



2022 Recruiting Trends:

Employer Branding & 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. If there was one broad narrative that echoed throughout the responses, it was this: it's a candidate's market; top talent is interviewing at a handful of companies at once and considering their options; and recruiting teams—*no matter* the size of the company they're hiring for—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.

It's a tough climate, to say the least. But 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. These two things are deeply interconnected. After all, your talent brand will be the sum total of everything your candidates think about you, say about you, and how they perceive you after experiencing your hiring process. And they *won't* experience your hiring process if they don't know you're hiring—which is why passive talent outreach plays a role in the questions below (and why it should play a considerable role in your hiring strategy).

Here's what your peers had to say about employer branding and candidate experience in 2022: where they're focusing their energies, what they anticipate, and what strategies have recently seen the best ROI. Our respondents were willing to do more than check boxes. They were also willing to tell us, *in their own words*, about

everything from how their employee value propositions changed during the pandemic, to the elements of the candidate experience they gave the most attention to last year.

Read on for these thoughtful observations from your industry peers—along with some best practices for EVP creation and building a recruitment marketing strategy through tailored content, personalized nurture campaigns, and long-term multi-channel engagement.

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.

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)

Employer brand (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."

2022 Employer Branding & Candidate Experience: Key Takeaways

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 60% of ICs at smaller companies and ¾ of ICs at enterprise companies say their teams have a dedicated sourcing function. After all, in the majority of cases, talent either doesn't know about your brand or it isn't top-of-mind for them. That's why enterprise ICs told us that talent sourcing is the *second most important* recruiting trend they anticipate for 2022.

Just over ¼ of sourcers and recruiters say their company has a formalized employee value proposition (EVP). 15% of enterprise ICs and 21% of ICs on smaller teams say their company doesn't have an EVP *at all*.

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

56% of respondents said their companies made deliberate changes to their EVPs during COVID. Most of those entailed the decision to go remote, additional work-from-home benefits, and mental health and wellness benefits.

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*.

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 the number of talent professionals who say "willingness to relocate" has been a bottleneck to hiring, one best guess is that smaller orgs might find it easier to hit certain hiring goals over the long run because their EVPs include remote or remote-first cultures.

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

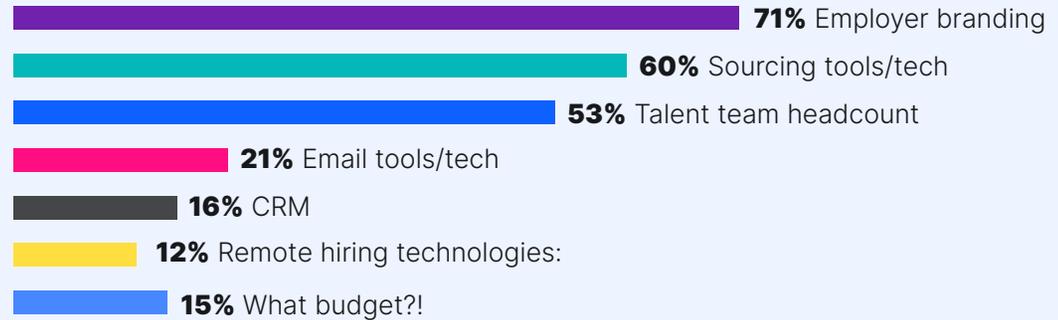
The elements of the candidate experience that got the most attention last year were: 1) speed and efficiency of the hiring process, 2) candidate communication and feedback, and 3) sourcing and passive talent outreach.

