

“We need to invest more in sourcing for underrepresented talent - more sourcers, better systems, etc.”

Bias in the process

“I had to do a retro on our pipeline as it was more challenging to have women go through the hiring process, and the data showed it.”

“I think there’s still some similarity bias that exists

regarding culture “fit” and/or experience, especially in later stages of the hiring funnel.”

“Working on understanding why URG candidates are not making it further down the funnel.”

“Higher drop-off for diversity throughout the funnel - working to identify root causes currently.”

“We have a hard time finding diverse talent and don’t have great bias trainings in place, which means they often don’t progress well in our funnel.”

“We serve mostly black and brown students so we strive to have a staff representative of that. Sometimes they do not interview well; hiring manager biases or systems of oppression of a white dominant culture do not keep our staff of color here.”

Difficulty selling/closing

“We need to do a better job selling ourselves to these candidates as well

as preparing them to be successful in our process.”

“Other companies competing for underrepresented talent drives up the market rate, which makes it difficult to close them.”

“Since URM talent is so in demand, they typically get pulled away with raises and promotions. The fight for talent in this market is as hot as it has ever been and our offers are not as competitive.”

“It’s a big challenge to close candidates from underrepresented groups because of how many opportunities they are considering. Given we’re a small startup, we can’t compete with the equity and base salaries that FAANG companies offer to URG candidates to meet their diversity goals. Our focus next year will be to create a pipeline from university URG candidates to bring them into tech and nurture their growth in the industry.”

Would you be willing to elaborate on your answer? (continued)

Successes

“Our first year or two in business we were male-heavy; but because we actively realized it, we spent more time recruiting from different networks and getting more introductions through referrals. This helped us even out our gender diversity.”

“We have started to hire junior URM candidates and train them.”

“With our sourcing outreach we’ve been able to ensure we have a diverse pipeline and make a meaningful impact on our diversity hiring goals.”

“We have a DEI department who actively helps with our recruiting initiatives. We also have a diverse Talent team so I believe recruiting diversity candidates comes as almost second nature.”

“Our company goal is to be at least 50% URGs. We are a pretty diverse company, but it takes intention and consciousness as well as ensuring that our processes are allowing equitable opportunity. This is a priority for us, and we continue to expand and improve our DEI strategy.”

Diversity and Remote Work

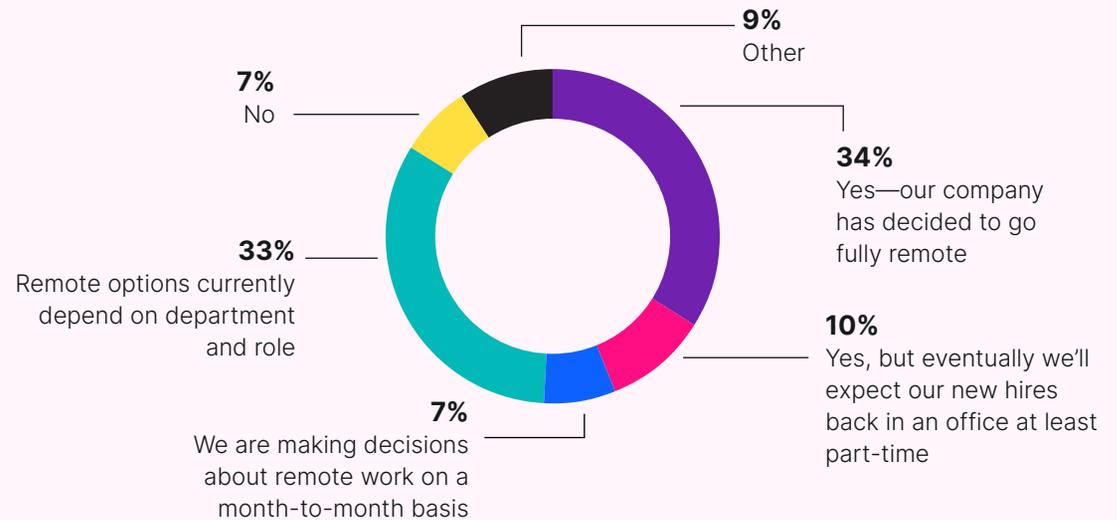
Talent leaders at smaller orgs are more than 3x as likely to say that their company decided to go fully remote during COVID than talent leaders at enterprise orgs are (34% v. 10%). They're also *less* likely to say that their business will eventually expect new hires back in an office at least part-time.

Given that the majority of talent leaders say remote hiring has helped improve diversity in their orgs during COVID (59% of leaders in smaller orgs and 54% of leaders in enterprise orgs say as much), one best guess is that smaller orgs might find it easier to hit their diversity goals over the long run because of remote or remote-first cultures.

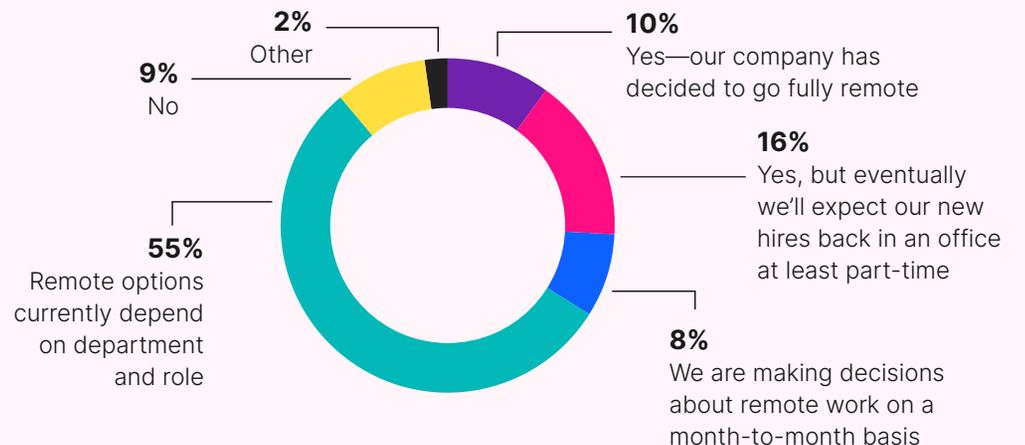
* Respondents who selected "Other" added comments such as: "We have always been 100% remote"; "Remote-first hybrid"; "Remote first, but quarterly in-office requirements"; "Fully remote or in-person possible for almost every role"; "We have offices but people only go in if they want to"; "We are hiring remotely across the US but employees also have an option to be based in office if they live in the vicinity"; and "We need to stabilize and then we can look at remote roles."

Q. Is your organization hiring for remote roles in 2022?

TALENT LEADERS AT SMALLER ORGS

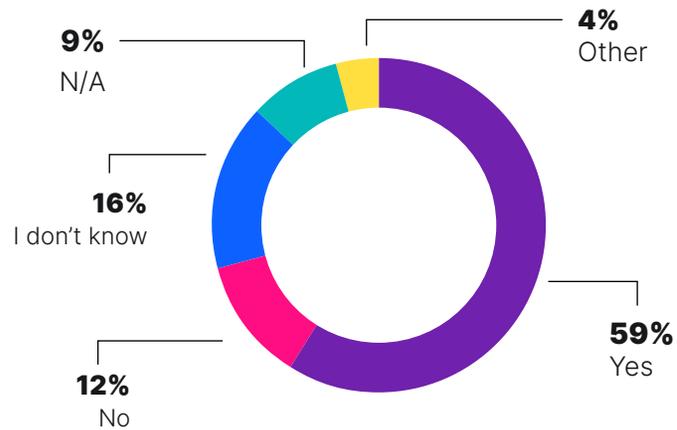


TALENT LEADERS AT ENTERPRISE ORGS

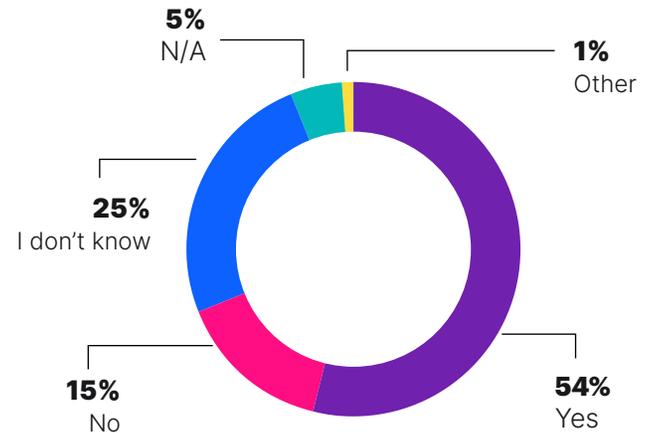


Q. Do you think remote hiring over the last year has helped improve diversity in your org?

TALENT LEADERS AT SMALLER ORGS



TALENT LEADERS AT ENTERPRISE ORGS



* Most respondents who selected "Other" said that their organizations have been remote all along. Others noted that while hiring remotely gives them more geographies to hire from, so many companies are hiring remotely that the competition for talent has remained the same.

If so, how?

“Without having requirements for folks being in the office, we have the flexibility to go where the talent is. This means we can venture into different parts of the world.”

“Markets with greater diversity are in play now more than they were before the pandemic.”

“It has allowed us to cast a wider net when it comes to sourcing individuals. As an early-stage startup with only 1 location, we would be very limited if we were to not accept remote people.”

“Remote interviewing has helped us with diversity hiring as it removes some of the bias (e.g., first impressions that can form when meeting someone in real life) and makes interviews more accessible to everyone (since there is no travel involved).”

“It has allowed us to source for talent in areas where systematically oppressed groups often live.”

“We were able to enter into geographies where we’d never hired from before. We were able to hire more female employees on our engineering team.”

“Historically we have only supported folks at our headquarters in SF. Our entire Software Department has gone remote, allowing us to reach technical talent in regions that wouldn’t normally consider applying.”

“Candidates are provided the flexibility to commit to a position regardless of child care status, COVID caution, and location/commute requirements.”

“We’re able to bring in talent that otherwise would not be able to join us, like full-time-stay at home parents or people with mobility issues.”

“By tapping into wider talent markets, e.g. people with care responsibilities who either cannot or prefer not to travel into the office daily, talent who have moved away from the city, or who prefer flexibility in their work.”

“It’s allowed for more flexible working for employees who are single parents, new parents. It’s allowed employees to move from urban centers into more affordable and larger spaces. I feel we have a better chance of hiring more senior talent who’ve left the city due to the cost of living for a family.”

“Being able to attract great candidates that are willing to change their current job without uprooting their life.”

“a) bigger reach and candidate pool. b) stronger incentive to candidates (people WANT to work remote).”

2022 Diversity Goals and Initiatives

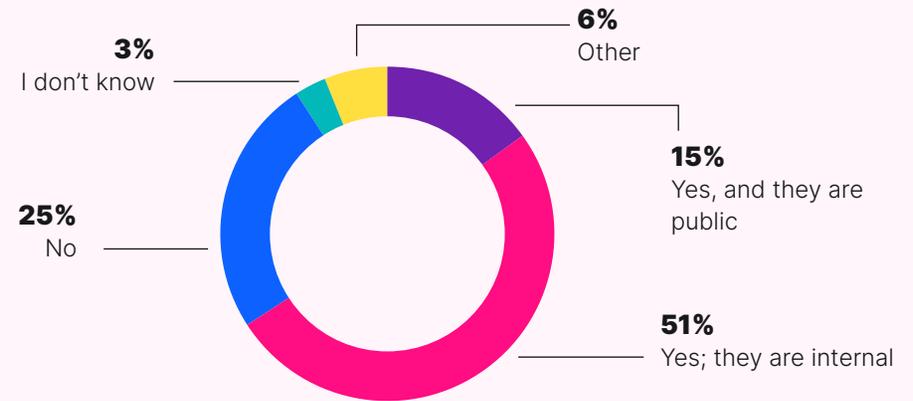
Talent leaders at enterprise orgs are somewhat more likely (72% v. 66%) to say their team has a formal diversity hiring initiative or diversity goals in place than talent leaders at smaller orgs are. (Regardless of company size, most of these goals are internal rather than public.)

