



2021 EDITION

The Definitive Guide for Recruiting Email Outreach

Best Practices, Benchmarks, and
Recommendations for Messaging
Passive Talent

Up to 80% of “recruiting” now happens prior to application.

This is a data point worth opening with: the very top of the funnel—and the activities it entails—has expanded exponentially in recent years. So is the fact that the majority of talent who accepts job offers now wasn’t out looking for a new role: someone actively sought them out and offered them something that bested where they were currently at.

This explains the recent turn to outbound recruiting activities, and the industry’s quest for best practices around how to discover the best, most qualified passive talent; engage them; and nurture them until they’re ready to enter process for your next open role.

All of this explains why, in a recent Gem survey, nearly 70% of talent leaders told us that their highest-priority initiative for 2021 was sourcing and growing pipeline. What’s more, 60% said that they plan to invest their TA budgets in sourcing tools and tech this year—making sourcing and outreach tools the most popular addition to recruiting tech stacks in 2021. This makes sense. After all, sourcing improves both quality of hire and workforce diversity; and it ultimately reduces time to hire and cost of hire because you’re constantly building and nurturing a pipeline of ready talent: sourced candidates are hired at *more than twice* the rate at which inbound applicants are hired.

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Of course, once teams have those tools, they need to know how to best use them. What are best practices for passive talent outreach? How do you cut through the noise? What drives prospects to click into—and then respond to—certain messages over others? We field these questions regularly; which is why we're republishing *The Definitive Guide for Recruiting Email Outreach*, with updated data, at a time when employer brand—in the wake of last year's Black Lives Matter movement, in the attempts to keep company cultures alive in the transition to remote work—means more than ever before. It's why we offer plenty of examples of great passive talent outreach in this resource, along with opinions from some of our best customers on most effective practices.

We've also dug into our own data—over 5 million outreach sequences—to tell the story about *what works* in our customers' outreach endeavors. We cover:

- the ideal number of stages in an initial outreach sequence, along with average reply rates for each stage
- how to space your sequence cadence to make messages more likely to be opened
- the most successful personalization tokens, or token combinations, for email subject lines
- the most successful personalization tokens for message content
- best send times, broken down by even more roles than our 2020 edition covered: engineering managers, engineers, sales, recruiting/HR, product, design, data, marketing, biz dev, and more
- other best practices for outreach elements, such as sending-on-behalf-of (SOBO) and calls to action

Of course, recruiting technologies (like Gem!) finally exist that centrally track top-of-funnel work and give recruiters visibility into email open rates, click-through rates, response rates, and content stats. With this data, every talent acquisition team can examine and analyze the impact of its own unique efforts, using that data to reiterate on and refine future outreach. Forward-thinking teams have already implemented this technology, and they've been discovering vital insights into prospect interest and engagement for a few years now.

If it's up to us at Gem, every talent team will soon be internally equipped to discover its own best practices and start standing out in prospects' inboxes. But we also know that it takes time to experiment and rigorously evaluate your sourcing and recruiting efforts. In the meantime, we'll keep updating *The Definitive Guide for Recruiting Email Outreach* to help you understand what kinds of messages are statistically more likely to resonate with, and encourage responses from, your prospects. And we wish you the exhilaration of discovery on your own journey.

Recruiting by the Numbers

70%

of the global workforce is made up of passive talent—meaning that if you only rely on inbound, you're only tapping into 30% of the workforce

68%

of organizations say their top recruitment priority is sourcing candidates directly

69%

of talent leaders say that sourcing/growing pipeline is their #1 priority for 2021—a strategy only possible through passive talent outreach and brand awareness

2X

Sourced candidates are hired at more than twice the rate at which inbound applicants are hired

85%

of *all* talent (active and passive) is open to hearing about new job opportunities... they just may not have heard about you yet

121

The average prospect receives as many as 121 emails a day, indicating the necessity of cutting through the noise

90%

of candidates prefer to be contacted by email (rather than phone or InMail) about job opportunities

59%

of talent leaders say they're investing in sourcing tools and tech in 2021 to up their teams' outreach games



Number of Stages in an Email Sequence

Data from over five million prospect outreach campaigns shows prospects responding to recruiter emails at the following rates:



One email received a
14% reply rate



Two emails received a
24% reply rate



Three emails received a
29% reply rate



Four emails received a
32% reply rate

Best Practice

Send follow-ups! They'll exponentially increase your response (and interested) rates

As a general rule, the total number of responses goes up as the number of emails in a sequence increases. This rule continues to hold past the first 4 emails (a 5-email sequence sees a 38% response rate, for example); but when we broke out responses by “interested” vs “not interested,” we started to see diminishing returns. What's more, we have very low sample sizes for outreach campaigns of 5+ emails; and we trust that our customers are already engaging in their own best practices around how many emails is just enough.

A 4-stage sequence strikes the right balance between connecting with talent and preserving employer brand.

That said, at Gem we recommend a long-term nurture mindset. Give prospective candidates some space after that initial outreach sequence, then continue to send emails with company updates a few times a year. This will ensure your org is top-of-mind when talent is ready to make a move.

Why Follow-Up Messages Work

The data proves that multi-stage sequences are more effective at eliciting responses from candidates. Yet in practice, many recruiters still only send one follow-up, if any.

If followups are so important, why aren't recruiters sending email #3 or #4? Our conjecture is that this is the case for a few reasons:

- 1 Without the right tools, following up is a manual process and recruiters don't always have time to do it
- 2 Teams are keeping track of outreach manually, on spreadsheets... so naturally follow-ups fall through the cracks
- 3 Recruiters don't want to come off as aggressive

To the first and second point, time constraints—not to mention the tediousness of manual follow-ups—

disappear with automation. (Recruiters who use Gem work, on average, 5x more quickly through follow-up outreach with our automated follow-up feature.)

As for point 3, remember that passive candidates are less likely to respond to that first (or second, or third) email for one simple reason: they're employed full-time, meaning they're busy a greater proportion of the time than active candidates are. Follow-up messages are effective because they let you experiment with timing, eventually catching prospects when they can process what you're offering.

And we have plenty of anecdotal evidence from both recruiters and candidates that talent is often very grateful for those follow-ups—*especially* when the outreach is interesting, and exciting, and personalized.



Nurturing is great behavior that I feel is overlooked in our industry. Gem has been a huge part of cultivating that for me. A lot of people send out three messages in their little drip campaign, and that's it. But I believe wholeheartedly that this is a relationship whether they're responding to you or not; you've got to keep cultivating it.

Aaron Smith
Technical Recruiter

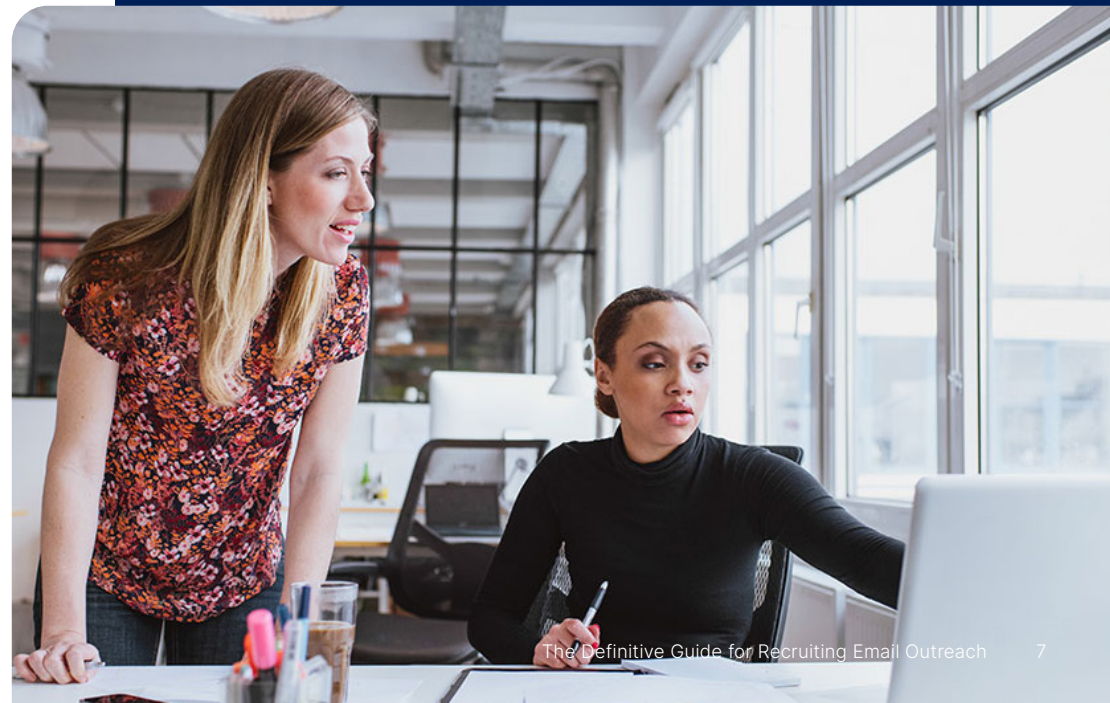


The Takeaways

Silence \neq Rejection

Emails have short lifespans; candidates are less likely to return to your initial email than they are to respond to your most recent one

The best recruiters know the power of the follow-up

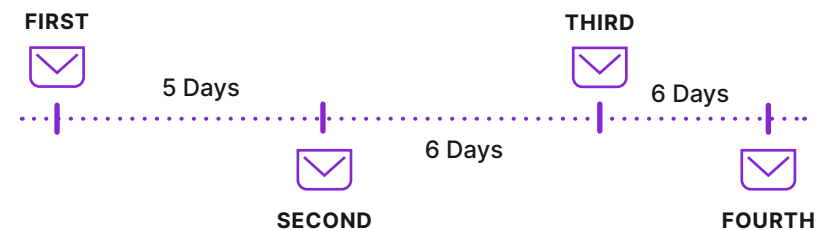




Spacing Sequence Cadence

Our data shows that sourcers' messaging cadence remains fairly consistent as sequence stages get sent. The median number of days between messages is 5-6-6 (5 days between the first and second email, 6 days between the second and third email, 6 days between the third and fourth email). Note that a 5-6-6 cadence leads to email delivery on a different day of the week throughout the sequence. This data is consistent with last year's data, though 2019 data showed a different average cadence: 6-6-3. It appears that, in recent years, sourcers and recruiters have recognized the importance of giving passive talent a little more breathing room—and a little more time to consider—between outreach emails.

