Unity (NYSE: U) is the world’s leading platform for creating and operating real-time 3D (RT3D) content. Creators—ranging from game developers to artists, architects, automotive designers, filmmakers, and others—use Unity to make their imaginations come to life. Unity’s platform provides a comprehensive set of software solutions to create, run and monetize interactive, real-time 2D and 3D content for mobile phones, tablets, PCs, consoles, and augmented and virtual reality devices. The company’s 1,800+ person research and development team keeps Unity at the forefront of development by working alongside partners to ensure optimized support for the latest releases and platforms. Apps developed by Unity creators have been downloaded more than five billion times per month in 2020. Amber Hayes was brought on as VP of Global Recruiting for the org’s 100+ person recruiting team in 2019. Corin Ryda is a Global Recruiting Programs Manager. Emily Russell is its Senior Global Data Analyst for Recruiting. All of them have their hands in Gem on a day-to-day basis.

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Amber Hayes
VP of Global Recruiting
Company Overview:
- San Francisco, CA (HQ)
- Global cross-platform game engine
- 4,000+ employees
- unity.com
- ATS: Greenhouse

Pain points / Challenges:
- Lacked a solution for email automation
- Little insight into messaging effectiveness
- No visibility into pipeline makeup
- No ability to forecast time-to-hire

Results with Gem:
- Recruiters can craft entire outreach campaigns including set-and-forget follow-ups, increasing response rates
- The team can track open/click/response rates and see engagement with message content, adjusting their outreach based on recipient behavior
- TA can see the health of each pipeline, from outreach to offer-accept, leading to a 10-day drop in time-to-fill
- The team can look at historical numbers and predict whether they’re on track to hit goals based on historic passthrough rates and time-to-hire metrics

Corin was with Unity when Gem was first brought on. “Our process was certainly in need of a revamp,” she says. “We tried a variety of sourcing platforms; but Gem’s automated follow-ups were a huge selling point for us. Whether we’re reaching out through email or LinkedIn now, our workflow is more aligned, more streamlined. It’s incredible to have hard data behind the fact that follow-ups get results. You can go into someone’s outreach in Gem and see that. And when you have data like that, it gives recruiters who might otherwise be averse to tools belief in a platform that’s giving them real metrics.”

Emily adds that she trains new recruiters on Gem’s Outreach Stats right away. “They can see exactly how many messages they’ve sent, what their open and response rates look like. These are SLAs we hold recruiters to. So to be able to track prospective candidates’ behavior is remarkably insightful. What content resonates for talent; what’s making them click? Recruiters are meeting their SLAs because they have access to precisely the data that helps them do so.”

Gem is so effective for Unity because the team focuses on quality, not quantity, Corin says. That includes quality of outreach rather than number of

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messages sent. “But with Gem, we have visibility into outreach-related stats beyond content. What percentage of our outreach is to male and to female talent, for example. Who on the team owns a candidate, for example. That data not only ensures prospects aren’t doubly-contacted; it also encourages collaborative recruiting in our outreach.”

Equipping recruiters to efficiently source and send effective outreach to talent is one thing, Amber says; “but it’s another to understand how your entire pipeline looks from top-to-bottom, to be able to forecast how many candidates or how much time you’ll need to fill a role. As a leader for TA, Gem’s Pipeline Analytics answers some fundamental but crucial questions that I wouldn’t otherwise have visibility into. What does team activity look like? What are our best sources of hire? What do passthrough rates look like at every stage of the hiring funnel, for every role? Gem gives us historical data to work with.” Further, having this data to begin with allows the team to identify trends. “You can observe variance. If the numbers are higher in some places and for some roles, what did we do right there? If they’re lower, what aren’t we doing? Metrics equal opportunities to pivot and optimize. They also ultimately make the team more conscious in their approach. Data ingrains a kind of mindfulness.”

Understanding what their baseline metrics were and then being able to identify opportunities to optimize is what Emily says drove a 10-day drop in Unity’s time to fill. “Last year our average time-to-fill was 75 days. We set a goal for 70 days in 2020; and we’ve been at 65 or lower all year.”