The majority of talent leaders with formal diversity goals and initiatives (56% of smaller orgs and 59% of enterprise orgs) say these initiatives consider diversity across the board—gender and racial diversity, alongside other considerations such as veteran or LGBTQIA+ status.

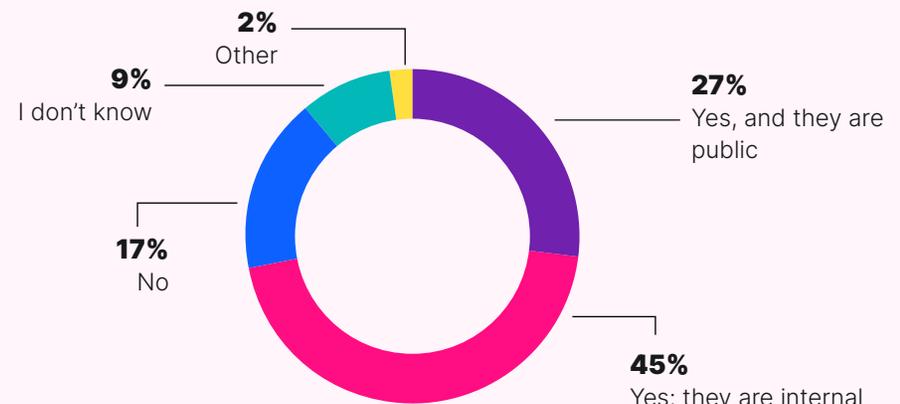
* Respondents who selected "Other" added comments such as: "We are in the process of developing those for 2022"; "This is currently in development"; "In development as we are scaling"; "It's part of our values, culture, and identity as 'diversity ambassadors,' but we don't have targets specifically"; and "We just hired our first dedicated Sr Mgr of DEI and we will be discussing formal diversity hiring initiatives in 2022."

Q. Does your team have a formal diversity hiring initiative or diversity goals in place?

TALENT LEADERS AT SMALLER ORGS

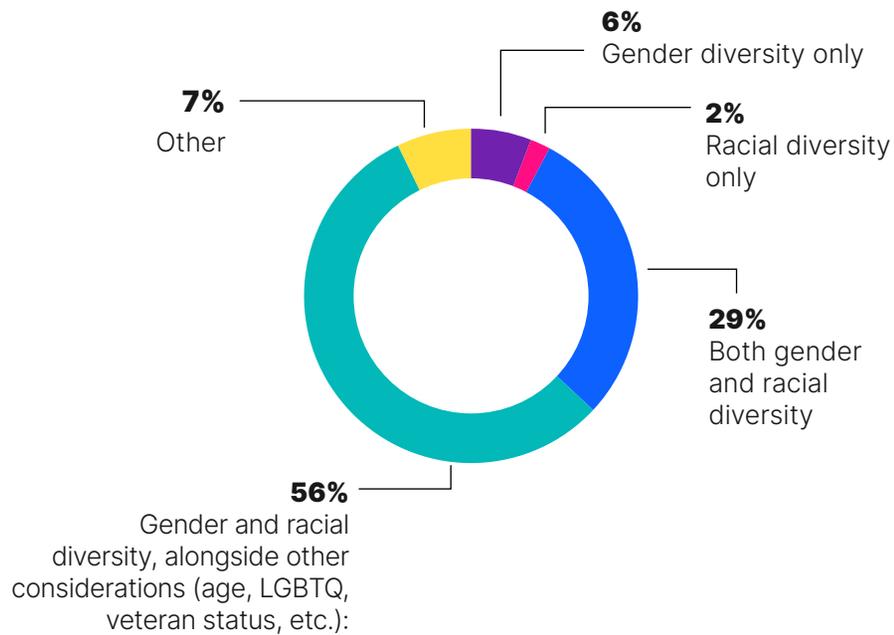


TALENT LEADERS AT ENTERPRISE ORGS

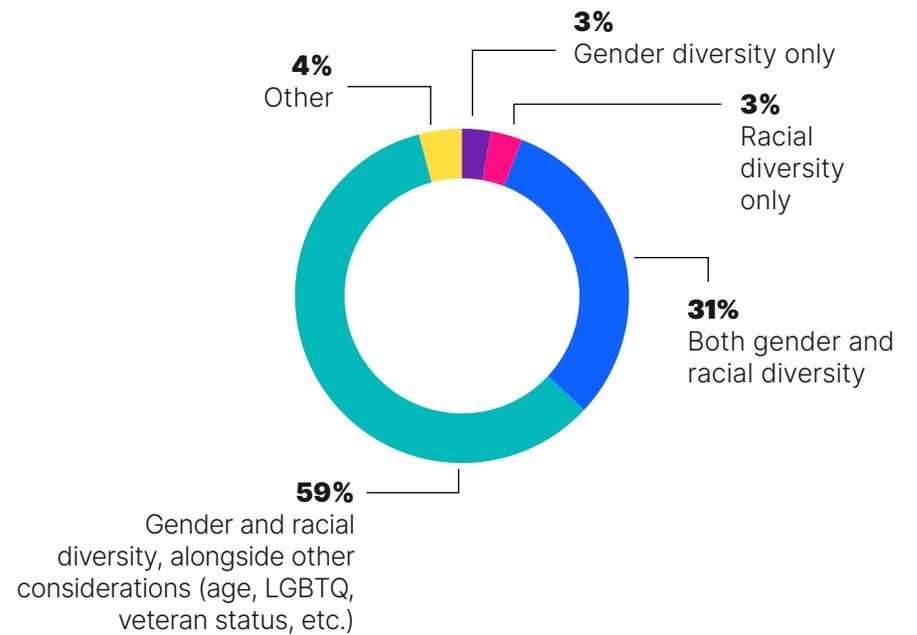


Q. If so, what is included in your diversity hiring initiative?

TALENT LEADERS AT SMALLER ORGS



TALENT LEADERS AT ENTERPRISE ORGS



* Respondents who selected "Other" added comments such as: "All the TA team apply a full DE&I approach to attraction and engagement"; "Gender and 'internationality' with awareness of other kinds of diversity, but KPIs for gender/internationality"; "Not sure yet since our diversity hiring strategy has not been finalized"; and "We live in a diverse environment so no real need to be so decisive."

Over half (55%) of sourcers and recruiters at smaller companies say they have formal diversity hiring initiatives or diversity goals in place, while nearly ¾ (74%) of sourcers and recruiters at enterprise orgs say they do. ICs at enterprise companies are twice as likely (11% v. 22%) to say their diversity initiatives are “very successful.”

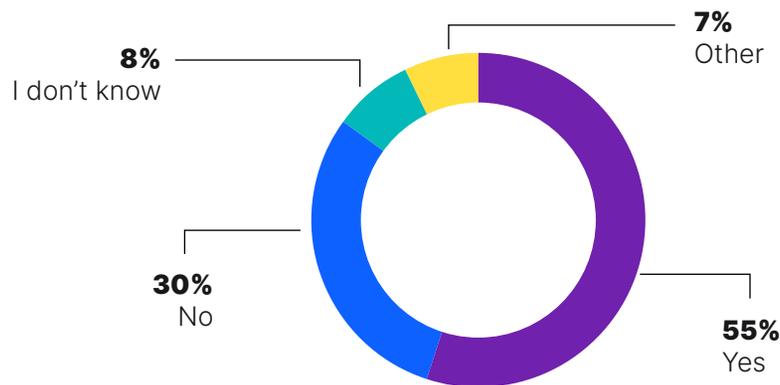
When we asked ICs to elaborate, some patterns emerged:

- A focus on top-of-funnel diversity outreach and what one recruiter called “mindful sourcing”;

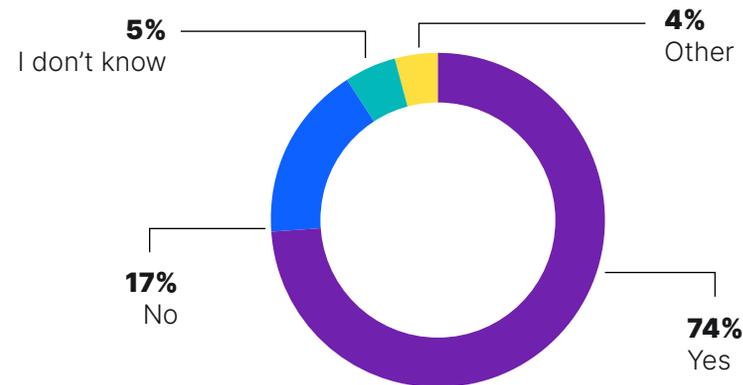
- The fact that top-of-funnel diversity doesn’t always trickle down due to biases further down the hiring funnel; and
- While diversity is top-of-mind for many sourcers and recruiters, they either have initiatives without goals, or goals that aren’t measured or tracked—so it’s hard to know if teams are trending in the right direction, or how to optimize.

Q. Does your team have a formal diversity hiring initiative or diversity goals in place?

ICS AT SMALLER ORGS



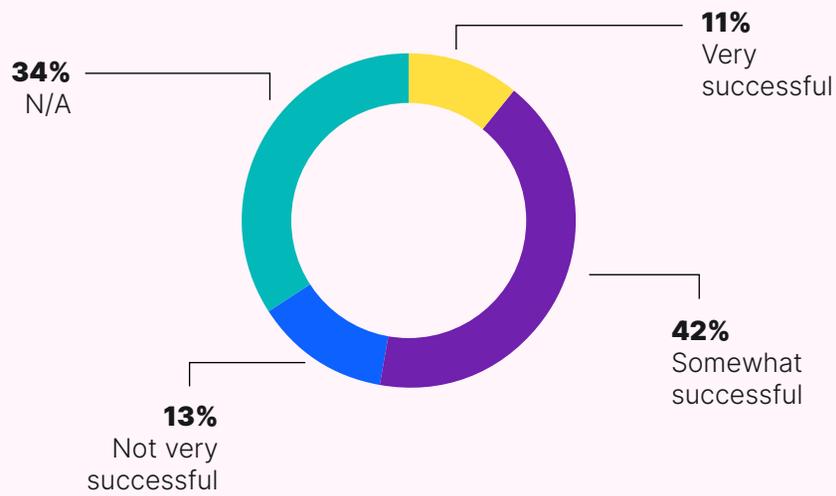
ICS AT ENTERPRISE ORGS



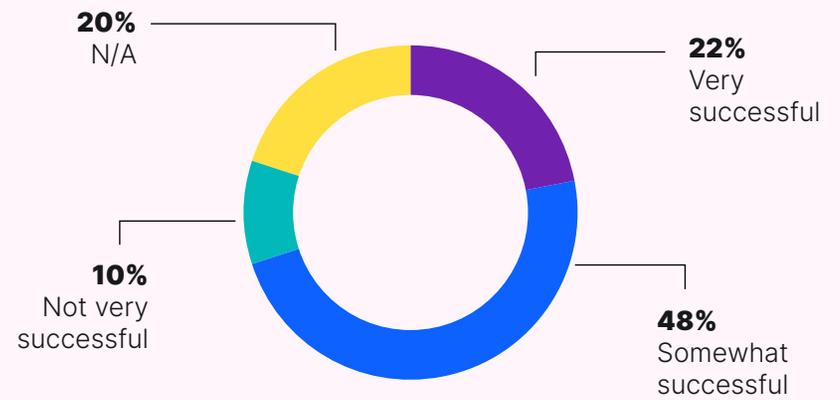
* Respondents who selected “Other” added comments such as: “Currently working on it”; “Nothing ‘formal’ but it’s a focus for our team in general”; “Yes, but not metrics-driven”; “My team doesn’t but we have a team dedicated to D&I”; “We are making stronger efforts for reachouts, tracking, and better interview processes but we are not working towards targets”; and “We have a diversity initiative but no set goals: TBD on 2022.”