The Most Common Wait Times Between Emails



Best Practice

Sequence Cadence: Keep Yourself Top-of-Mind Over the Long(er) Term

It's worth noting that many of our customers *do* send more than four messages to prospective talent—but they let enough time lapse between stages so as not to overwhelm or agitate prospects or injure their talent brand. We imagine this is the case because recruiters are recognizing the importance of longer-term nurture. A four-stage sequence spread out over 2-3 weeks catches talent during a small and specific window in their lives. Our customers who decide to send a fifth stage wait an average of 25 days—nearly one month—to send that outreach. Many of them wait longer. This gives talent time to consider the offer being extended, and leaves enough room for their lives or career plans to change between messages.

Remember, There are Two Types of Cadence:

send cadence (delivery timing) and conversational cadence (the rate at which you move your messaging forward). Take both into account with every email.

PRO TIP ON SEQUENCE CADENCE

One pattern our team at Dropbox has observed is that six days is a bit of a magic number when it comes to email outreach cadence. It means we're always catching the prospect on a different day of the week, which increases our chances of eventually hearing back from them. It also means we're allowing enough breathing space between touches to give the prospect time to turn over what we're offering.

Mike Moriarty

Global Head of Talent Acquisition





Subject Lines

Naturally, there's a direct correlation between subject lines and open rates. For our best practices on this element, we pulled data on our customers' token usage, then combed through millions of subject lines and observed the characteristics of those subject lines that saw the highest open rates.

Tokens represent values that are either auto-captured from the prospect's LinkedIn profile (i.e. {{company}}) or manually entered by a sourcer (i.e. {{reason}}). These variables can be dropped anywhere in subject lines or message copy when the sourcer is creating the email sequence. The value will automatically populate the email, replacing the token when the outreach is sent. In short, tokens offer the best of both worlds: personalization and automation.

Best Practice

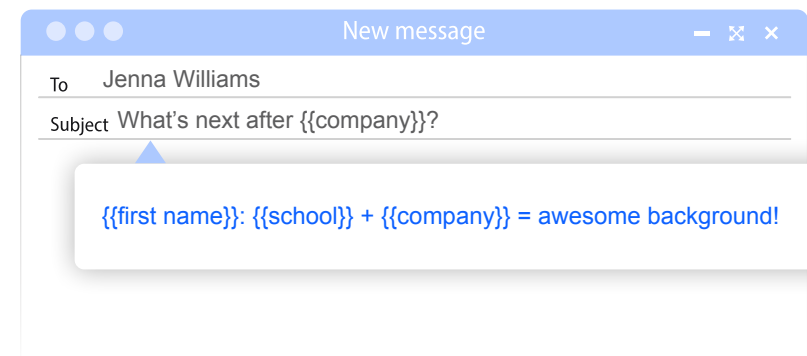
The Power of Experimentation

Our customers use tokens—everything from `{{first_name}}` to `{{last_name}}` to `{{company}}` to `{{title}}` to `{{extra}}`—to personalize the subject lines of their outreach. Interestingly, this year's data suggests that there's no meaningful difference in which tokens customers use: most combinations saw average open rates of 65%-70%. What this means for sourcers and recruiters is that they have a ton of room to experiment—as well as benchmark open rate data to hold themselves accountable to matching (or exceeding!). So experiment with mixing-and-matching and keep track of your open rate data. You'll land on the right token combination for you sooner than later.

Personalize

Personalized subject lines increase open rates by nearly 15%. Prospects have been leaving digital footprints for years. Do your due diligence and research them—on LinkedIn, Twitter, Facebook, GitHub, and elsewhere. Then drive opens with a personalization token.

If you're using Gem, we recommend a short `{{extra}}` token in the subject line (the prospect's alma mater, current company, title, etc.), and a longer `{{reason}}` token in the body copy (a recent success, a blog post they wrote, how their recent GitHub project aligns with what your eng team is working on right now, an interest that would make them a great add to your company culture or a career aspiration they appear to have... whatever might inspire them to respond).

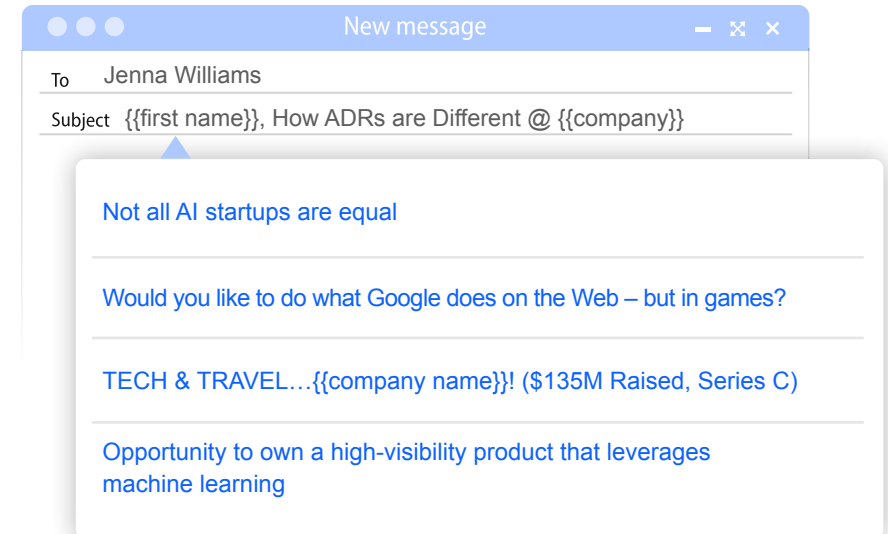
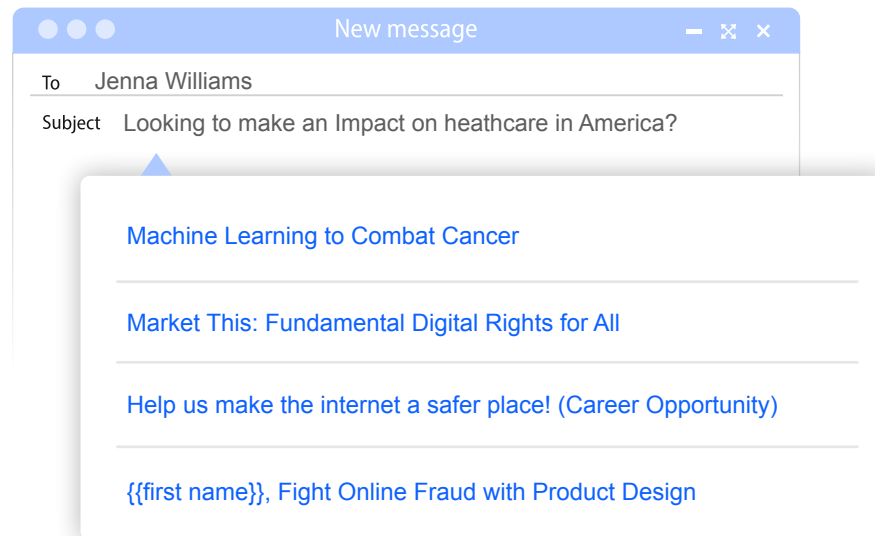


Mutual Connections Can Help

Another personalization strategy is to mention a mutual connection or referral in the subject line. This functions as an immediate endorsement, evoking trust in the prospect. Keep in mind that passive candidates may not be interested in introducing risk into their lives with a career change. Having a common connection—especially one who already works at your company—psychologically minimizes that risk.