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

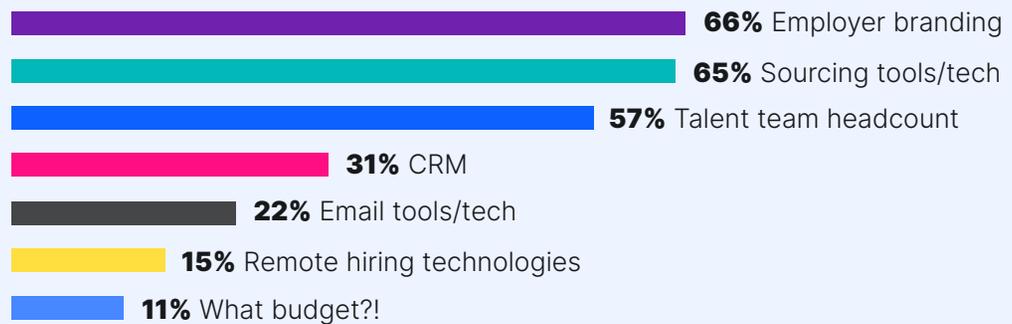
In aggregate, talent leaders said that employer branding (69%) is *the top place* they'll be investing their budgets in 2022. Given that uncompetitive offers is the second-biggest challenge they anticipate for this year (see p. 34)—and given that a weak talent brand and uncompetitive offers were among 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.

TALENT LEADERS AT SMALLER ORGS



TALENT LEADERS AT ENTERPRISE ORGS



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 & Outreach

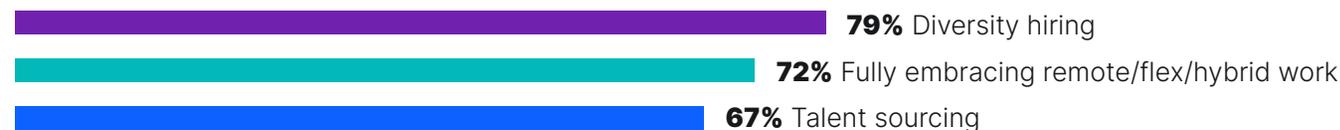
Nearly 60% of ICs at smaller companies and $\frac{3}{4}$ of ICs at enterprise companies told us their teams have a dedicated sourcing function. This corresponds with what we've been hearing from talent professionals about the urgent need—now more than ever—for passive talent outreach. (“We’re at a point 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. Sourcers and recruiters at smaller organizations rated sourcing as the *third* most important trend they anticipated in 2022.

Top-3 anticipated recruiting trends by company size:

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

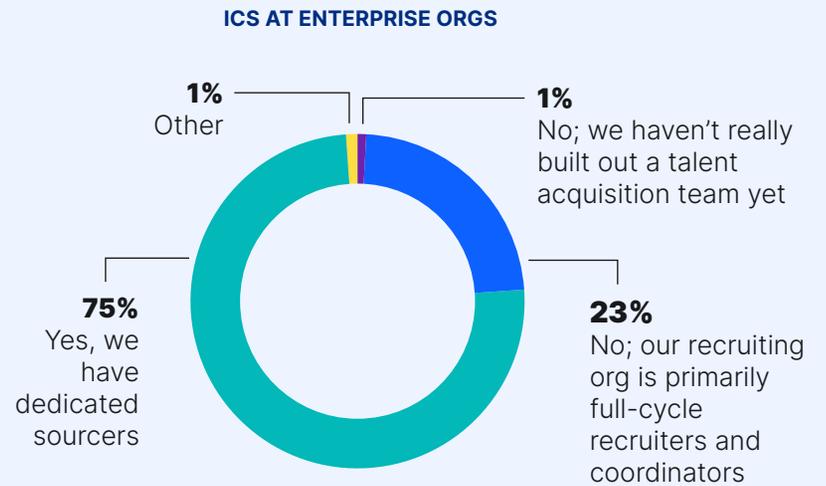
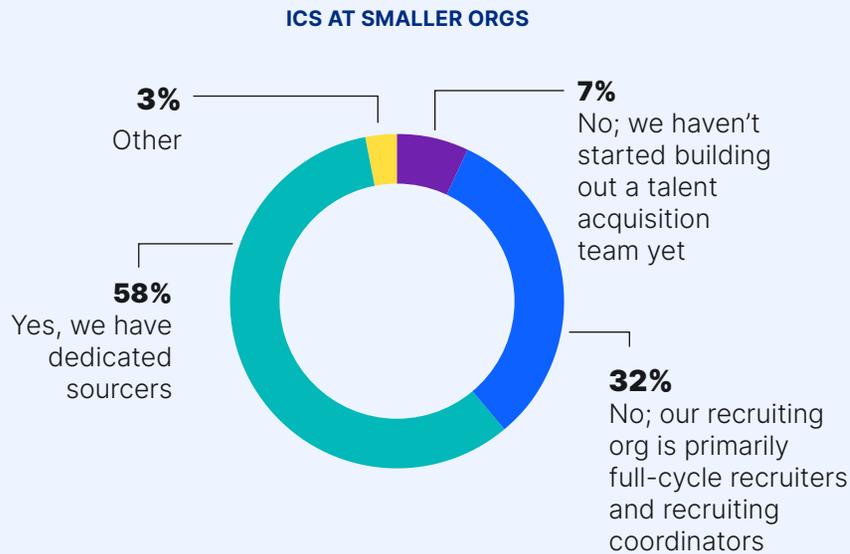
ICS AT SMALLER ORGS