Q. If so, how successful would you say your diversity initiative is?

ICS AT SMALLER ORGS



ICS AT ENTERPRISE ORGS



Would you be willing to elaborate on your answer?

Strategies

"We have a lot of diversity and inclusion programming; we conduct training on diversity hiring; we make sure to have balanced interview panels; we collaborate with various external diversity organizations."

"We have built up our diversity recruiting team and choose agency partners who value diversity."

"We have diversity virtual speakers and attend diversity virtual hiring events with AfroTech and Lesbians Who Tech."

"The business has organized specific bootcamps and tech talks to empower diversity hiring."

"We do sourcing jams."

"Our company has special programs for females who want to start their career again after any kind of break."

"We have a dedicated diversity sourcing team that reaches out to DEI candidates only. We also have rules set in place to interview a set amount of diverse candidates before non-diverse candidates can come into the process."

"We apply the 'Rooney Rule' where 2 diverse candidates must be interviewed by the Hiring Manager before an offer can be extended to a non-diverse candidate."

"50% balanced candidate slate at onsite."

"We have target metrics for diversity outreach. Certain positions we do have goals to interview diverse candidates before making a final decision or closing the req."

"For outbound, we try to reach out to more diverse candidates (women, POC, non-binary folks) to balance out our applicant pool from inbound candidates."

"Our company as a whole has a DEI goal in place. As a sourcer, I am supposed to reach out to 25% of URG candidates each week."

Successes

"We have increased diversity across the organization by ensuring our pipeline includes diverse candidates, ensuring our interview panels are representative of the diversity at our organization, and publicizing our commitment."

"We've been able to adapt our infrastructure to people with disabilities, we were able to attract new candidates from more diverse groups and to do that we've worked on mitigating bias internally."

"We track metrics and see something like a 2% increase across most groups as far as diversity recruiting on a semi-annual basis."

Would you be willing to elaborate on your answer? (continued)

Struggles

“Still figuring out a way to best track and have people voluntarily self-report their backgrounds.”

“We strongly encourage sourcers to reach out to candidates from diverse backgrounds, but we don’t have any set goals in place. I think we would be more successful if we set goals around time spent on sourcing for diversity.”

“We have dedicated sourcing sessions where the focus is only on diversity candidates. However, we do not see a great response from the candidates in terms of response rates.”

“We can fill top-of-pipeline with diversity candidates but that doesn’t always mean that will impact the hired metrics.”

“Diversity hiring is front of mind at sourcing, but I would like to see more folks actually hired.”

“We have initiatives in place to provide a diverse slate of candidates to hiring managers, but ultimately it’s their call who to hire. A lot of times it is not the diverse candidate.”

“Hiring managers have a lot of biases regarding the school candidates graduated from. If we’re always targeting Ivy League schools chances are we’re not going to find the most diverse talent.”

“We’ve partnered with DEI consultants. We have courses and workshops, and hiring teams go through unconscious bias training. But there are no formal targets and I think diversity has improved but there is no specific data to support this.”

“Diverse talent is being continually identified by our sourcing team, which turns into interviews and hires, but I don’t see that it’s being measured. At least it’s not being communicated back to the team if it is being measured, and therein to the business.”

“In Engineering, we were able to increase gender diversity hires from 17 to 26%. But without the proper management training, we fear we won’t retain this talent. That’s why we need to continue our efforts next year.”

“We are growing at rapid speed (building the plane while flying it) so we do our best but there is room for improvement.”

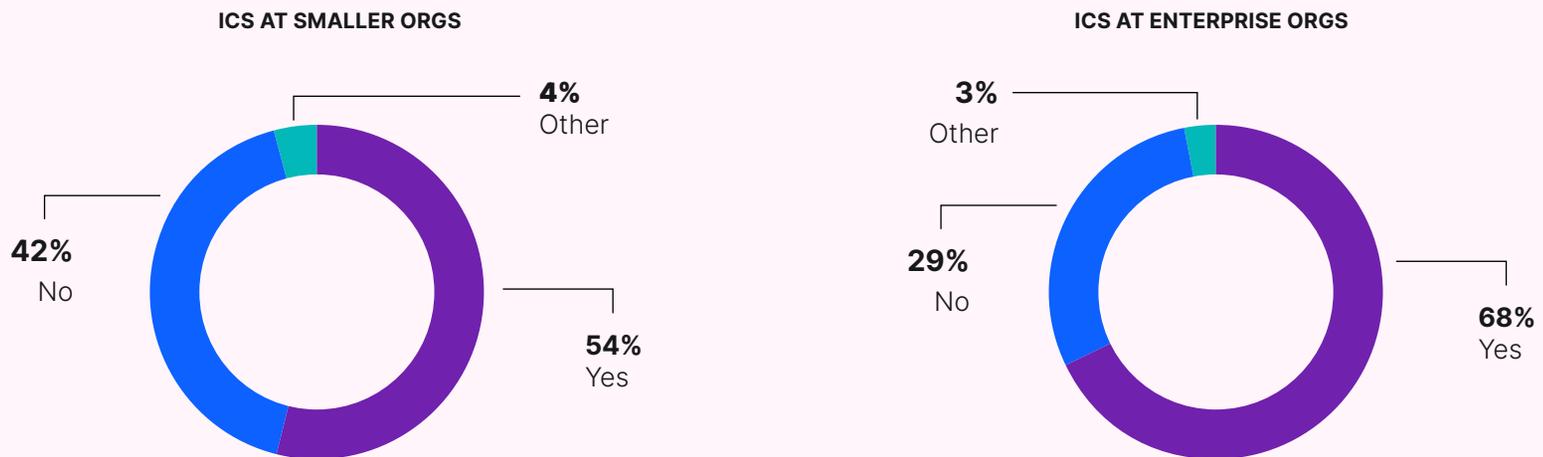
“Limited team bandwidth combined with high volume of headcount + high D&I hiring goals has made it really difficult to efficiently and effectively focus on diversity hiring. Lack of time to really dedicate to diversity sourcing + follow ups.”

“While our clients often have these, as a consulting agency we don’t have our own goals in place. I sometimes wish we did.”

Tracking Diversity Through the Hiring Funnel

Just over half (54%) of sourcers and recruiters at smaller organizations say they track diversity through the hiring funnel to ensure they're either moving the needle on diversity goals, or—if they don't have goals in place—that they're trending equitably. 68% of sourcers and recruiters at enterprise organizations say they track this data. Tracking funnel activity not only allows TA teams to identify bottlenecks in the hiring process *overall* and optimize for speed and candidate experience. It also allows them to see where certain demographics might be dropping out of process more often than others are. *That's* where you might be dealing with human bias or process bias.

Q. Does your team currently use data to track diversity throughout the hiring funnel?



* Respondents who selected "Other" added comments such as: "It depends on the role"; "Some do and some don't"; "No, but this is something we would like to start tracking"; "It's a work in progress"; "How does one label a 'diverse candidate'? I'm looking at resumes, nothing else"; and "The game-changer has been tracking diversity in sourcing (thanks to Gem!). This has enlarged our diversity pool and resulted in better offer-to-hire rates."

Employer Branding & Candidate Experience



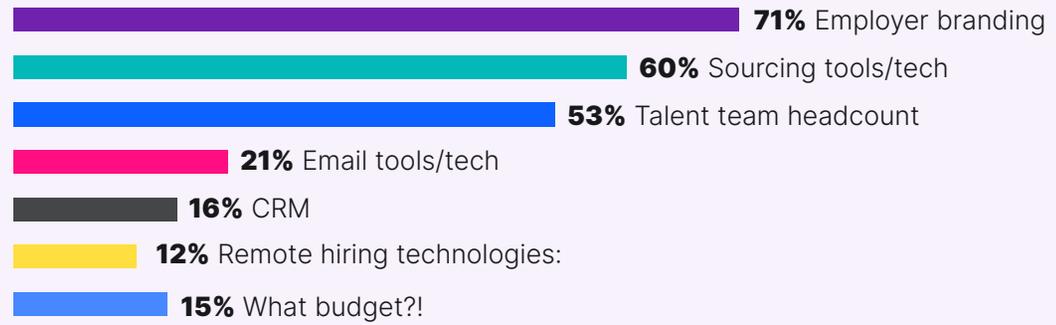
Employer Branding as TA's Top Spend in 2022

In aggregate, talent leaders said that employer branding (69%) is *the top place* they'll be investing their budgets in 2022. Given that uncompetitive offers is the second-biggest challenge they anticipate for this year (see p. 24)—and given that a weak talent brand and uncompetitive offers were among the top challenges talent teams faced in 2021—this spend makes sense.

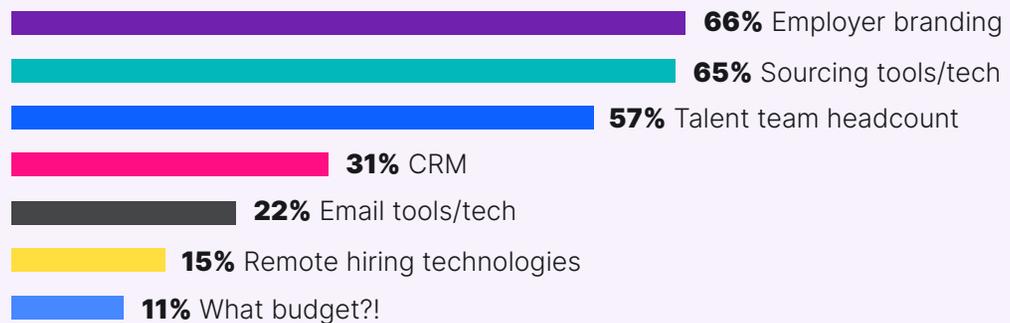
After all, a strong talent brand—which can cover everything from personal development and career advancement, to company culture, to diversity, to social responsibility, to collaboration, to product quality, to innovation and intellectual stimulation—may need to make up for when organizations can't compete on compensation alone.

Q. Where will you invest your talent acquisition budget in 2022?

TALENT LEADERS AT SMALLER ORGS



TALENT LEADERS AT ENTERPRISE ORGS



What are the most important trends in the recruiting industry that you anticipate for 2022?

Candidate experience

“Ensuring a great candidate experience and new hire onboarding experience - the core values of good recruiting: integrity, transparency, honesty, and a genuine love of helping people.”

“It’s a candidates’ market, and we see them wanting more inclusive hiring practices (ie: diversity hiring, pay transparency, and remote/flex/hybrid work) but also needing more proactive outreach (ie: talent sourcing).”

“As the competition for talent heats up, we have to be more human. That means using more automation to free up time to spend with candidates, affording them white-glove service.”

“We’re looking to automate tedious admin tasks so we can spend more time on making connections and moving process along quickly.”

“The more efficient and automated processes can be, the more nimble the Recruiting team can be. This can lead to a better candidate experience. Clean, efficient, and expedient whilst maintaining due diligence. This will be the trend.”

“Concierge approach.”

Employer brand

“Candidates are no longer interested in fancy campuses, snacks and ping pong tables. They want real values that resonate with their own, and to see those values from the top down. Candidates want true flexibility and to be able to put their family and their

mental health first. They also want to be appreciated and treated fairly.”

“Candidates have the power now. Convincing people to work for us is key. Pay, culture, word of mouth, benefits, work/life balance will all be critical. We need to prove how we’re better to work for than any other company even though we can’t always offer the highest pay. Non monetary perks will be more important than ever.”

“The market is moving really fast nowadays, and the ones who are in the position of power are the candidates. So companies need to work on their benefits, work environment, and having a transparent recruiting process.”

What are the most important trends in the recruiting industry that you anticipate for 2022? (continued)

"I would also include work culture. It's been a very candidate-driven market and talent is looking for not only work/life balance but also a company that puts people first."

"The great resignation has changed how businesses need to sell to candidates, rather than the other way around."

"Branding in a remote world."

"Our team is doing the legwork to get the word out (company advertising on podcasts and in the cities we have offices), then we're responsible to make sure candidates have a positive experience."

"Studies have shown your company needs to be seen several times to prompt someone to apply. Getting candidates to come to you will be the name of the game when the number of candidates is so few and they have options."