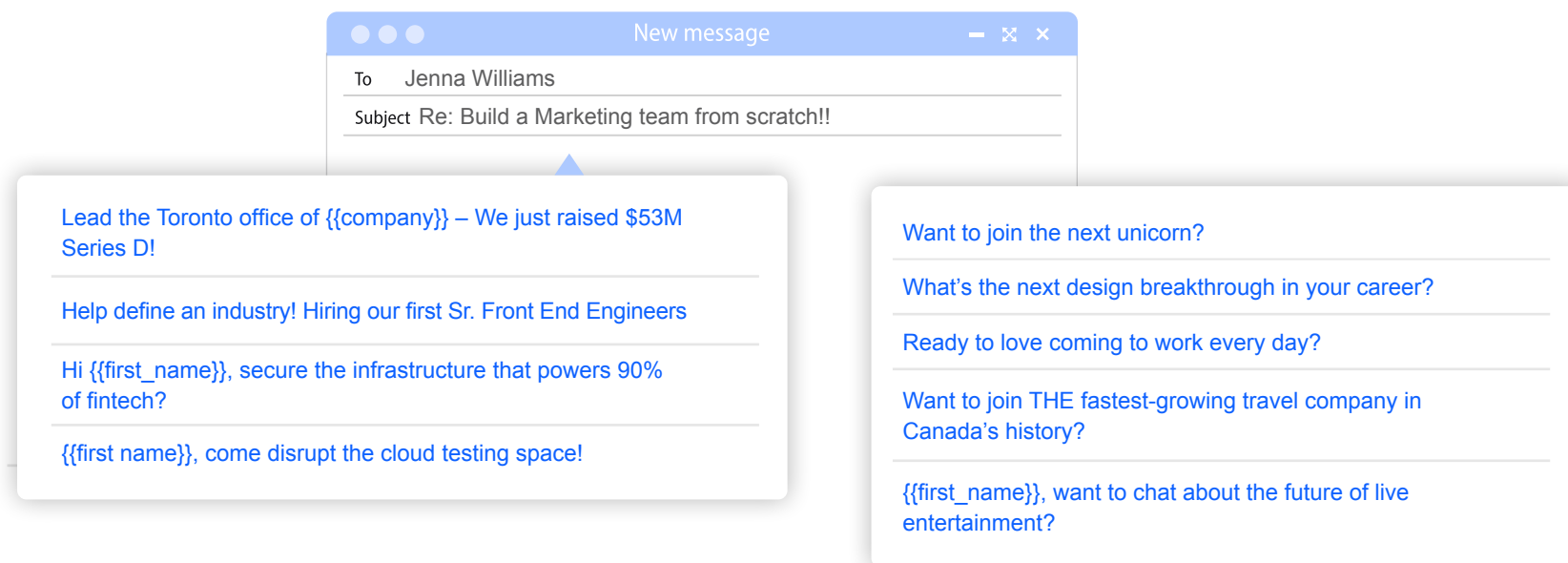
Appeal to Values

Passive talent may be checking their email in sprint-mode; but their hearts go with them even as they scan their inboxes. Think about “the greater good” your company is ultimately trying to offer, the demographic it most wants to support, or the values and causes it hopes to honor. You might confirm through research whether you share those values with your prospects—but chances are pretty high that you do.



Appeal to Curiosity

The prospects you’re reaching out to are top professionals and problem-solvers in their fields: they already possess an instinct for inquiry. In the context of talent outreach, let’s define curiosity as the urge to understand “language events” (subject lines) that are ambiguous, uncertain, or partial. Curiosity is one of the most influential drivers of human behavior—in this case, email opens. That’s because it releases dopamine, a chemical associated with motivation. Consider the questions the subject lines above invoke.



Recognize The Power of (Powerful) Verbs

If you'll allow us to state the obvious, action words *inspire action*. When prospects are presented with powerful verbs, they'll feel both implicitly challenged (in a good way!) and empowered. Verbs also help passive candidates better visualize what success could look like in that role you're offering. "Build," "lead," "define," "secure," "disrupt," and "reinvent" are among the more compelling verbs we've see talent teams use.

Experiment With Questions

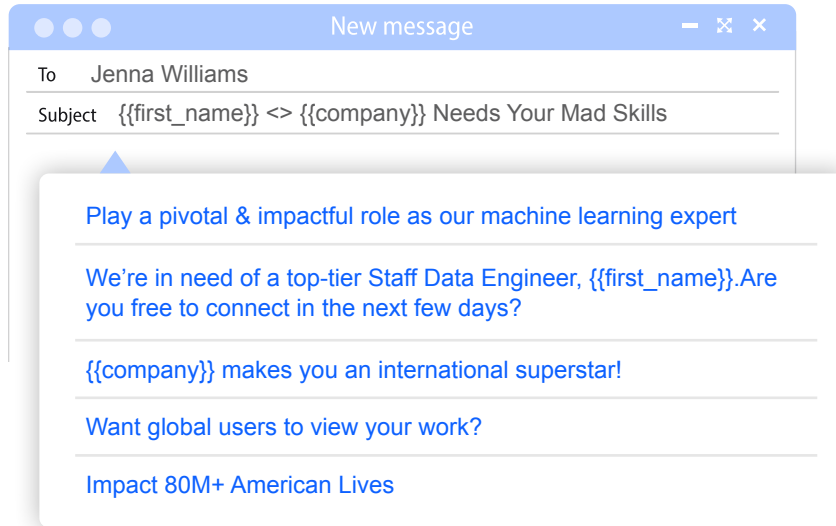
Questions place recipients in an instant dialogue with your email—even before they open it. Prospects will naturally pause and respond internally—and will then be lured in to find out (or be affirmed in) the answer.

Avoid Words That Trigger Spam

While we're discussing punctuation, remember that your message will pass through two "spam filters": the one built into the email platform, and the prospect's own two eyes. While questions can be effective, avoid ALL CAPS, over-exclaiming (!!!), excessive dollar-signage (\$\$\$), and phrases like "make money."

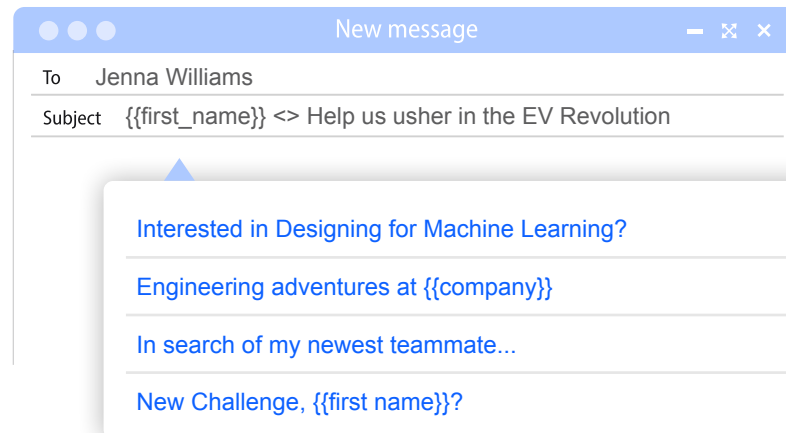
Flattery (Might) Get You Everywhere

Compliments trigger reward centers in the brain, which leave us wanting more of the resulting “mini high.” Prospects are likely to try to extend this feeling by clicking in. Note that flattering the egos of prospects’ *future* selves (“come be our expert”) can be as impactful as flattering their *current* selves.



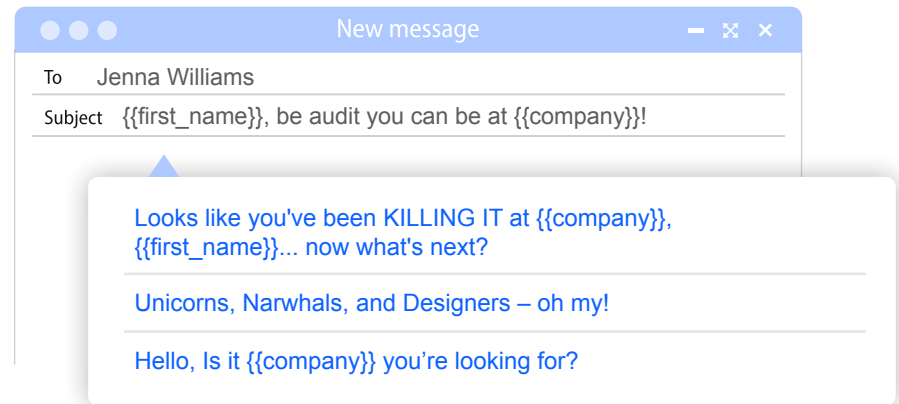
Consider Brevity

Depending on whom you ask, somewhere between 46% and 59% of email opens occur on mobile. You don’t want your subject line cut short on smaller devices. Test subject lines between 32-49 characters to determine “most effective length”—but our guess is that the language in your subject line will carry more significance than the length will. (Just keep it below 50 characters!)



Consider Personality

Of course, how much personality you inject into prospect outreach will hinge on your overall brand personality, not to mention what you know about your prospective candidates. But if it fits your company style, a little pun never hurt anyone—indeed, it probably only ever caught their attention. (Note the subject line that plays on the word “audit” below opened to an email about a Senior Accountant position.) Pop culture references, emojis, and humor of all kinds also fall into this category. Experiment with these as you see fit.





Send Times

When your outreach is competing with 120+ daily emails for prospects' attention—and when passive talent in particular doesn't have the luxury of carefully attending to every message they receive—you want to put your email in a position to get noticed. Great subject lines will get you great open rates, sure. But a subject line is only as great as it is visible. And this means getting it as close as possible to the top of prospects' inboxes.