ICS AT ENTERPRISE ORGS



Q. Does your team have dedicated sourcers?



* 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."

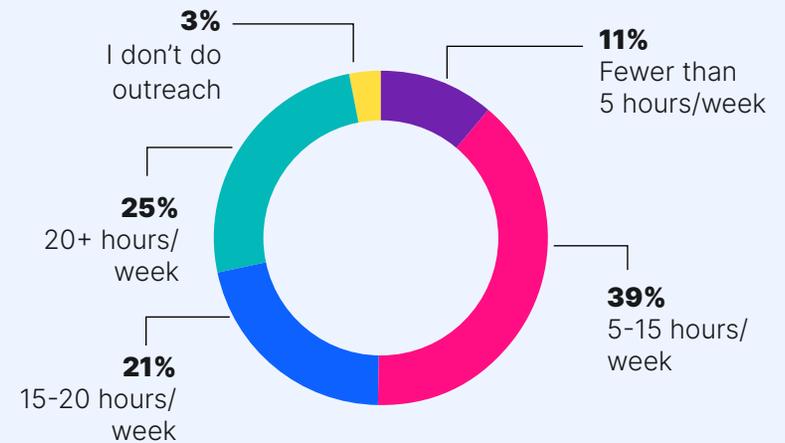
Q. How many hours/week do you spend on outreach to passive talent ?

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 ½ of recruiting ICs (22%) say more than half their work week is reserved for outreach.

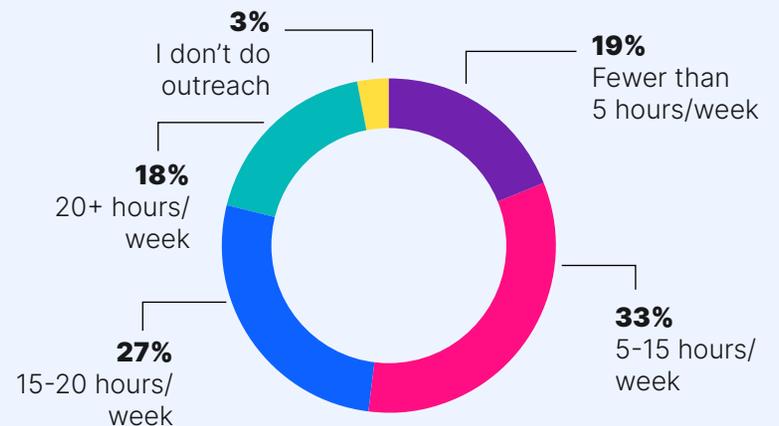
Gem's own internal benchmarking data, based on nearly 12 million candidate journeys, recently showed that outbound candidates are 4-5x *more likely* to result in a hire than inbound candidates are. So while these efforts are clearly worthwhile, it's well worth considering sourcing automation tools that 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.