What challenges are you currently facing that impact your ability to hit hiring goals?

TALENT LEADERS AT SMALLER ORGS

28%

Uncompetitive offers

41%

Weak talent/employer brand

TALENT LEADERS AT ENTERPRISE ORGS

36%

Uncompetitive offers

28%

Weak talent/employer brand

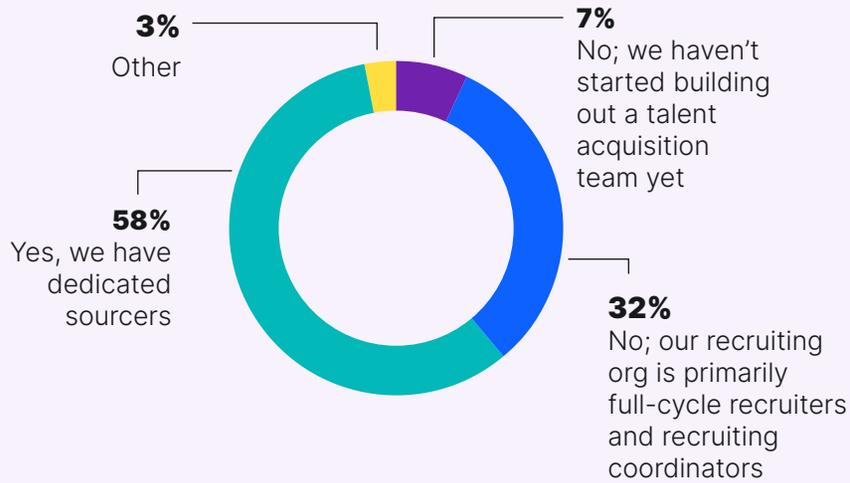
Sourcing and Outreach

Nearly 60% of ICs at smaller companies and $\frac{3}{4}$ of ICs at enterprise companies told us their teams have a dedicated sourcing function. This corresponds with what we've been hearing from talent professionals about the urgent need—now more than ever—for passive talent outreach. (“We’re at a point where actively sourcing candidates is critical because of the lack of active, available talent,” one recruiter at a 5000+ person company wrote in.) After all, in the majority of cases, talent either doesn’t know about your brand or it isn’t top-of-mind for them. And they likely don’t know the details about your culture or what it’s like to work for your company—let alone that you’re hiring.

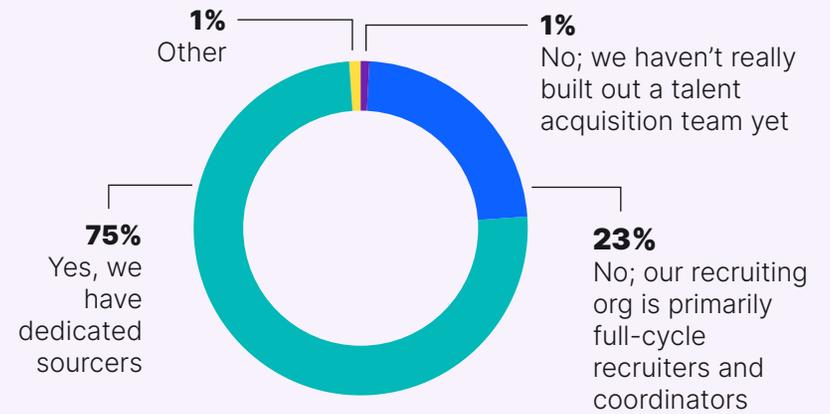
That’s why enterprise ICs told us that talent sourcing was the second most important recruiting trend they anticipated for 2022—trailing only behind diversity hiring (see p. 72). Sourcers and recruiters at smaller organizations rated sourcing as the *third* most important trend they anticipated in 2022.

Q. Does your team have dedicated sourcers?

ICS AT SMALLER ORGS



ICS AT ENTERPRISE ORGS



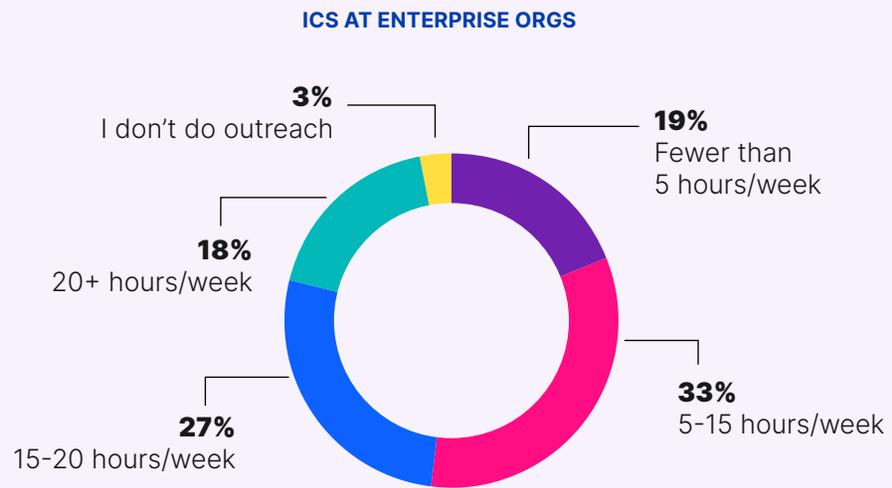
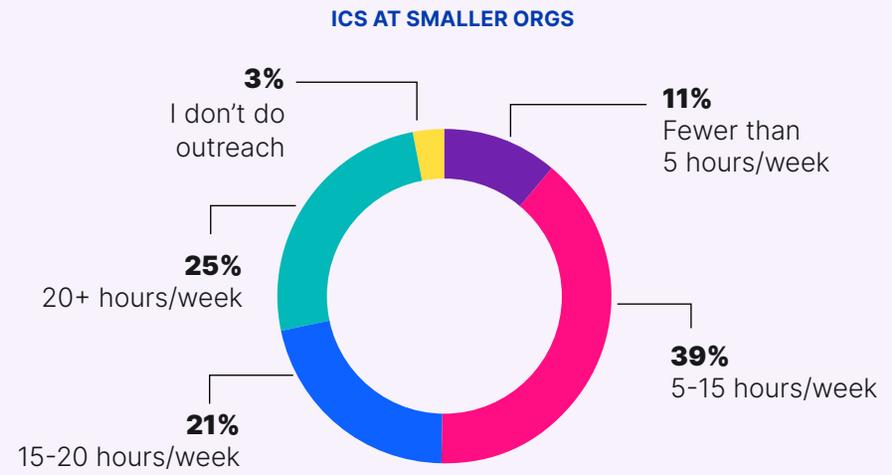
* Respondents who selected "Other" mostly said some version of: "We have sourcers for certain roles, but overall recruiters do their own sourcing"; "We have some dedicated sourcers, but they perform some full-cycle recruiter tasks as well"; "We've just started building out a sourcing function"; or "We use external partners for sourcing."

Q. How many hours/week do you spend on outreach to passive talent ?

No small part of sourcers' and recruiters' days is spent on passive talent outreach. In aggregate, 36% of respondents said they spend 5-15 hours/week on outreach, nearly ¼ (24%) spend 15-20 hours a week on outreach, and over 1/5 of recruiting ICs (22%) say more than half their work week is reserved for outreach.

Gem's own internal benchmarking data, based on nearly 12 million candidate journeys, recently showed that outbound candidates are 4-5x *more likely* to result in a hire than inbound candidates are. So while these efforts are clearly worthwhile, it's well worth considering sourcing automation tools that let teams set-and-forget follow-ups, send-on-behalf-of hiring managers and C-levels, and give them analytics to optimize their messaging.

This ultimately means a broader pool of talent gets consistent exposure to your talent brand. It also gives sourcers back precious time for research, strategic business functions—and, as respondents noted often, for deeper attention to the candidate experience.



* Most respondents who selected "I don't do outreach" said that in their roles (mostly recruiting coordinators), outreach is not their responsibility.

Employer Branding and EVP

Just over ¼ of sourcers and recruiters (27% at enterprise orgs, 28% at smaller orgs) say their company has a formalized employee value proposition (EVP)—a coherent and consistent story about the value the company offers employees in return for their skills, experience, and efforts. Around ¼ say they *don't know* if their org has one, but they've come up with their own over time. 15% of enterprise ICs and 21% of ICs on smaller teams say their company doesn't have an EVP *at all*.

An EVP strengthens and differentiates your employer brand, increases employee engagement and retention, focuses the agenda for HR, and informs and strengthens recruitment messaging. ("Employer brand will be decisive in candidates choosing one employer over another," one hiring manager at a 10,000+ person company wrote.) Yet nearly 30% of enterprise talent leaders, and over 40% of talent leaders at smaller companies, say a weak employer brand is currently impacting their ability to hit hiring goals (see p. 46).

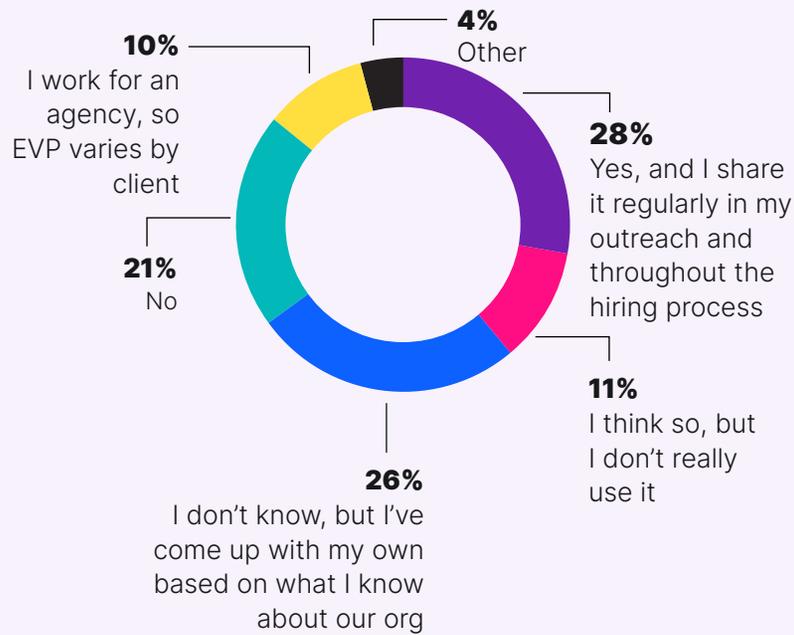
Our recommendation? Sit down with current employees. What made them decide to come work for you? Have their expectations of the company been met (or exceeded)? What makes the

organization unique? What *tangible* and *intangible* benefits offered by the org are most attractive to them (and why)? What's been the most fulfilling thing about working for your org?

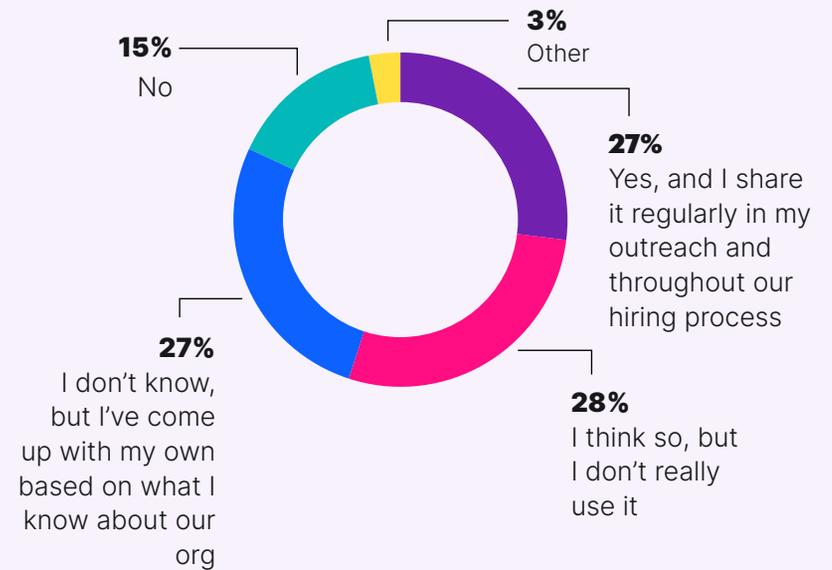
Over time you'll start noticing patterns and themes—and not just with employees. The same comments will pop up in exit interviews with talent who loved working for you. Passive talent will have similar explanations for why they responded to your outreach. Gather the comments that come up most often and circulate them with the broader team. These are the foundations of your EVP.