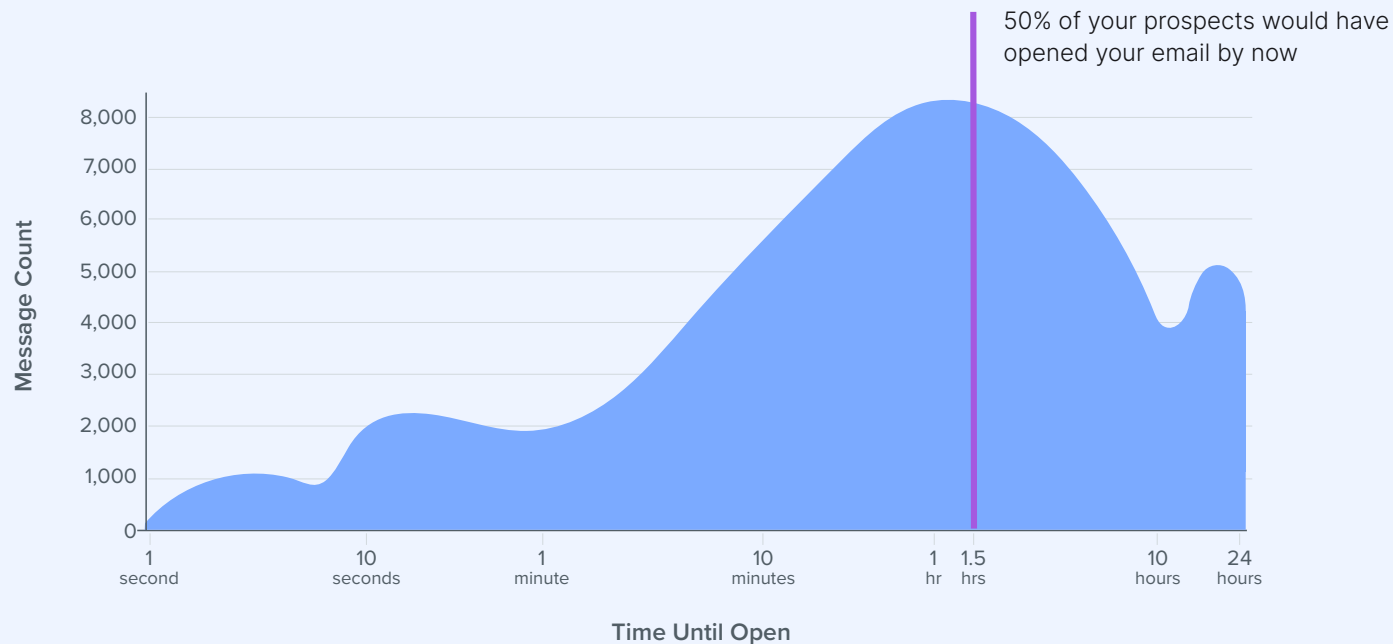
Best Practice

Send Times: Plan Outreach Based on Seconds-Until-Open

More than 50% of prospects open emails within the first 1.5 hours of send time—data that underscores the importance of catching passive talent at the right time. In other words, you'll want to send as close as possible to when prospects will be sitting down at their computers next to tackle email. That's because most people take a top-down approach to email, reading the messages that came in most recently *first*. The ones they don't get to get archived—which often means they remain unopened.

You'll discover the best window for your prospective candidates through testing, over time. In the meantime, what we've discovered at Gem is that

Sunday outreach—particularly outreach sent Sundays between 8 and 10 pm—tends to do surprisingly well (this window sees 78% and 79% open rates); but “best times” were much more nuanced when we dug in by role. After all, different roles have different relationships to email; and it may be worth it to you to hypothesize why some of the following numbers are what they are. (For example, we imagine that outreach for sales roles performs just as well on Sundays as on weekday afternoons because *that's* when sales folks are online, planning for the week ahead. On the other hand, weekday afternoons are likely great times for recruiting outreach because recruiters are *already* on email all day; they may be regularly switching between their work email and personal email to see what's happening there.)



Best Send Days & Times by Role

Engineering Managers (Average Open Rate: 72%)

Emails sent Sundays
at noon perform

9%

better than the average

Emails sent Sundays
at 8 pm perform

7%

better than the average

Emails sent Mondays
at 7 am perform

9%

worse than the average



Engineers (Average Open Rate: 67%)

Emails sent Sundays
between 4 am – 7 am perform

2-4%

better than the average

Emails sent Sundays
at noon perform

4%

better than the average

Emails sent Saturdays
between 3 pm – 5 pm perform

7-11%

worse than the average



* "When to send" is based on an open rate within 60 hours of send time. We used opens rather than replies as our metric, since the latter is biased by message content.

Email: Best Send Days & Times by Role

Product Marketing Managers (Average Open Rate: 73%)

Emails sent Mondays
at 10 am perform

9%

better than the average

Emails sent Mondays
at 4 pm perform

6%

better than the average

Emails sent Mondays
at 8 pm perform

7%

worse than the average

Emails sent Thursdays
at 9 am perform

6%

worse than the average

Product (Average Open Rate: 74%)

Emails sent Sundays
at 2 pm perform

8%

better than the average

Emails sent Tuesdays between
10 pm and 12 am perform

5-6%

better than the average

Emails sent Wednesdays
from 5 pm – 7 pm perform

5-6%

worse than the average



Design (Average Open Rate: 74%)

Emails sent Wednesdays
at 9 pm perform

7%

better than the average

Emails sent Sundays
at 9 am perform

6%

better than the average

Emails sent Tuesdays
at 9 pm perform

11%

worse than the average

Data (Average Open Rate: 72%)

Emails sent Wednesdays
at 2 pm and 6 pm perform

5%

better than the average

Emails sent Fridays
between noon - 1 pm perform

4%

better than the average

Emails sent Fridays
at 5 pm perform

6%

worse than the average

Emails sent Thursdays
at 10 am perform

6%

worse than the average

Customer Success (Average Open Rate: 67%)

Emails sent Thursdays
between 3 pm - 5 pm perform

9%

better than the average

Emails sent Wednesdays
at 4 pm perform

8%

better than the average

Emails sent Mondays
at noon perform

17%

worse than the average

Sales (Average Open Rate: 58%)

Emails sent Sundays
at noon perform

8%

better than the average

Emails sent Sundays
at 4 pm perform

7%

better than the average

Emails sent Tuesdays
between 5 pm and 7 pm perform

6%

better than the average

Emails sent Tuesdays
at 9 pm perform

10%

worse than the average

Emails sent Wednesdays
between 10 pm - 11 pm perform

22-27%

worse than the average

Biz Dev (Average Open Rate: 67%)

Emails sent Mondays
between 1 pm - 3 pm perform

6-7%

better than the average

Emails sent Thursdays
at 10 am perform

4%

better than the average

Emails sent Tuesdays
at 5 pm perform

9%

worse than the average

Marketing (Average Open Rate: 70%)

Emails sent Tuesdays
at noon perform

5%

better than the average

Emails sent Thursdays
at 1 pm perform

4%

better than the average

Emails sent Mondays at 2 pm
& Wednesdays at 5 pm perform

5%

worse than the average

Recruiting/HR (Average Open Rate: 66%)

Emails sent Thursdays
between 3 pm - 7 pm perform

3-4%

better than the average

Emails sent Mondays at 4 pm
& Fridays at 2 pm perform

4%

better than the average

Emails sent Tuesdays &
Wednesdays at 8 am perform

8%

worse than the average



Best Practice

Message Length

Err on the Shorter Side

Based on our data, there seems to be no meaningful correlation between message length and reply rate. It's worth noting, however, that the majority of messages we looked at were between 90 and 220 words long. (Sourcers typically use hyperlinks directing prospects to webpages on careers and company culture when they want to offer more information. This keeps the messaging simultaneously rich and short.)

Our hypothesis is that our users are *already* following a “best practice” of shorter outreach messaging. Remember: you'll have at least three follow-up emails that you'll want to save some juicy information about company culture, company news, benefits, and more for. So don't cram everything into your initial outreach. You know your persona and what's most compelling for them. Start with the things at the top of the list. Leave the rest for them to ask you about when you get them on the phone.

PRO TIP ON MESSAGE LENGTH



I'm definitely in the shorter-is-better camp. Of course, the shorter the message, the more compelling its words need to be. The essential thing is to make sure you're always adding value for the candidate, whether it's in 20 words or 200 words.

Chinsin Sim

Recruiting Manager



LinkedIn Recommends 200-500 Words For InMail

Indeed, its study of InMail data from recruiters in San Francisco concluded “that the shorter the InMail, the higher the response rate.” (The same, by the way, was true for subject lines.)

There's a commonsense element to the argument that short-and-to-the-point outreach (assuming it's *also* personalized and genuine) will outperform long emails. Remember, passive candidates aren't exactly swimming in free time. And you can deliver the essentials—a personalized mention, a compelling detail or two about the opportunity, a call to action—in fewer than 10 sentences.

Then there's mobile to consider: An iPhone will show about 120 words at a time—even with breaks between paragraphs. An implicit best practice you might draw from this fact is to include the most important

information of your message within the first 120 words. Don't make passive talent scroll for the good stuff.

Make the Email Easy to Read

A more nuanced hypothesis about word count also takes structure into account: A 200-word email is only as good as the breathing space between sentences. Break those words up into shorter blocks of text so that the message contains 3-4 paragraphs.

From a UX perspective, this is easier on the eyes—and easier for the recipient to scan and digest than one big block of text would be.



Using Tokens in Email Message Content

Our data shows email outreach that uses tokens in the message content performs better than outreach that doesn't personalize at all. The only outreach for which this is *not* the case is outreach that only uses a {{first name}} token. The takeaway? Once again, talent is looking for messaging that's more personalized than their first name.

Best Practice

Get Personal

An early study (2014) of nearly 8,000 recruiting emails showed highly personalized messages outperforming both somewhat personalized and impersonal outreach. Our data at Gem shows that highly personalized outreach still delivers the best ROI, increasing response rates by almost 30%. Sourcers and recruiters who send either one-off messages or full outreach campaigns using {{reason}} tokens see average reply rates of 42-44%, while batch outreach that doesn't use a {{reason}} token sees average reply rates of only 32%.