As time-to-fill decreases, the team has been able to slow some searches down to ensure there’s a range of talent in their top-of-funnel slate. “In some cases we’re actually saying, let’s decelerate here,” Amber says. “Have we looked under every stone and taken every opportunity to ensure we’ve not only found the best candidates, but also diversified our pipeline? Diversity demands a certain amount of time and space. But when you have those things, and there’s effort and intention there, you can absolutely impact the pipeline.” Another aspect of Gem’s analytics offering is that it gives the team visibility into how sourcers and recruiters are spending their time. Corin says that it’s easy for sourcers to lose track of their own bandwidth allocation when they’re working on so many different roles, and “it’s hard to track everything in one place because they don’t have full ownership of every stage. With Talent Pipeline, sourcers can quickly see holistically where all of their candidates are when they pass them onto the recruiter, which is a huge benefit.”

Amber and Corin note that Gem’s forecasting functionality has been particularly valuable for optimizing recruiter time and setting expectations. “A recruiter can look at the forecast and say, based on historical numbers, if we want to fill the role in this number of days, here’s what pipeline might look like. But if we give it another week, here’s how that additional time will allow us to impact the makeup of the pipeline.”

“What does team activity look like? What are our best sources of hire? What do passthrough rates look like at every stage of the hiring funnel, for every role? Gem gives us historical data to work with.”
Aside from using data to drive action, Amber says she also tracks key metrics on a month-to-month basis and shares it with leaders up to Unity’s C-suite, offering transparency and building trust. “Talent acquisition has even more credibility now because recruiters are no longer speaking anecdotally; they’re speaking with data. So they can influence upper management in ways they may not have been able to before.” Emily adds that Gem empowers the recruiting team to be analytical and therefore help drive strategy: “Gem’s data definitely impacts decisions down the line. For a few months this year, the reports I was pulling showed that our dedicated sourcers weren’t really producing hires. This led our VP to ask: Is this a worthy investment? Do we need to divest in sourcing, or invest in more recruiters? So business decisions are being made based on Gem’s data. It’s amazing to be impacting executive decisions. And I’m grateful for the ease of reporting with Gem.”

Aside from all members of the recruiting team engaging with Gem, Corin adds that Gem helps grease the wheels in workflows that involve collaboration with hiring managers. “They don’t need user access to review candidates; we just send a link straight to their email. It saves so much communication time; and it’s not another tool that hiring managers have to log into and manage. They just assign a rating. They leave a note if they want: ‘This candidate looks amazing, you can send on behalf of me.’ I can send bird’s-eye views of their entire pipelines in a single email. They have everything at a glance—what stage each candidate is in for every role—and if they want to dive deeper, they just click in and open up Greenhouse profiles from there.” Emily notes

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Corin Ryda
Global Recruiting Programs Manager
that the ease of collaboration through Gem has led “to a self-service mindset, and keeps hiring managers actively engaged. Business leaders know they have this information at their fingertips. I’ve sat down with leads and looked at things like rejection type, rejection reason. Passthrough rates are great. But if we’re seeing that people are rejecting us at certain stages, that’s something to look into. What’s the hiring manager saying during phone screens? Are we losing people after discussing salary expectations? Leaders can take these findings back to the day-to-day management of their requisitions.” Unity now has an incredibly collaborative, data-driven hiring culture where recruiting leaders, hiring managers, and executives alike are all invested in constantly improving their recruitment efforts, a standard which many companies can only hope to get to someday.

Lastly, Corin adds that, from a customer-experience and product perspective, “it’s amazing working with a company that’s so flexible in molding the product around what our needs are. We have conversations with Gem; we make requests; the product gets updated or there are new features added. That regular communication is really valuable. So many companies are rigid in what they can do, and there’s so much pushback in those conversations. The Gem we have today is very different from the Gem we started with, because it’s been customized according to our needs and requests. And the support function is unbelievable. Just last week I asked Gabriella [Spallone, Team Lead, Customer Success], ‘Is Adam [Taylor, Customer Support Lead] real, or is he a bot?’ Because he responds to everything and we have an answer within a few hours. The Gem team is ears-open, listening and responding. It’s the most supportive vendor-partner relationship I’ve ever experienced.”

To learn more about how Gem can help your team, visit gem.com or contact us at info@gem.com

Gem is an all-in-one recruiting platform that integrates with LinkedIn, Gmail, Outlook, and your ATS. We enable data-driven, world-class recruiting teams to find, engage, and nurture top talent.