Q. Does your organization have a formalized employee value proposition (EVP)?

ICS AT SMALLER ORGS



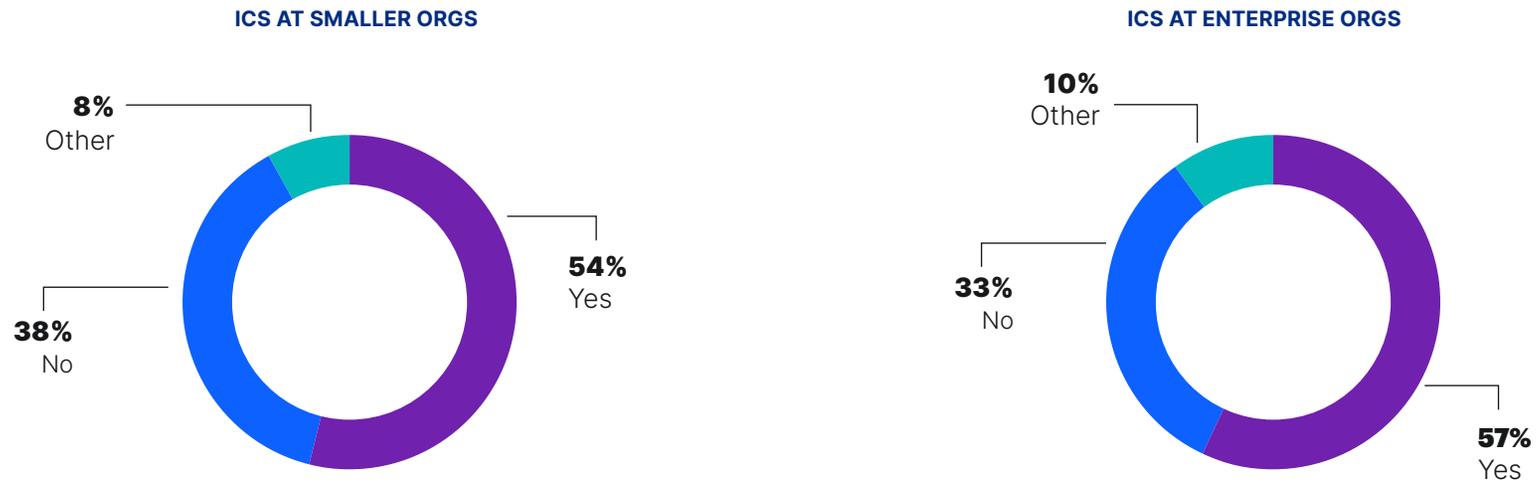
ICS AT ENTERPRISE ORGS



* The majority of respondents who selected "Other" said that their organizations are either in the process of crafting an EVP, or updating the one they had. Others said some version of "Yes, but recruiters are not taught to present it," suggesting a disconnect between formulation and messaging. A few respondents said they don't know what an EVP is.

Of the sourcers and recruiters who say their organizations *have* an EVP, the majority (57% at enterprise orgs and 54% at smaller orgs) say their companies made deliberate changes to those value propositions during COVID. Most of those changes entailed the decision to go remote, additional work-from-home benefits, and mental health and wellness benefits—though respondents *also* mentioned everything from employee recognition, to signing and retention bonuses, to increased birthing leave, to L&D and financial consulting resources.

Q. Has your org changed its EVP or introduced new employee benefits during the pandemic?



* Nearly all respondents who selected "Other" said they weren't sure, because they haven't been at their current orgs for the duration of the pandemic. Others said they officially created and implemented their EVP during the pandemic.

If so, how?

"We are 100% remote!"

"Became a fully remote company, offered R&R perks to employees."

"Remote-first company going forward (we were 100% in-office pre-pandemic)."

"New mental health resources, updated Covid sick time, and increased WFH stipend."

"Wellness/mental health days, company day off (once a quarter), \$ for personal health use (therapy, chiro appts, etc)."

"We also introduced a better mental health support initiative (partnered with a global mental health provider)."

"Introduced mental health benefits (Carrot, Ginger, etc), flexible work hours for parents, work-from-home stipend."

"Added work from home stipends and 'away days' to encourage healthy work-life balance."

"We provide a monthly stipend for utilities."

"Increased our benefits, decreased cost to employees (vision/medical/dental), & added a WFH/anywhere policy."

"Partnering with vendors to provide childcare services (and allowing employees to reimburse some childcare costs), expanding reimbursable services for our wellness stipend, promoting a 'remote-first' culture, establishing clubs and other virtual activities."

"Monthly wellness days, no-meeting Fridays, frequent Town Hall, informal coffee club with CEO/leaders, WFH allowance, etc."

"Unlimited PTO (it used to be 20 days)."

"More employee engagement, recognition, knowledge-sharing."

"Additional financial consulting resources, learning & development stipend"

"Introduced more flexibility, structured comp and career plans."

"WFH internet stipend, increases to 401k matching, changes to commuter benefits."

"Changes in comp and equity structures."

"Pension contributions, performance-based bonus structure, and more."

"Increased birthing leave."

"Signing bonus."

"Retention bonuses."

Pain Points with Candidates

Regardless of org size, “better offers elsewhere” is the top reason candidates are rejecting offers, talent leaders tell us. Counter-offers at candidates’ *current* jobs and compensation come in at #2 and #3 for enterprise companies; those rejection reasons are reversed for smaller orgs. Each of these rejection reasons ultimately has to do with total comp; and—again—teams will have to work hard this year to surface, optimize, and craft messaging around other elements of their EVP (culture, diversity, L&D, collaboration, career trajectories, etc.) if they find they can’t compete on salary.

It’s also worth noting that the speed of the hiring process was a bottleneck for enterprise companies in particular: 30% of talent leaders at larger orgs said this was a common reason candidates rejected their offers or dropped out of process. Consider recruiting solutions that will give you time-in-stage metrics, and/or alert you to when it’s time to move on a candidate who’s been sitting in process for too long.

Q.
TALENT LEADERS AT SMALLER ORGS
 What are the most common reasons candidates give for rejecting job offers at your org?



TALENT LEADERS AT ENTERPRISE ORGS

Q. What are the most common reasons candidates give for rejecting job offers at your org?



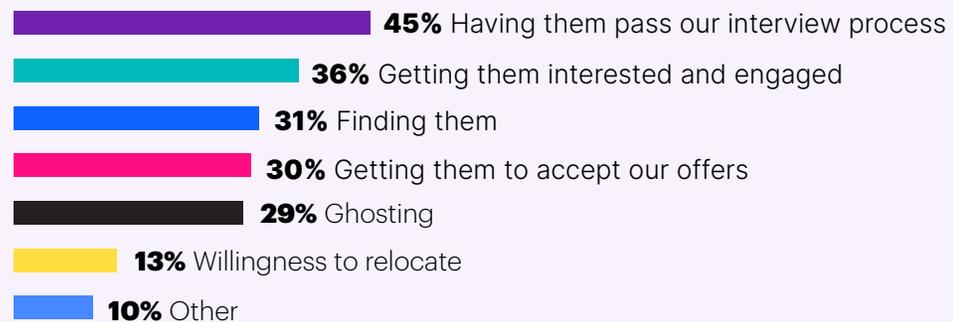
* Respondents who selected "Other" added comments such as: "Candidates are looking for remote-only, including training"; "Preference for remote work"; "We don't have our remote policy finalized and lose a lot of candidates because of this"; "Relocation"; "Size of office/team"; "Candidates want stability and aren't looking to risk it at a pre-IPO startup"; "We have a high acceptance rate but have recently been seeing drop-out mid process due to other offers"; and "Candidates typically have at least 5 offers on the table and they can only accept one."

In aggregate, sourcers and recruiters say their second-biggest struggle with candidates currently (45%) is “having them pass our interview process”; and almost every respondent referred to the “high bar” their company has for interviews. This *may* be a year in which talent teams have to look closely at their interview process and ask if that bar is *too* high. (After all, this, *too*, impacts candidate experience.) Are they screening *out* rather than *in*? Are they over-prioritizing hard skills to soft ones to their detriment? Can some critical skills be taught to acute and adept talent in their first months in the role? And so on.

“Getting them interested and engaged” is sourcers’ and recruiters’ *biggest* struggle with candidates (47% in aggregate). Finding top talent may be *one* thing; finding top talent who wants to *talk* is another. This is where your broader EVP, and the way you present it in your messaging, will help differentiate you. So will sourcing solutions that offer outreach stats.

Tracking open rates will help you understand how to craft the most compelling subject lines; click-through rates will alert you to what messaging best resonates with talent. Tracking open rates through to interested replies—and ultimately all the way to offer-*accepts*—will give you a broader understanding of how your employer brand is informing and supporting your total hiring efforts.

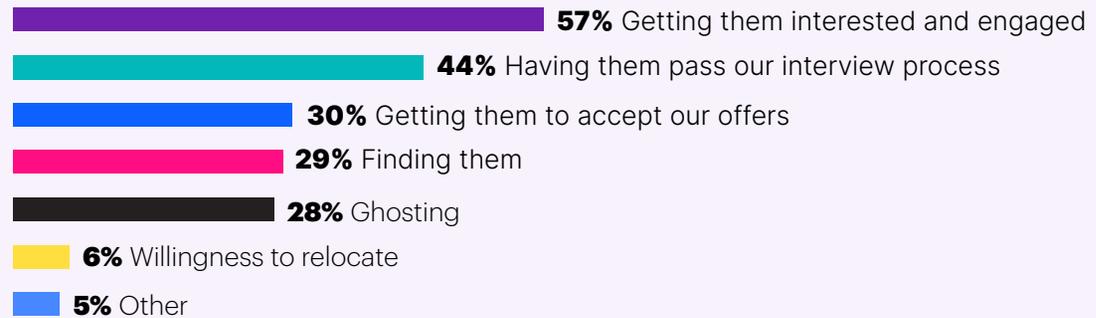
Q.
ICS AT ENTERPRISE ORGS
What is/are your biggest struggle/s with candidates?



Q.

ICS AT SMALLER ORGS

What is/are your biggest struggle/s with candidates?



* Respondents who selected "Other" added comments such as: "Low response rates"; "Response rates in specific regions"; "Willingness to work on site"; "Moving them through the interview process quickly before we lose them to someone else. This relies on the hiring manager understanding today's marketplace"; "Combo of finding them in certain markets, and having them pass our interview process"; "Having them pass our skills evaluation"; "Having the right qualifications"; "Ghosting post-interview and pre-HR appointment"; and "Candidates show their interest initially and later drop out."

Would you be willing to elaborate on your answer?

Having them pass our interview process

"Finding candidates is not difficult but getting them to pass our interviews can be challenging."

"We have a lot of folks that don't pass the technical screen."

"Technical assessments tend to be our largest bottleneck."

"Also we are looking for the best SDE professionals so they do not pass our interviews."

"We have a very difficult technical bar that eliminates a huge percentage of applicants."

"Most of the time they get rejected after the homework assignment."

"Our project round is very difficult for candidates to pass."

"Most candidates have a hard time raising the bar throughout our interview process."

"Our bar is too high."

"Maybe our bar is too high?"

Getting them interested and engaged

"The engineering market is hot, so it's tough to get engagement when they're getting 4-5 emails per day about new roles."

"I had a 40-70% response rate 2 years ago. Most candidates don't bother answering anymore. So engagement has fallen drastically."

"We are experiencing a less-than-10% response (to sourcing) rate."