The takeaway? Deep personalization—explaining to a candidate why you're reaching out to *them* specifically—will be well worth your time.

Introducing the {{reason}} Token

The {{reason}} token is a concept unique to Gem's platform that allows recruiters to personalize the motivation for reaching out to each prospect while on their LinkedIn profile (i.e. "I'm reaching out because I see you worked at [Company X] for four years; and it looks like you have rare industry expertise for an opportunity that just came up here"). This variable is then inserted into respective prospects' messages when sequences are sent in batch.

With Gem, sourcers and recruiters can send both one-off emails (Gem opens a window on top of LinkedIn so sourcers can personalize their outreach while looking at talents' profiles) and batch sequences. Across the board—whether the outreach is one-off or batch sequenced—messages that use {{reason}} tokens see the highest reply rates:

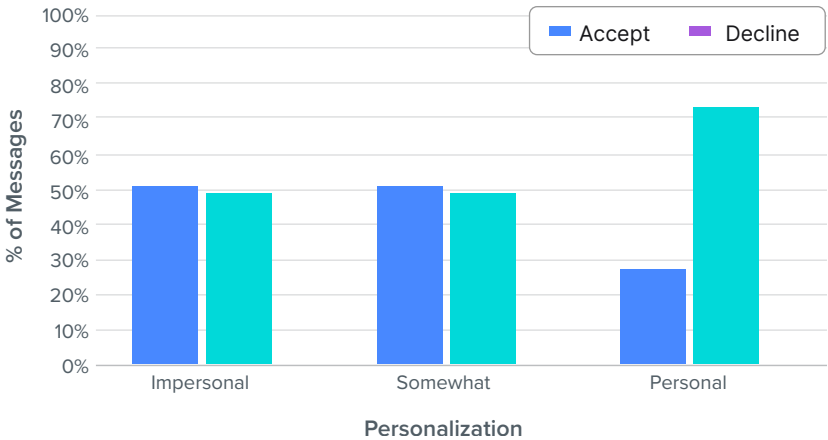
Batch sequences using {{reason}} + {{first_name}} → 43% response rates

One-off sequences using {{reason}} + {{first_name}} → 45% response rates

Batch sequences using {{reason}} + {{first_name}} + {{company}} → 44% response rates

One-off sequences using {{reason}} + {{first_name}} + {{company}} → 43% response rates

Highly Personalized Messages are Way Better



Source: AlineLerner.com

Experimenting with Personalization at Scale with Tokens

Because each prospect—or each prospect pool—will have their own “sweet spot,” sourcers should experiment with and test tokens at scale. Some questions worth asking:

Do {{company}} tokens or {{role}} tokens get better response rates?

Is it better to mention prospects' current company or your company?

How long after graduation does the {{school}} token continue to have value?

Do more tokens = more responses? Or are there diminishing after returns after a certain point?

What's the best possible use your team can make of {{reason}} tokens?



Message Content

What talent values in work, and the factors they prioritize in their career decisions, saw some transformation during the events of 2020. In-person social events, gym memberships, and magnificent office spaces are no longer things you can promote in your outreach. Your employee value proposition (EVP), which your outreach points to, needs to evolve with talents' changing priorities. Of course, things like meaningful work, career development, engaged and supportive leadership, and competitive salary and benefits all remain table stakes. But here's what *else* talent cares about most right now, and what your message content should speak to:

Employee Well-being

Employee well-being covers everything from mental health to work-life balance to stress management to non-traditional forms of wellness, like mindfulness or financial wellbeing. Think teletherapy stipends. Think clear guidelines for your employees about when the workday ends. Think monthly “wellness days” that the *entire team* has off for self-care. If your company is offering these things, forefront them in your messaging.

Stability

Talent is not going to forget the anxiety that COVID brought on; and it’s likely that the stability a company has to offer will be a fundamental element of career decisions for decades to come. Candidates are asking questions about stability that they’ve never asked before: How likely is it that the role we’ve sourced them for will be impacted long-term? How has the pandemic impacted our business performance? Is there any imminent restructuring of teams? If you can demonstrate company stability as part of your outreach—whether by revealing more about growth plans or company financials—do so.

Flexibility

The pandemic has shattered long-standing assumptions about where work gets done, and talent has now experienced the benefits of working remotely. In fact, a recent IBM survey found that most employees prefer to stay remote: 80% of talent wants to continue to work away from the office at least occasionally after COVID, while 58% wants to continue working from home indefinitely. Forbes adds that only 10% of employees desire to return to their workplaces full-time. So if flexibility is part of your EVP, highlight it.

Corporate Social Responsibility, Mission, and Values

As the boundary between our work lives and personal lives has shrunk, it’s as important as ever for workers to feel aligned with the mission and purpose of the companies they work for—your (and their) “why.” Recent surveys show that an employer’s sense of purpose or impact on society is the second-most important criteria for talent when considering new jobs. So if your company is doing what it can to reduce its carbon footprint, engage in volunteer efforts or charitable giving, make environmentally- and socially-conscious investments, or otherwise offer employees a sense of meaning and purpose, share that out with talent.

Diversity and Inclusion

With the renewed visibility of Black Lives Matter in the midst of the pandemic last year, companies no longer have the option of *not* attending to matters of diversity, equity, and inclusion (DEI). Do you have top-of-funnel diversity initiatives in place to bring underrepresented talent into your org? Are you providing the same level of support to all employees once they arrive? Are your benefits inclusive? Are underrepresented employees being promoted at the same rate as their majority peers? Are you using your platform to give voice to social justice issues? Whatever your company is sincerely up to, make those efforts visible in your outreach.



Here's what candidates said they wanted to know about your job opportunity pre-COVID:

- Career trajectory
- Expectations and workload
- What a "day in the life" looks like
- Employee perspectives

Here's what else your messaging should speak to, in the wake of 2020:

- Employee well-being
- Stability, career development, and career mobility
- Flexibility
- Mission and values
- Corporate social responsibility
- Diversity, equity, and inclusion
- Remote culture

Best Practice

Explain Why You're Reaching Out to *Them*

This is another way of reiterating: *personalize*. And we don't just mean mentioning mutual interests here, though that's been shown to work in subject lines. You've done your research. You know what projects and initiatives your prospect has been undertaking at their current company in recent years. You know their interests and skill sets, and have a strong sense of what they could bring to the position (or to a specific current project) and offer your company. Tell them as much. It'll flatter them, yes. It'll also make you look instantly trustworthy.

Hey {{first_name}},

{{reason}}.

[company name] is an account aggregation technology looking to make big waves in fintech. Last year we raised \$147M in funding... and now we're ready to scale!

We'll need to grow by about 70 engineers (we're currently at 15) over the next two years, so we're looking for the right people to have a hand in shaping our engineering culture as we grow. {{extra1}} tells me you might enjoy, and add a lot of value, to our building process.

When do you have some time to jump on the phone this week? I'm flexible and would love to hear more about your background, interests, and of course, share more about [company name].

Hey {{first_name}}, I hope your {{day_of_week}} is going well.

I partner with our Success Engineering Managers at [company name] to identify new technology-focused, customer-centric individuals for our team. Your experience {{extra1}} caught my eye and I thought I'd reach out to tell you more about our team. This is a truly ideal time to join -- it's still early enough to have a huge impact and to create an amazing home in the greater Denver tech-community. (Yes! We kept our office; and we hope to get to return to it together in 2022.) We're outgrowing the startup phase and running to power the entire customer data ecosystem, and we need the best people to take the market.

I realize that you might be happy at {{company}} and not actively planning a move right now, yet my hunch is that this would be a great conversation at least. I'm adding a few links below in case you want to dig in more.

Let me know if you're interested. The next step would be to have an intro call with me to help familiarize you more with the customer-facing Success Engineer opportunity. Open to learning more?

A Note on Personalization

Remember, there's a difference between *somewhat* personalized messages (which see the same response rates as impersonal messages), and *highly* personalized messages. Go deep with your outreach.

We recommend 1-2 details unique to the prospect in your opening paragraph. Then dedicate a full paragraph to what you know about their work and how you believe their skills and experience would make a terrific fit for your company.

That full paragraph is an essential best practice for connecting with highly sought-after talent (diversity candidates or leadership roles, for example), or talent pools in which there are only a small handful of people that are qualified for the job.

Hey {{first_name}},

Pleasure to meet you. My name is [name] and I work for [company name], a Series B, NEA-backed data analytics company that is starting to explode with growth.

Straight to the point: We are about to double in size and we're looking to hire a Solutions Architect (Professional Services/Consultant). This role will work on implementation / analytics consulting for our top clients and simultaneously create scalable processes for a new org as we take on more customers next year.

Why you: Your experience at {{company}} is exactly what we are looking for in our first SA team! We need someone who has both customer-facing experience *and* the right set of technical expertise. {{reason}}

Why [company name]?

- Backed by NEA and Menlo
- Crushing our sales goals quarter after quarter
- Going through huge growth (35 --> 85 in headcount 2020, doubling again in 2021)
- Our product is vertical and dept agnostic
- Extremely competitive pay

I hope to hear back from you and if there's any information I can provide, please don't hesitate to reach out.

At Gem, we know how important personalization is to the sourcing process. That's why we've made it easy for you to personalize your "why" with {{reason}} tokens, so you can customize your outreach alongside LinkedIn without ever leaving the platform.

Talk About "Opportunities," Not "Roles" or "Positions"

"Positions" are static; "opportunities" are dynamic. 87% of millennials say professional development or opportunities for career growth are very important to them in a job. Think of this as the value proposition for your prospect. (Your mantra should be: "Upward trajectories, not lateral transfers.") Why would top talent who isn't even *looking* for work consider your open position a better opportunity than what they've got now? The ability to build a team from scratch? Increased organizational impact? The opportunity to learn a new skill set (and ultimately to be more attractive in the market)? Whatever it is, speak to *that*.

Hey {{first_name}},

My name is [name] and I head up Sales Recruiting at [company name]. We are looking for a Sales Operations Manager to drive operations for our fast-growing sales team. As the first Sales Operations Manager, you'll be instrumental in solving critical business problems and building the blueprint to help our organization scale. Our Director of Sales Operations was impressed with your experience at {{company}} and thought it would be a great fit for what we're looking for. Do you have 15-20 minutes for an exploratory conversation in the next week?

More about the opportunity:

- Amazing culture
- \$88M in funding from investors including Union Square Ventures, First Round Capital and Sequoia
- Opportunity to work closely with Sales Leadership team coming from Atlassian, Twilio, Optimizely and Google
- Ability to build the blueprint and operationalize the infrastructure to help a young sales team scale 4x from today
- Strong revenue growth (100% YOY growth) and impressive portfolio of customers: Twilio, Airbnb, Jet, Zillow

Give Them What They're Not Getting Now

This best practice is an extension of the last: It's one thing to speak to *opportunities*; it's another to speak to the opportunities prospects *aren't* experiencing in their current role. Where does their current company fall short—in terms of growth opportunities, benefits, company culture, work environment? If your company offers something more energetic, substantial, or successful, emphasize those elements—*without*, of course, mentioning their company's weakness. (Your prospect will figure that out for themselves.)

Hi {{first_name}},

My name is [name] and I'm working alongside our CTO at [company name] to find product-focused Mid to Senior Web Engineers to join us... from *anywhere* right now, but eventually back at our San Francisco HQ. Based on your experience with {{reason}}, I feel you would be a great fit.

In the past two years, we've raised \$35M in funding, opened in 4 cities, and are on track to double in size by next year. We've proven our business model, are generating revenue each quarter, and now need *your* expertise to scale, optimize, and automate our operations.

What it's like to work here:

- No product managers. You own and drive the product from start to finish.
- Lots of growth opportunity as we grow from a small team of 6 engineers to 20+ by the end of the year.
- Tackling technical challenges across internal tooling, guest experience, finance, and data.
- Work on a very collaborative team of forward-thinking, creative, and product-focused people.

{{first_name}},

I'm checking in one last time, hoping to chat with you about the Head of Information Security role at [company name].

Here are 5 reasons why you should work for [company name]:

1. Hot, early-stage start-up with big-name backers – Founders Fund, SV Angel, and Sequoia Capital
2. We are solving a real-world problem in a \$1.75T industry ready for disruption
3. [company name] is positioned to win in an unsaturated market – already captured 5% of US market
4. Build your dream team and have a massive impact
5. Work among wonderful people and peers as we build this business – 5 stars on Glassdoor

Hi {{first_name}},

I noticed you have a great Infra-Eng Leadership background with {{company}} in a {{title}} capacity. [company name] is hiring for a Platform Manager who will take over a high-performing SRE/SETI style team due to growth in the organization. I'm curious if you might be open to considering a career opportunity if the company/team/tech are right?

[company name] has an [incredible origin story](#) which has led us to now serving 1.4M registered developers who build with [company name]. Outside of our incredible open-source culture, one of the aspects which I'm particularly excited about is our focus on user privacy & community impact. We are also big proponents of creating a diverse culture and building a company based on values and a moral compass.

The Platform Team practices the playbook outlined by the Google SRE visionaries. We believe in empowering & growing teams to reach their full potential which is demonstrated by [our CTO's Story and Philosophy](#). A quick note is that we live in containerized SPOT instances on AWS which allows us to pay 10-20% of list price for our service needs as we scale. There's a lot of great work in place already but so much left to do.

Would you be open to learning more about what we could offer you in a career opportunity?

Mention Company Mission and Culture

You're not just selling an *opportunity*; you're selling a daily *experience*. It's worth noting that one of the biggest roadblocks candidates face when changing jobs is "not knowing what it's really like to work at the company." So describe it for them.

Consider work-life balance, collaborative environments, paid time off, continuing education, and more. Consider what you know about the prospect's interests and how they'd fit in with your current team. Granted, you won't have time to expound. Make a brief mention about culture or values, and link to a page on your website dedicated to company mission or culture.

Hey {{first_name}},

Happy {{day_of_week}}! I wanted to see if you had any questions from my last message.

Right now, [company name] has over 60k+ customers which is just 1% of the small business market in the US. For the next few years, our business strategy is centered around growing our customer base. There's a ton of opportunity for the Growth team to be at the core of how we think about scaling our business. We've got some really ambitious goals for what we want to achieve, and we've got a fantastically supportive team to go chase them.

Any interest in a quick chat? I'd love to tell you more about what we are working on!

Here are a few more links about our engineering culture and what we are up to:

- [A day in the life of an engineer](#) (how we work day-to-day!)
- [Engineering values and principles](#) (what we stand for – we're working on making these values & principles crisper, so feel free to ask if you have any questions. One of my favorites is the 'humility' value)
- [\[product name\]](#) (our hot new product! But also a very crucial way to financially empower the thousands of people that we pay who might need a more flexible approach to getting paid than the typical two paychecks a month. Solving this problem is particularly near & dear to my heart, and I'm so happy we're exploring this space)

Offer Social Proof

“Social proof” is the psychological phenomenon in which people look to others to determine “right action” in a given situation. While it’s originally a marketing term, the concept is just as relevant to talent outreach. Typically, social proof in sourcing comes in the form of employee confirmation that the company culture is as dynamic and supportive as the recruiter says it is: if you’re sourcing diversity prospects, maybe you link to a blog post written by your female head engineer, for example. If you don’t yet have that first-degree connection, other strategies include media mentions and acknowledgments that others have taken a particular action with you (“Candidates whom we’ve recently interviewed have said [X]”). The point is to give voice to those people top talent most want to hear from.

Indeed, in a recent study from LinkedIn, candidates said they wanted to hear employee views. So link to your careers page, your about page, or a page on company culture where employee quotes are featured—or forefront employee sentiment in the email itself.

Hi {{first_name}},

Sharing with you a [blog post](#) one of our top reps wrote detailing the unusual DNA of [company name]’s sales org. If you feel you have DNA superseding the “traditional salespeople” you work with or popularized in Wolf of Wall Street, give this piece a read.

A key quote:

“The Account Development team includes an Olympic hopeful in Atlanta, a former professional rugby player in San Francisco, and a ballet-dancing, chess-playing, part-time DJ in London. In fact, the team is led globally by a former biomedical engineer and a special operations veteran – it’s not your traditional group of deal-closers. But it is a group of multi-talented individuals who draw upon a diverse range of backgrounds to challenge their prospects to think differently.”

[name] joined in [date] and a few months later was promoted from our team to a field Account Executive role.

Hi {{first_name}},

My name is [name] and I lead the Enterprise Outbound team here at [company name]. I came across your profile and felt compelled to reach out. Your experience at {{company}} is ideal for what I’m looking for as I build my team of Enterprise reps.

With our strong product-market fit, opportunity in the enterprise, and talented leadership, [company name] is a place where you can have a tangible impact and continue to accelerate your already-impressive career.

I joined [company name] just under 6 months ago to work with incredibly bright people on a uniquely-positioned product that solves real problems for engineers and marketers. [company name] has an insane growth trajectory and we’re looking for top-tier talent to assist with that growth. I’ve led high-growth teams a few times in my career, but have never been part of an organization that values the SDR team as much as I’ve seen here. We just had two promotions from the SDR team—one into the SMB AE org and one into the customer success org—and I’m eager to share my experience with you.

I realize you’ve been a {{role}} for {{duration}} now and probably on track for your next role, but I would welcome the chance to share why this would be an amazing opportunity for you and answer any questions you might have about the team. At the very least, it would be great to have another connection in the space.

Consider Conversational Cadence

Conversational cadence is exactly what it sounds like: the speed at which you move the conversation forward (even if that “conversation” looks more like a monologue). Remember, you have four emails in which to motivate engagement and elicit a response... and you have plenty of information about your company to offer. So introduce it in small doses. If your initial outreach about how the opportunity could advance your prospect’s career doesn’t elicit engagement, perhaps your first follow-up describes company culture, and your second shouts out the Series C funding you just received.

Every prospect will have their own “sweet spot”—that nugget of information that finally animates them into action.



Hey {{first_name}},

Are you starting to think about a new jumping off point for your career? [company name] just got named on the [2021 Career-Launching List](#) and I’d love to chat with you about growth and learning opportunities here.

Thanks!

Hi {{first_name}},

I wanted to follow up on my previous message. You’ve got a unique background that is exactly what we need to strategically lead the design of [company name]’s products. Since we are a small team, there’s a huge opportunity to influence our organization and the direction of growth. Check out [why \[name and title of colleague\] joined \[company\]](#), and learn why you should too.

I’m stoked to tell you more about what we are working on at [company name]! I’ve included more information on the team and the role here for you to look over.

Thanks!

Hey {{first_name}},

I wanted to share the latest news with you that [company name] has been awarded one of the [Best Workplaces in Technology by Great Places to Work and Fortune Magazine](#)! This means a lot to us as we continue to try to push the boundaries of technology and workplace culture.