"Most people I reach out to respond with 'not interested' or 'unavailable.'"

"For developers, it's always hard to get them engaged, as they have too many offers on the table. For marketing and product roles it's hard to get them to respond, as these roles are highly-

needed nowadays and the companies we target have very competitive salaries and benefits that we can't match."

"Competition for these specialized-skill candidates is fierce; we don't have the brand recognition of our large company competitors."

"Limited brand recognition - working on EVP."

"Market is insane so finding good messaging or methods to captivate is tough."

"Finding global talent or attracting them is not a big issue anymore. It's keeping them engaged throughout despite the external noise."

Would you be willing to elaborate on your answer? (continued)

Finding them

"Now there are a lot of sourcers on the team so it's a challenge to find fresh engineering talent on LinkedIn that has not already been reached out to."

"Finding them - we have some very niche roles."

"Difficult hiring managers looking for niche, specific profiles, not willing to compromise."

"I work on various Product roles and our HMs prefer the talent to be from FAANG companies."

"Knowing where to find prospective candidates other than LinkedIn and how to best engage them."

"Finding underrepresented candidates."

"We would benefit from additional ideas of where to find diverse candidates. Obviously they're out there,

but methods that help find the majority don't always find the minority."

"Need more resources to find contact information and more diverse outreach content."

Getting them to accept our offers

"The market has been crazy and our offer acceptance hit an all time low of 60%."

"This recruiting season, our team has seen a lot more offer declines and increased selectiveness amongst candidates."

"We have no issues with getting people excited about our roles, but then when it comes to the current market, devs are having to juggle multiple offers leading to lowering of our offer acceptance rates."

"Candidates withdraw due to counter-offers."

"We are a Canadian-based company and with more American companies coming up to hire, it's driving up compensation (especially with FAANG organizations)."

"We are a Canadian tech company, it's tough to compete with American tech company offers."

"It's very difficult to convert them from Offer to Hire (everybody offers good money now)."

"Our offers aren't as competitive from a compensation standpoint and we don't offer fully remote positions so we lose out."

"It is a very competitive market and our organization relies more on the total comp package rather than just base salary which can sometimes be harder to sell."

Would you be willing to elaborate on your answer? (continued)

Ghosting

"Of our candidates that do not make it through the interview process, about 30% of those candidates 'ghosted' - keeping candidates engaged between stages is a big area for growth."

"We don't get a ton of interested candidates from cold outreach but when we do, the issue is usually ghosting at the time of the hiring manager screen."

"Sadly, ghosting has become a norm in the industry. They make it through the recruiter screen, say they are interested, and never get back to us even after 3-5 follow-up emails/texts and calls. High percentage: 10-20+%."

"Creating a positive relationship to stop candidate ghosting is a challenge in this environment where candidates have tons of ops."

"Candidates ghost us when they are in process or at the time of offers."

"Candidates make it through our interview process and don't keep appointments with HR. If we can't get them onboarded, we can't get them hired. Numerous calls, texts and emails with no responses. Many potential hires end up being dropped."

Willingness to relocate

"It has been hard to be financially competitive for our candidates, especially because we are expecting relocation as well."

"This year the uptick of relo was a big topic and continues to be. People prefer to be remote."

"In the SF market it is hard to get people to relocate without a relocation package."

"Most candidates are looking for remote work."

"We're returning to our offices in 2022 and most candidates are seeking remote, so willingness to relocate + ghosting have been common themes the last 2 quarters because of that stance."

Recruitment Marketing

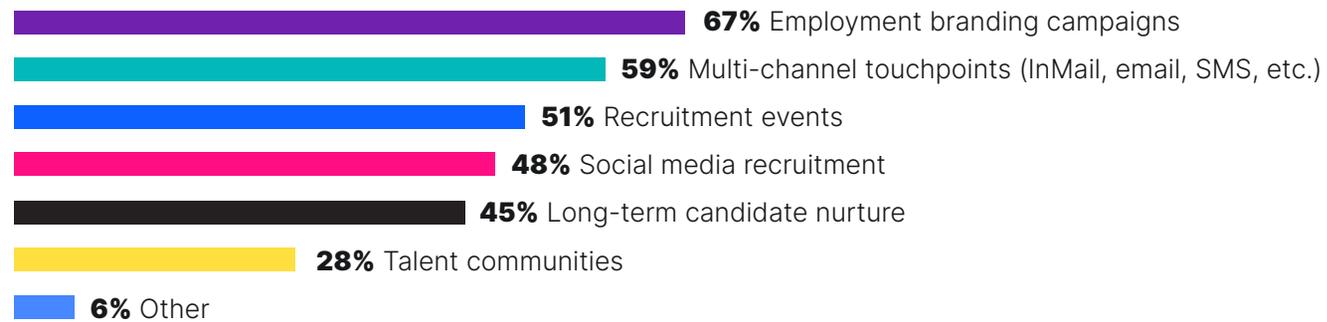
Regardless of company size, employment branding campaigns and multi-channel touchpoints are among the top-three recruitment marketing strategies ICs say they use. Sourcers and recruiters at enterprise companies also cited recruiting events in their top-three; ICs at smaller companies said they focus on long-term candidate nurture.

When we asked which of those strategies see the best *ROI*, however, long-term candidate nurture and multi-channel touchpoints were—*by far*—the most-cited strategies. As one recruiter at a 1000+ person company wrote, “multi-channel touchpoints paired with long-term candidate nurture works the best. When you are persistent, people eventually get back to you. This is especially true if you can be creative and personal with your outreach.” As another recruiter at an early-stage startup added, “nurtured talent is more bought into the product and mission.” *This* is employer branding, through consistent touchpoints, at its finest.

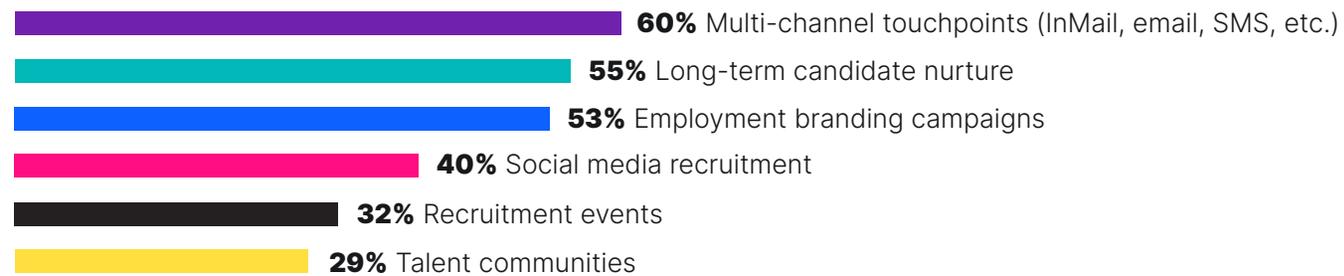
Recruiting automation will be your best friend when it comes to implementing these strategies. With Gem, when a prospect responds with “not now; maybe later” (or when sourcers see that a prospect *opened* an email multiple times but never responded), sourcers can immediately personalize a nurture sequence and schedule it to go out later—whether at a specific date and time or at a relative later time period. And with Gem now supporting not only email and InMail, but also SMS, your team can engage in a multi-touch, multi-channel strategy, ultimately catching prospective candidates at the right time and place.

Q. What recruitment marketing strategies does your team currently have in place (or do you use personally)?

ICS AT ENTERPRISE ORGS



ICS AT SMALLER ORGS



* Respondents who selected "Other" added comments such as: "None of the above"; "Just sourcing in real-time"; "Gem sequences"; "Highly-personalized outreach"; "Industry events and websites"; "LinkedIn"; and "We have a lot of work to do here."

Would you be willing to elaborate on which of the above has seen the best ROI?

“Email nurture and recruitment/ branding events have been wildly successful for us.”

“Employment branding and long-term candidate nurture. Most candidates are interested in the company itself, but for those who are hesitant we have a better chance of recruiting them if we stay consistent in communication.”

“Long-term candidate nurture has worked well for me. I track all my candidates and check in on them throughout the year. This usually results in them eventually interviewing with us.”

“Long-term candidate nurture. Relationships don’t happen overnight, and the lion’s share of engineers that I talk to don’t have a great perception of recruiting. It takes time to earn trust. I pride myself on having long term relationships. I may not place someone now, but maybe in 2-3 years. It’s the long game, not the short.”

“Long term candidate nurture. They can be a great source of referrals and very rewarding when talent is ready to engage.”

“Longterm candidate nurture - the industry is small and oftentimes the timing simply doesn’t align the first time.”

“Long-term candidate nurture has been the best ROI. Nurtured talent is more bought into the product and mission.”

“Nurturing has been good, especially with candidates who declined our offers in the past.”

“In this market, long-term candidate nurture has been really important. It demonstrates that we don’t reach out to be transactional but rather to build relationships. In a post-pandemic world, keeping the humanness of recruitment a priority has been really important.”

“Long term nurturing has worked the best for us. We send updated blogs and articles on a quarterly basis to candidates we are nurturing.”

“We use Gem to nurture candidates and we’ve found that to be very successful.”

“This is a guess, but multi-channel touchpoints. Some candidates have a preferred communication channel and finding it helps with response rates. Long-term candidate nurture can also be very successful.”

“Multi-channel touchpoints have the best ROI at the moment.”

“Multi touch points, as well as candidate escalation in terms of who reaches out to them. Metrics show we get most candidates from sourcing passive talent right now.”

Would you be willing to elaborate on which of the above has seen the best ROI? (continued)

“Continuous engagement with talent through different channels.”

“Multi-channel touchpoints - calling, texting *and* emailing has increased response rates.”

“We’ve noticed that multi-channel touchpoints are very effective, by the 4th outreach candidates are likely to respond.”

“Multi-channel touch-points (using Gem sequences to reach out 3x produces better results than a single email... we most often get a response on the final email).”

“There’s no One answer here. Recruitment activities, tech meetups, etc. have the best ROI for hiring Junior to Mid-level folks. When it comes to hiring great technical minds & young leaders, there’s still no better way than the good old email/InMail I’d say!”

“For lower-level roles, social media recruitment has been great. For higher-level roles, candidate nurture has been effective.”

“We use LinkedIn Ad Campaigns; we use our CRM & sequences to follow up/ re-engage with candidates; we use synchronous and asynchronous recorded events to engage.”

“We use Facebook and Instagram to advertise events and opportunities with minimal costs involved. Our marketing team puts together the advertisements so each one has a targeted audience and is professionally done.”

“We attend multiple tech-related conferences per year, host podcasts and tech-specific recruiting events.”

“Recruitment events resulted in more hires in one period.”

“Smaller, more focused recruiting events - helpful to increase candidate pool + increase interest in opportunities.”

“Industry events and websites; that’s where our talent hangs out.”

Candidate Experience (CX)

We asked about candidate experience as an open-ended question in this year's survey: what were talent acquisition teams *most* concerned with when it came to CX last year—and what, therefore, could they hope or expect to see in terms of the ROI of those attentions in 2022?

In order of consequence, talent professionals—regardless of company size—spoke to these things: 1) speed and efficiency of the hiring process, 2) candidate communication and feedback, 3) sourcing and passive talent outreach, and 4) the interview process, specifically.

Talent professionals at enterprise companies cited remote hiring and diversity more often than their peers at smaller organizations did. Talent professionals at *smaller* companies were more likely to say they focused on company culture, talent and employer brand, and the offer stage.

What element of the candidate experience got the most attention from your organization in 2021?

Speed and efficiency

“Speed and getting people through the interview process quickly with such a crazy market.”

“Shortening the first-touch-to-hired process.”

“Time to move candidates through the hiring process and make offers quickly.”

“Time in process and time per stage in addition to candidate feedback.”

“Time to schedule.”

“Number of stages in the process.”

“Speeding up and improving the process of getting manager feedback and scheduling interview loops.”

“The market is extremely hot in Australia. Out of the blue, our withdrawal rates raised to

60% here. We had to speed up the process (not fewer steps, but faster scheduling to finish everything within 9-14 days).”

“We focused on trimming down our interview process to keep things concise and timely. We had a lot of issues with candidates dropping out because our process was drawn out in comparison to other firms.”

Candidate communication and feedback

“Prioritizing communication with candidates about the company/role/process and a focus on speeding up and simplifying our interview loop.”

“Our company ‘playbook’ we send candidates with what to expect in our interview process.”

“Our company ‘playbook’ we send candidates with what

to expect in our interview process.”

“Overall communication, feedback, updates, setting accurate expectations.”

“Talking to candidates more frequently through various touch-points throughout to drive higher trust and rapport.”

“More timely feedback to applicants irrespective of the outcome.”

“Candidates’ feedback after rejection.”

“Providing constructive feedback to rejected candidates and always keeping the door open for them to come back once they have gotten a chance to work on their skills.”

“Feedback at every step of the process.”

What element of the candidate experience got the most attention from your organization in 2021? (continued)

"Hiring manager and/or leadership touchpoints through each stage of the hiring process."

"Our hospitality in the process - we keep in constant communication with our candidates."

"Being overly hands-on with candidates: making sure all questions are answered, they're prepped for interviews, providing updates, as well as being kind throughout the process."

"Candidate communications were really tightened up this year. We spun up an Internal Communications practice and worked hard to make sure there was a seamless transition from candidate to employee."

Sourcing and (personalized) outreach

"Sourcing and outreach. Until recently the company didn't have a dedicated sourcing team, and we're now focused on improving outreach through email campaigns and really spending time on our messaging."

"Sourcing volume (from CEO) but outreach strategy from me (people leadership)."

"Networking and building longer-term relationships while sourcing."

"Nurturing top of funnel pipeline."

"Hiring manager outreaches + engagement."

"First contact via send-on-behalf campaigns."

"Gem's automation/ personalization."

"Writing unique outreaches specific to the candidate."

"Response rates."

What element of the candidate experience got the most attention from your organization in 2021? (continued)

The interview process

“The preparation provided by the recruiter before the manager’s interview.”

“Recruiting coordination spent a lot of time helping recruiters prep candidates and ensure they had a smooth and wonderful interview experience that they felt prepared for.”

“I received feedback that our interview process is too lengthy and not a great experience for candidates, so we are working on that.”

“I believe it was the initial interview (the Life Story interview).”

“I believe it was the second round interview and how to get more candidates to pass that stage in the interview process.”

“Interview experience because candidates differentiate & gauge a lot of signals through their interactions with multiple people. It paints the true picture of company attitude, culture, values, etc. Small nuances but big impacts for decision-making toward the bottom of the funnel.”

“Interview coordination and well-explained topics of interview rounds.”

“A collaborative and engaging interview process that’s structured for a specific team fit vs. a corporate fit.”

“The overall interview experience. We have candidates complete a survey whether they reject or accept an offer.”

Remote hiring and work

“We did all of our hiring remotely, so moving to a smooth and efficient remote process was vital.”

“Remote interviews without the expectation of ever returning to the office.”

“Selling our company while we are all still remote.”

“The shift to remote interviewing and onboarding. The ability to communicate company culture (EVP).”

“How do we engage candidates and give them a good process in a remote environment?”

What element of the candidate experience got the most attention from your organization in 2021? (continued)

Diversity

“Diversity and inclusion. We added ambassador calls to all our interview processes to get candidates in front of ERG members.”

“Women in leadership.”

“Unconscious bias training and awareness throughout.”

“Ensuring that we are screening IN (rather than OUT) for candidates.”

“Crafting better reach outs to underrepresented talent.”

Offers

“Compelling offers - standing out in the market when candidates have competing offers.”

“Candidates getting multiple offers from various companies.”

“Offer calls and anything related to offers.”

“Creating compelling offer narratives, selling the opportunity and company in the final stage.”

“Presenting them with offers that are valuable for them.”

“Closing offers/value prop.”

Culture

“Culture-add interviews, and how to rethink them for a scaling org.”

“Culture and mission of the company.”

Anticipated Challenges

As we've mentioned, "uncompetitive offers" was the second-biggest hiring challenge respondents said they expect in 2022 (see p. 23). "It's hard to compete with tech companies who offer candidates the world," wrote one technical recruiter at a 600+ person company. "I try to close based on culture and get a competitive offer, but it can be challenging."

But even leaders at large companies who perhaps *can* "offer candidates the world" are recognizing that talent is making career choices based on employer brand as much as—if not *more than*—on salary. "Employer brand will be decisive in candidates choosing one employer over another" wrote a hiring manager at a 50,000+ person company. "Our brand and process speed need to continue to improve" wrote a talent acquisition manager at a 1,000+ person tech company.

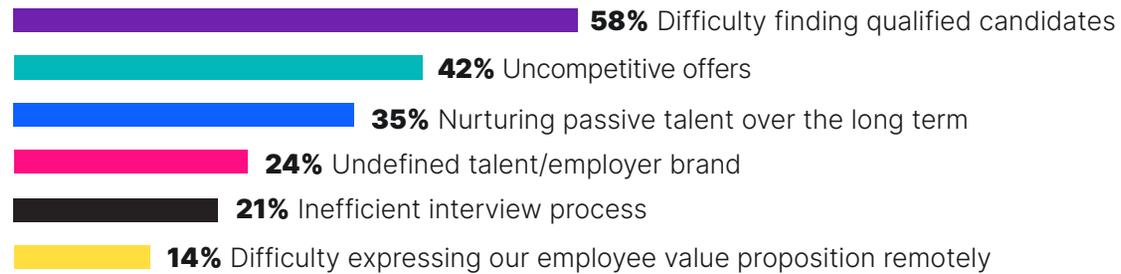
Employer brand happens through spreading awareness (think cold outreach and nurture alongside more formal branding campaigns) and offering first-class candidate experiences that are seamless, personalized, and attentive to candidates' needs and wishes at every step of the process. *This* is where TA organizations should

be placing their focus in the coming year: building and nurturing pipeline patiently, surveying candidates regularly to learn where they can improve, and tracking data and metrics on their hiring processes to understand where they're losing talent to poor candidate experiences.

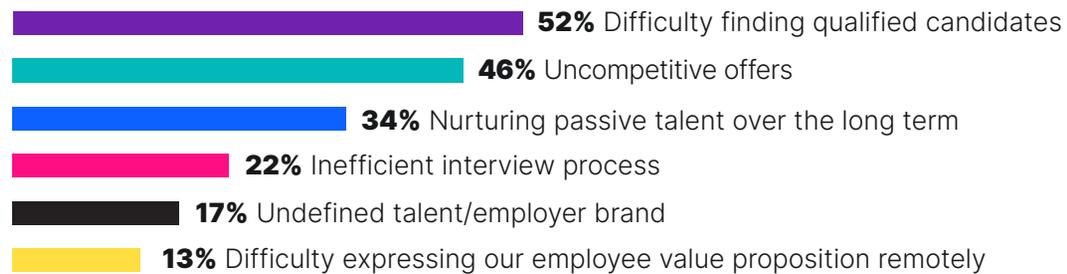
After all, even if you *can* compete on salary, it's the way you treat the talent in your funnel that will determine how they ultimately respond to your offer.

Q. What are the biggest recruiting/hiring challenges you anticipate for your org in 2022?

TA PROFESSIONALS AT SMALLER ORGS



TA PROFESSIONALS AT ENTERPRISE ORGS

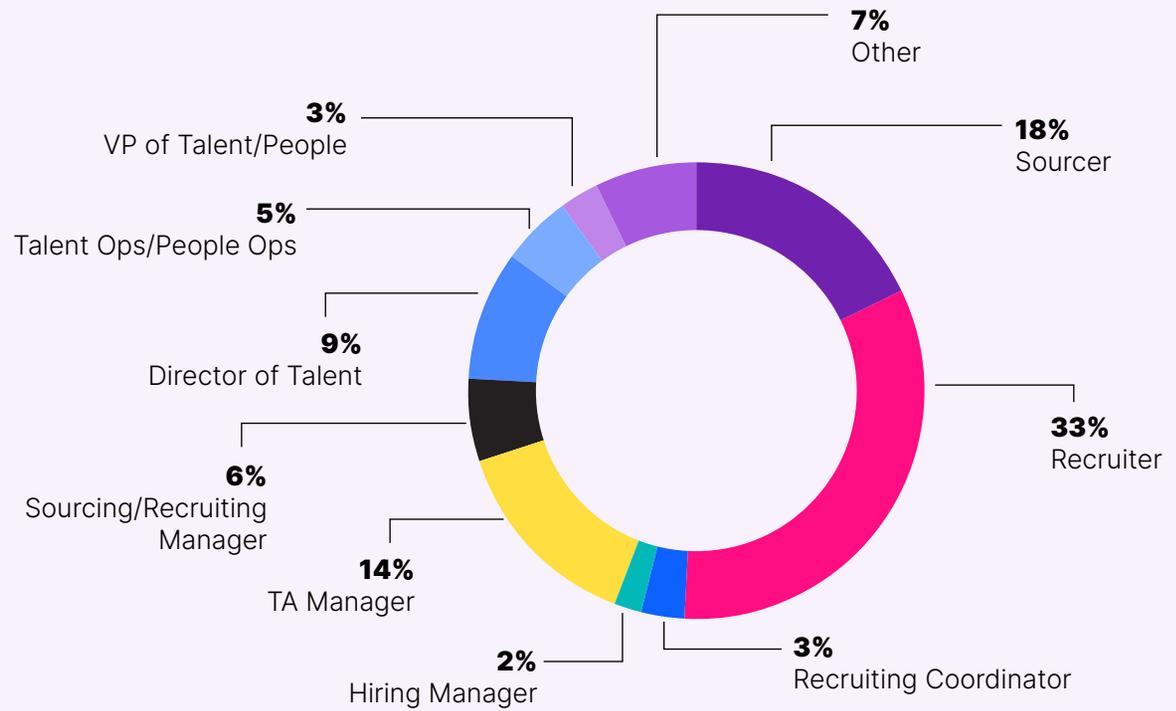


Q. What are the most important trends in the recruiting industry that you anticipate for 2022?



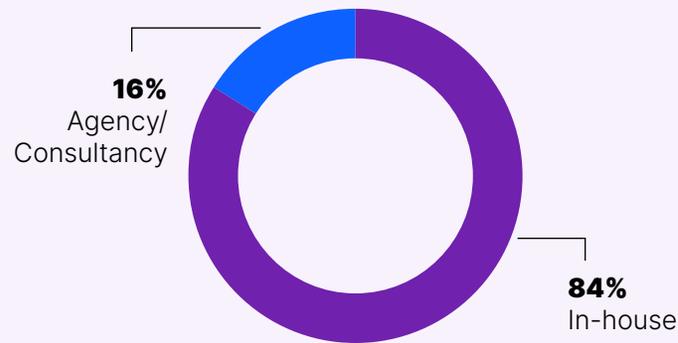
About Our Respondents

Q.
Which job title best matches your role?

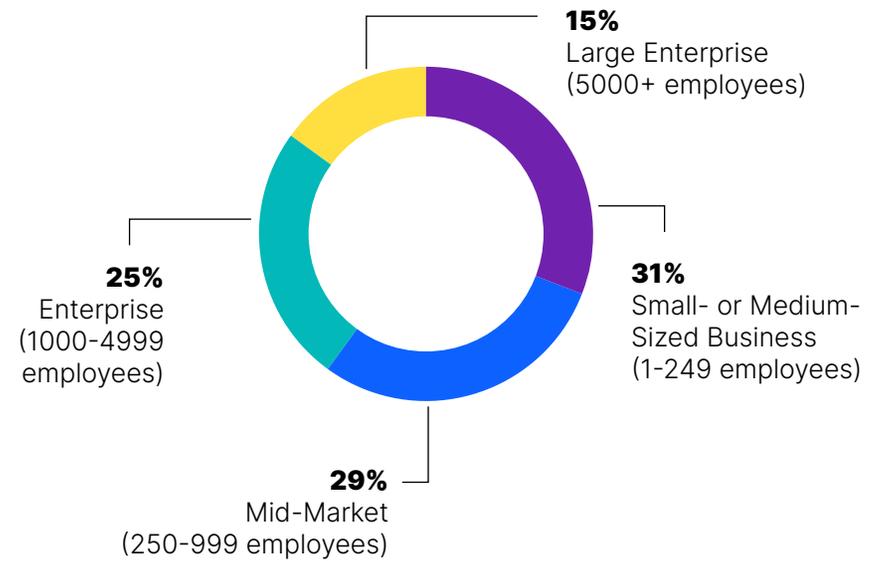


ICS

Q. Do you work in-house or for an agency?



Q. How big is your organization?



* Respondents who chose "other" are Sourcing Team Leads, Heads of TA, TA Program Managers, Talent Ops Managers, Recruiting Ops Leads, VPs of Ops, Directors of Talent Intelligence, Directors of HR, HR Managers and Specialists, Recruitment Marketing Specialists, D&I Recruiting Leads, and more.