If you’re open to discussing opportunities here at [company name] or learning more, what’s your availability for a 15-20 minute chat?

Thanks!

Make Your Breakup Email Unforgettable

Done well, the breakup (aka “Hail Mary”) email may very well be the hook that finally gets prospects’ attentions. After all, loss aversion—the notion that the fear of loss is more powerful than the pleasure of gains—is real. It can be difficult for prospects to hear you confirm *for* them that they’re not moving forward in the process—so try it, and see if that’s what gets a bite.

Some of the best breakup emails we’ve seen propose that the sourcer/prospect relationship take a new form—whether through blog subscriptions, company events, or referral programs (“I have a philosophy that good people know good people!”). Parting gifts are memorable. Humor is memorable. And poems will likely leave their mark for a long time.

Hi {{first_name}},

The bad news is I haven’t heard back from you. The good news is that you are probably loving your current role.

Since this will be my last email, I wanted to sign-off with a gift as a thank you for reading.

It’s one of my favorite tools from Sourcing Master Glen Cathey – a handy [Candidate Sourcing Funnel Calculator](#) to help you estimate how many people you need to identify to find your purple squirrel.

Hopefully you will find it useful.

Hey {{first_name}},

I’ve reached out a few times because I really wanted to share [company name] and the role I thought you’d be a great fit for. Since I haven’t heard back, I’ll assume the timing isn’t right and I won’t continue to pester with emails.

If anything changes for you in the future or even if you are just curious about what we are building, please don’t hesitate to reach out. Consider me your [company name] resource! [Check our blog](#) to keep up with growth and to get free industry tips!

Hey {{first_name}},

I figured I would try bugging you one more time. Totally understand if you’re not ready to make a move right now; I know this year has thrown a wrench into a lot of things.

Maybe we can interest you in attending one of our virtual events? We’ve got one coming up in which we’ll talk about infrastructure disasters (and learnings!). It would be great to “see” you there.

Hey {{first_name}},

I’m not going to lie, I’m a little sad we didn’t get to connect but I wanted to leave you with a poem.

Roses are red
Violets are clear
I wish you the best
In growing your career



Body Copy “Dont’s”

Don’t paste a full job description in the email. Remember: The *end goal* may be getting candidates in the door for an interview; but the goal of initial communication is an interested response from prospects.

Don’t drone on. Remember our best practice on message length: You’re aiming for short and curiosity-piquing. A lot can get lost in a lengthy message. You’ll get to the juicy details once you’ve got them on the phone or in your office.

Don’t offer a laundry list of required skills. The professionals you’re reaching out to already know what’s required to do the work. Focus on opportunity instead.

PRO TIP ON BODY COPY



When I’m recruiting for a position, I often spend time with engineers on the teams I support to ask them questions that help me understand the in’s and out’s of their role: What makes this team attractive to join, what the day-to-day work is like, and what they’d say to a candidate considering a role like theirs. Their responses often go right into the body of my sequence emails. In that sense, the outreach is a joint effort across team members at Slack.

Olivia Duran
Senior Technical Recruiter



**Best Practice**

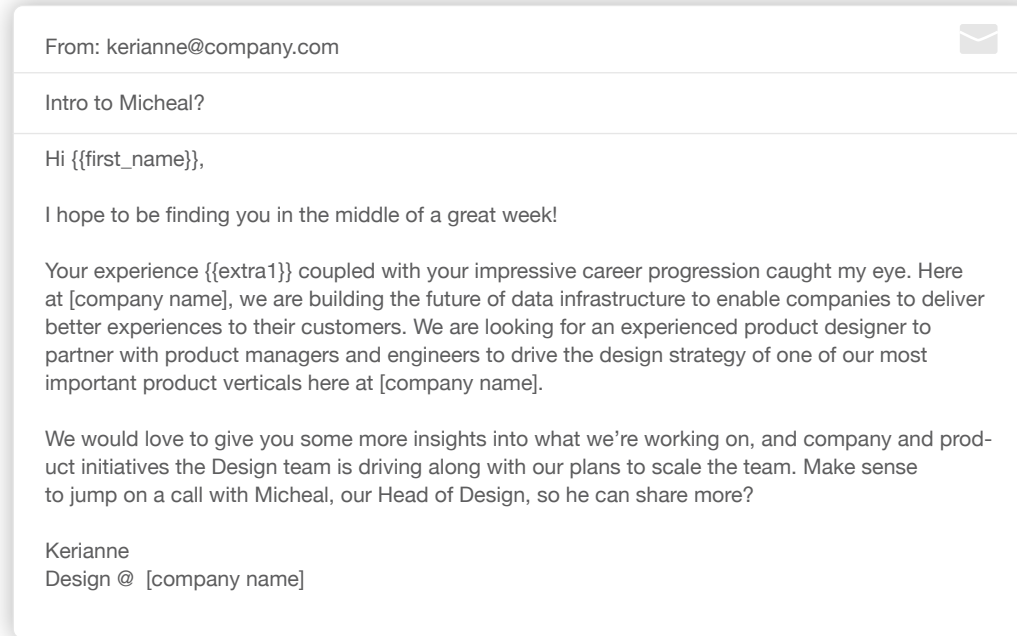
"From" Names

For Hard-to-Fill Roles, Vary Your Sender

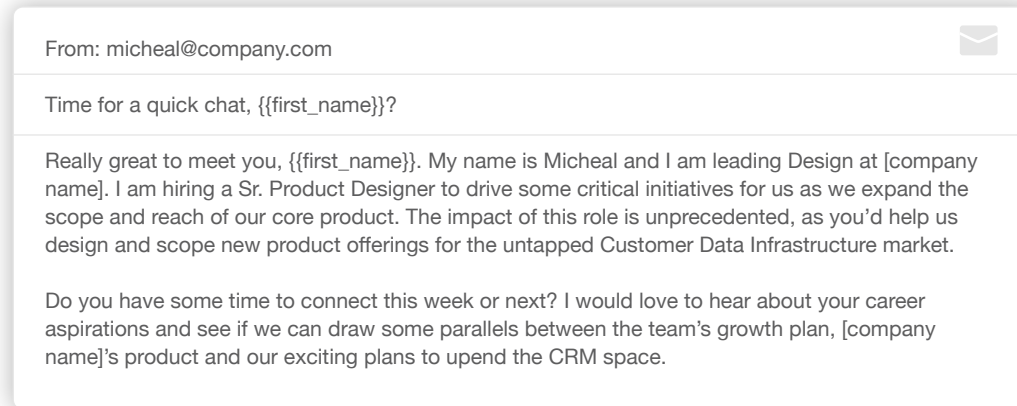
Our customers' data shows that sending-on-behalf-of (SOBO-ing) a hiring manager or executive in the company significantly increases response rates. In fact, some of our customers have seen tripled and quadrupled response rates with SOBO. With Gem, you can send-on-behalf-of multiple teammates in the same sequence: stages 1 and 2 could come from the recruiter; stage 3 could come from the hiring manager; and stage 4 could come from the Director of Engineering. Maybe the senders even reference a conversation they had about the prospect in those messages to make it all the more personalized. Now you've got a very high-touch engagement strategy from multiple people. When prospective candidates feel there's a whole collective that's excited about them, they're all the more likely to reply.

Using Multiple Senders Can Mean Multiplying Response Rates for Hard-to-Fill Roles

Stage 1



Stage 2



At Segment, we put extra time into partnering with our recruiting team to craft the right message and cadence for each role. By crafting tailored messages and reaching out from multiple senders at the leadership level, we see a 2x response rate for hard-to-fill roles.

Albert Strasheim

Senior Director of Engineering





Calls to Action

Talent sourcers have a few available options when it comes to calls to action. Of course, the obvious “best practice,” broadly speaking, is to close every email with a crystal-clear next step for prospects to take. At Gem, we’ve seen everything from Calendly links, to links directing prospects to job descriptions or careers pages, to requests that prospects respond with best times to talk—the latter of which necessitates more back-and-forth before a time is confirmed. These CTAs certainly have their place. But consider the conditions under which prospects will read your email:

- 1 Passive talent is likely receiving your email at work and may lack the mental energy to respond**
- 2 There’s a 50/50 chance that your prospect will read your email on their phone**

In other words, even the “simple” request that they open their calendar, note the times they’re free next week, and pitch you those times in a response may be more than they’re willing to do.



Gem's Best Guess:
Make Calls to Action (Literally) Effortless

With the above in mind, the most effective practice we can recommend is to simplify your CTA to a one-word (or no-word!) response: "If I don't hear from you here, I'll try calling this Thursday at noon. Of course, if there's a time that works better for a 15-minute chat, just let me know, and I'll make it happen."

Unless the prospect tells you otherwise, they'll know that phone call is coming—and they'll be ready to pick up if you've piqued their interest. If that time *doesn't* work for them and they're interested, they need only respond with an alternate time.

Mental energy expended on the prospect's part? Next to nothing.



The *Best* Best Practice: Always Be Testing

It's worth stressing that the *real* “best practices” will be the things that get your team the most engaged responses and move the most qualified prospective candidates through your hiring funnel. What we've given you in this guide are starting points only. If you're using Gem for your sourcing activities, you have access to analytics such as open rates, reply rates, interested rates, click-through rates, number of follow-ups sent, who entered process, how far into the recruiting funnel they got, and more.

Elements of Your Email Outreach Worth Testing

While it's easy to fixate on reply rates as the metric of your most successful outreach strategies, remember that open rates and click-through rates offer no less actionable insight. (Exceptional open rates mean you've hit upon compelling subject lines; great click-through rates mean you're linking to interesting content.) In other words, you'll know which prospects have "conveyed" interest even if they haven't directly expressed it.