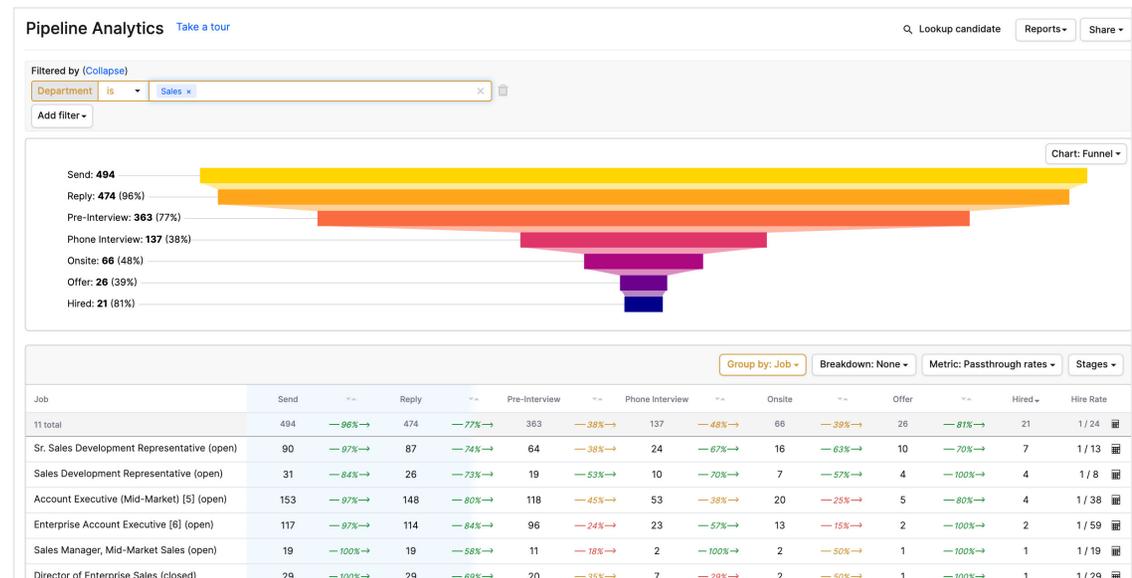
How Gem Can Help

Data-Driven Recruiting with Gem, from Outreach to Hire

End-to-End Visibility

Tap into every dimension of the recruiting funnel. With access to all recruiting data from Gem and the ATS from one source of truth (without raising a support ticket), TA teams can track everything outreach to hire and identify key trends across the process. They can then slice and dice metrics the way their business thinks: by role, department, geo, demographics, and more. For example, recruiting teams can uncover outreach strategies that lead to more replies for specific roles and industries. They can also track how these candidates passthrough the funnel and spot any troubling dropoffs or bottlenecks.

2022 will demand that recruiting teams be more data-driven (and more data-savvy) than ever. That's why Gem's Talent Compass is equipped with full-funnel visibility, hiring forecasts, performance metrics, and executive reporting that TA teams use to plan ahead and guide their recruiting strategy.



Performance Optimization

Within the Pipeline Analytics module, recruiting managers and leaders can monitor individuals and roles to better understand how their teams are faring. Reviewing specific job breakdowns allows managers to observe pipeline risks across roles or even spot any troubling candidate bottlenecks and/or drop-offs. Within dashboards, managers can even create widgets with specific metrics for their individual recruiters (e.g., phone screen to interview ratio, offer acceptance rate, etc.), serving as a performance scorecard.

Group by: Job Breakdown: Recruiter Metric: Time in stage

Job	Send	Reply	Pre-Interview	Phone Interview
CO Ltd	495 → -8 days	474 → -6 days	363 → -11 days	137 → -8
▼ Sr. Sales Development Representative (open)	90 → -10 days	87 → -3 days	64 → -8 days	24 → -7
Gisela Faretta	66 → -9 days	64 → -4 days	47 → -9 days	19 → -7
Bella Gutkin	7 → -13 days	6 → -4 days	4 → -7 days	2 → -9
Bella Gutkin	1 → 0 days	1 → 1 day	1 → -8 days	1 → -
Georgena Frazier	1 → -1 day	1 → 1/2	1 → 1/2	- → -
Aileen Tseng	14 → -14 days	14 → -1 day	10 → -8 days	2 → -4
Aileen Tseng	1 → -54 days	1 → 1/2	1 → 1/2	- → -
Aileen Tseng (open)	31 → -4 days	26 → -4 days	19 → -5 days	10 → -6
Bruce Lang	30 → -5 days	25 → -4 days	18 → -5 days	9 → -4
Bruce Lang	1 → -1 day	1 → -2 days	1 → -7 days	1 → -12
(no recruiter set)	153 → -10 days	148 → -5 days	118 → -13 days	53 → -8
Market [5] (open)	153 → -10 days	144 → -5 days	115 → -14 days	52 → -8
Bella Gutkin	2 → -8 days	2 → -10 days	2 → 1/2	1 → -
Deb Feldman	1 → 0 days	1 → -3 days	1 → 1/2	- → -
Aileen Tseng	1 → -21 days	1 → 1/2	- → -	- → -
John Evans				



[Our] talent acquisition [team] has even more credibility now because they are no longer speaking anecdotally; they're speaking with data."

Candice Tang
Director of Talent Acquisition



Pipeline Forecasting

Calculator Expected hires

8 Hires
Estimated by November 8, 2021

Stage	Passthrough Rate*	Time In Stage	Active Candidates	Expected Hires
Application Creat...	8 %	8 days	494 — 0.4% → 0 (of 2) 17 days late	
Pre-Interview	64 %	4 days	30 — 5% → 0 (of 2) 9 days late	
Phone Interview	33 %	8 days	29 — 0% → 0 (of 2) 5 days late	
Onsite	40 %	6 days	16 — 26% → 4	
Offer	65 %	5 days	6 — 65% → 4	
Total			575	8 hires by Nov 8

*Estimates based on historical time-in-stage and passthrough rates

Reset all data

Settings
 Hire candidates by

 Estimates based on

 Exclude candidates with no activity in the last:
 days

Forecasting & Planning

Talent Compass includes a forecasting calculator that projects not only how many hires you can expect to make, but also by when. This can be forecast at the individual job req or at an aggregate level, like department.

Passthrough rates and time-in-stage are based on historical data, but can be adjusted. This is particularly useful when teams want to understand the impact of potential process improvements. The calculator also works backwards: users can input the final number of hires they would like to make and the calculator will output the number of candidates and applicants required at each stage in order to meet final goals. This feature is particularly useful for teams looking to capacity plan in the face of ever-growing hiring goals.

Diversity Recruiting Insights

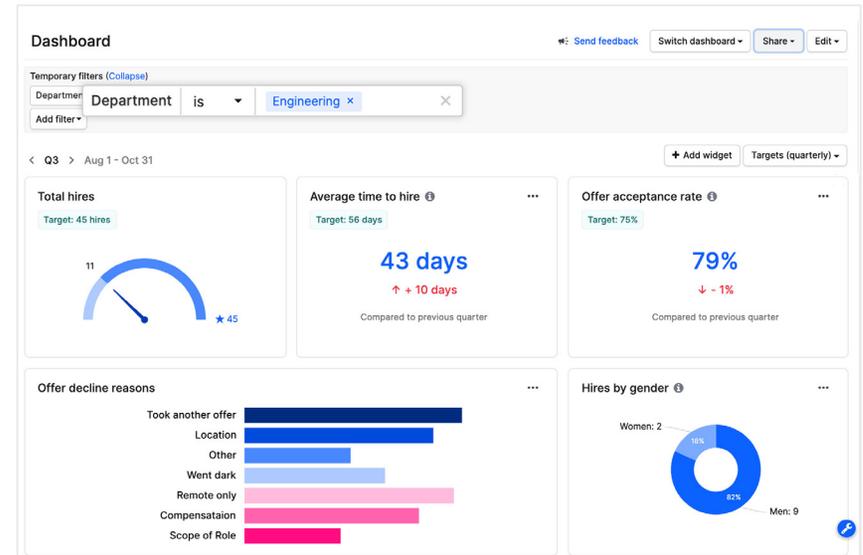
Talent Compass also offers visibility and insight into how an organization recruits diverse talent, from initial outreach to eventual hire. At the top of the funnel, teams can review the progress they are making in reaching out to diverse talent. By pinpointing specific content and strategies that drive greater engagement, teams adjust their sourcing strategy towards building diverse applicant pools. With visibility into how candidates from underrepresented groups pass-through the recruiting funnel, hiring teams can uncover any disproportionate drop-offs and adjust their process accordingly.

Group by: Project | Breakdown: Race/Ethnicity x Gender | Metric: Passthrough rates

Project	Send	Reply	Pre-Interview
202 total	5,654 (6%) — 20% →	1,137 (6%) — 18% →	208 (5%) — 56% →
Black Women	358 (6%) — 16% →	66 (6%) — 15% →	10 (5%) — 30% →
Black Men	288 (5%) — 28% →	80 (7%) — 25% →	20 (10%) — 50% →
Black, Unknown gender	6 (0%) — 33% →	2 (0%) — 0% →	-
Hispanic/Latino Women	285 (5%) — 18% →	50 (4%) — 14% →	7 (3%) — 57% →
Hispanic/Latino Men	266 (5%) — 19% →	51 (4%) — 12% →	6 (3%) — 50% →
Hispanic/Latino, Unknown gender	2 (0%) — 0% →	-	-
White Women	1,025 (18%) — 16% →	162 (14%) — 27% →	43 (21%) — 70% →
White Men	937 (17%) — 22% →	207 (18%) — 19% →	40 (19%) — 73% →
White, Unknown gender	37 (1%) — 14% →	5 (0%) — 20% →	1 (0%) — 100% →
White Women	1,282 (23%) — 17% →	218 (19%) — 14% →	30 (14%) — 40% →
White Men	1,145 (20%) — 25% →	289 (25%) — 18% →	51 (25%) — 49% →
White, Unknown gender	4 (0%) — 25% →	1 (0%) — 0% →	-

Executive Reporting

TA teams often need to report and collaborate with their functional counterparts. Within Talent Compass, users can launch configurable, presentation-ready reports to visualize KPIs. With easily digestible metrics on hand, talent acquisition teams can come prepared to discuss how they are progressing and where there are opportunities to improve. Reports can be customized with built-in widgets and filters, thereby surface tailored, actionable insights.





Lauren Shufan, Author

Lauren is a content strategist with a penchant for 16th-century literature. When she's not trying to tap into talent teams' pain points, she's on her yoga mat or hiking the hills of Marin County. Come at her with your favorite Shakespeare quote.

Gem's end-to-end modern recruiting solution empowers talent acquisition teams to engage their entire talent network, optimize sourcing efforts, and uncover actionable insights that guide smarter, forward-looking decisions. Gem works alongside LinkedIn and other places that you source, while integrating with Gmail, Outlook, and your ATS. Find the talent you need to meet hiring targets and scale your teams with Gem.

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