These metrics should inform your judgement about which prospects to follow up with and how quickly, as well as what additional information to send them. (Did they click through to your careers page, or into that blog post by your head engineer that you linked to? Which of the LinkedIn profiles you provided saw the most views? Gem's analytics will offer insights into click-throughs. Use that intelligence to strategize your next step.)

Hands down, data will be your most priceless asset; and we recommend testing for the following metrics. Note that this list isn't inclusive, and that you won't be able to discover the answers to all of these questions through analytics. Some elements, like tone, there are no metrics for—but the questions are still worth asking:

After **how many follow-ups** does your team start seeing **diminishing returns**?

What's the **most effective wait time** between initial outreach and **each of your follow-ups**?

In subject lines, **which tokens** statistically attract the **most opens**?

Do **more tokens** in the message copy earn **more responses**? Or are there eventually **diminishing returns**?

Do you get **more opens** by appealing to **values or opportunities** in your subject lines?

What **subject line "power verbs"** get you the most clicks?

What's the **average length** of your best-performing **subject lines**?

What's the **average length** of your best-performing **body copy**?

What is the **average length** of your best-performing **{{reason}}** tokens?

What **send times** are statistically **most effective** for which roles?

Do you see statistically **better response** rates when you send from a **recruiter or from someone in a leadership role**?

At **what stage** in the sequence is it best for a recruiter to **switch to SOBO**?

For which roles is **SOBO best**?

Is there a **tone** in your email copy that seems to motivate the **highest levels of engagement**?

Which **links** get the **most clicks**?

What forms of **social proof** are most **compelling to your prospects**?

Which **break-up strategies** get the **most responses**?



Gem Platform

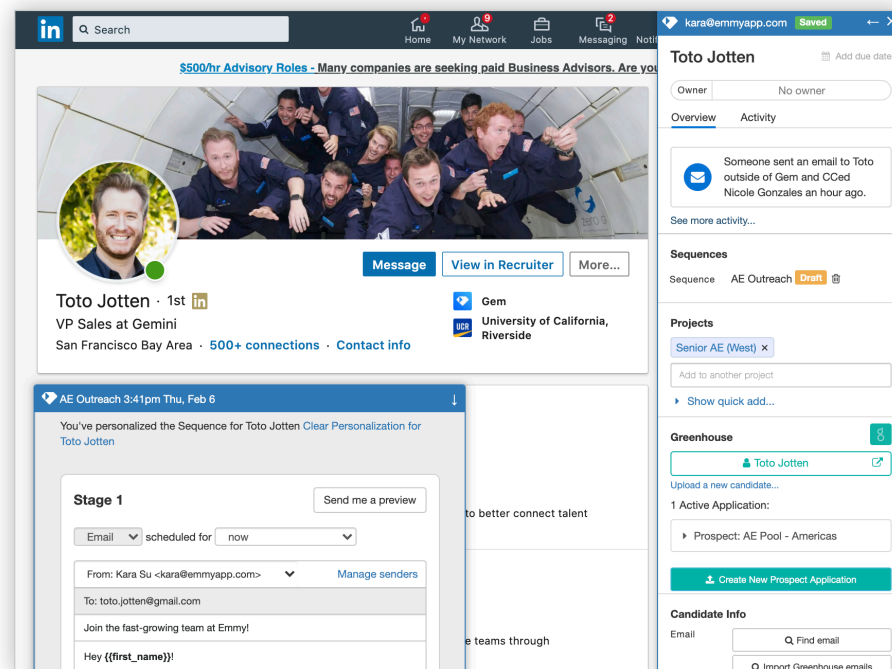
Best-in-class recruiting teams use Gem to source top candidates faster and 2-4x their response rates. Gem integrates with your ATS and email and automates your sourcing efforts, from 1-click upload to automated follow-ups. We create efficiency throughout the candidate lifecycle—from initiating and nurturing candidate relationships to increasing pipeline visibility, allowing teams to optimize their outreach, better collaborate, and enhance their overall talent brand.

Increase Efficiency

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

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

Outreach Sequences: Craft highly personalized outreach at scale using dynamic tokens automatically pulled from prospect profiles. Use send-on-behalf-of (SOBO) to leverage your hiring manager or VP's voice and dramatically increase your chances of receiving a reply.



Automated Follow-ups: Say goodbye to time-intensive, context-less manual reminders and use Gem's smart, automated follow-ups to 2x your conversion rate to initial phone screen.

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

Build Pipelines

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

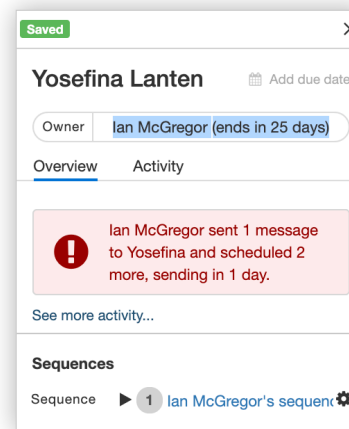
Talent Community: Open the door up to passive talent and strengthen your talent brand by integrating Gem's Talent Community into the top of your funnel. Invite prospects to stay in touch with compelling content and a variety of touchpoints that keep your company top-of-mind until they're ready for their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

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

Manage Prospects

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

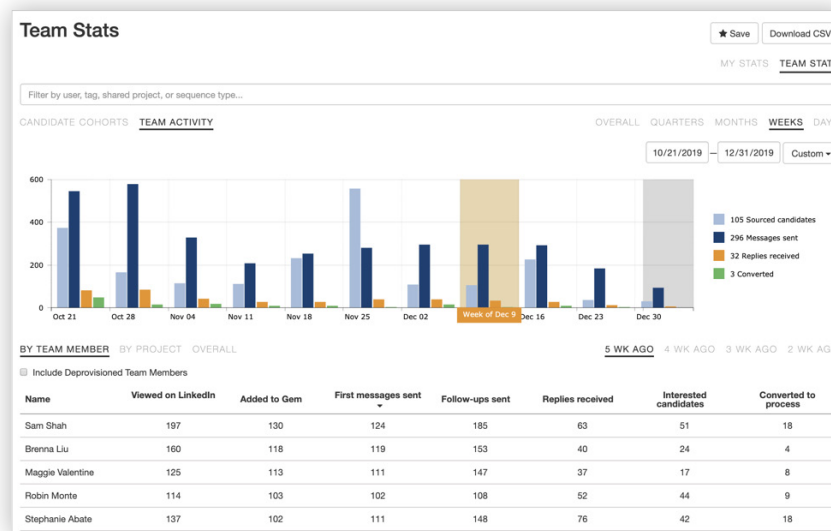
Due dates and notifications: Stay on top of next steps by setting due dates on prospects you want to come back to in the future. Tag a teammate when you want them to take a look at something, and ping hiring managers when they’ve forgotten to respond to a prospect that you reached out to using send-on-behalf-of.



Measure What Matters

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

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



2X INCREASE IN RESPONSE RATES



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

Mike Moriarty

Global Head of Talent Acquisition



Collaborate With Stakeholders

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

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

BY TEAM MEMBER		BY PROJECT	OVERALL					
Breakdown by:		Race/Ethnicity ▾						
		None						
		Gender						
		Race/Ethnicity						
		Outreach Type						
▼ Q1 2020			Added to Gem	First messages sent	Follow-ups sent	Replies received	Interested candidates	Converted to process
			6067	5600	8073	1236	331	174
Black			756 (12%)	692 (12%)	964 (12%)	142 (11%)	44 (13%)	-
Asian			1854 (31%)	1815 (32%)	2627 (33%)	358 (29%)	114 (34%)	-
Hispanic/Latino	-		783 (13%)	677 (12%)	938 (12%)	168 (14%)	48 (15%)	-
White	-		2649 (44%)	2415 (43%)	3544 (44%)	568 (46%)	125 (38%)	-
Unclassified	-		25 (0%)	1 (0%)	-	-	-	-
▼ Q4 2019	16928		3314	2282	2895	630	143	151
Black	-		349 (11%)	261 (11%)	331 (11%)	71 (11%)	17 (12%)	-
Asian	-		977 (29%)	775 (34%)	978 (34%)	230 (37%)	66 (46%)	-
Hispanic/Latino	-		275 (8%)	222 (10%)	288 (10%)	65 (10%)	13 (9%)	-
White	-		1226 (37%)	1024 (45%)	1298 (45%)	264 (42%)	47 (33%)	-
Unclassified	-		487 (15%)	-	-	-	-	-
▼ Q3 2019	12618		1966	1435	1607	522	111	119
Black	-		278 (14%)	179 (12%)	210 (13%)	70 (13%)	16 (14%)	-
Asian	-		629 (32%)	509 (35%)	488 (30%)	185 (35%)	44 (40%)	-
Hispanic/Latino	-		268 (14%)	197 (14%)	254 (16%)	69 (13%)	19 (17%)	-

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We've tried everything and Gem is the first product to delight our hiring managers. Now, everyone's involved in the hiring process—our entire company is an extension of the recruiting team!

Thomas Carriero
Chief Product Development Officer



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Once you have the ability to sequence the folks you're reaching out to—to have a second, third, fourth email auto send—you're increasing productivity per resource considerably. Now one sourcer is doing 4x the reachouts with Gem.

Jay Patel
Talent Acquisition Manager