ICS AT SMALLER ORGS



ICS AT ENTERPRISE ORGS



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

Employer Branding/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*.

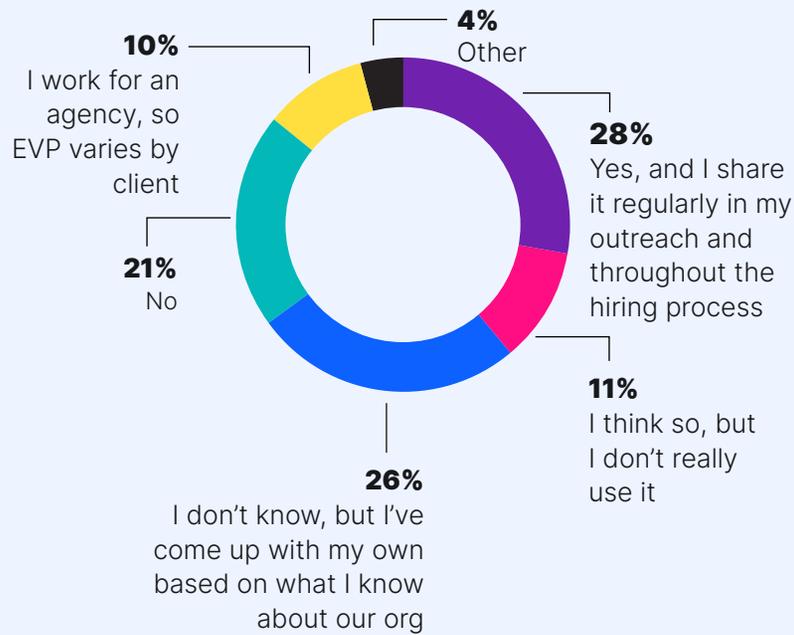
An EVP strengthens and differentiates your employer brand, increases employee engagement and retention, focuses the agenda for HR, and informs and strengthens recruitment messaging. ("Employer brand will be decisive in candidates choosing one employer over another," one hiring manager at a 10,000+ person 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. 8).

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?

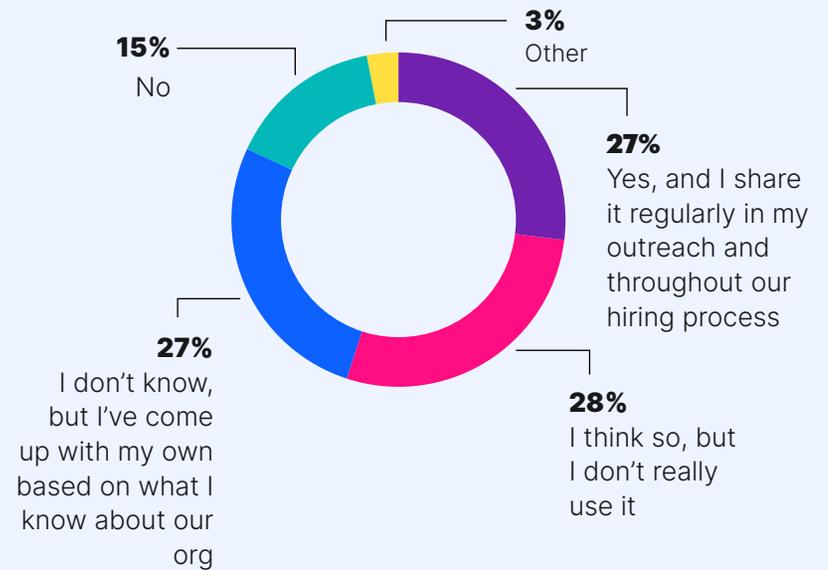
Over time you'll start noticing patterns and themes—and not just with employees. The same comments will pop up in exit interviews with talent who loved working for you. Passive talent will have similar explanations for why they responded to your outreach. Gather the comments that come up most often and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



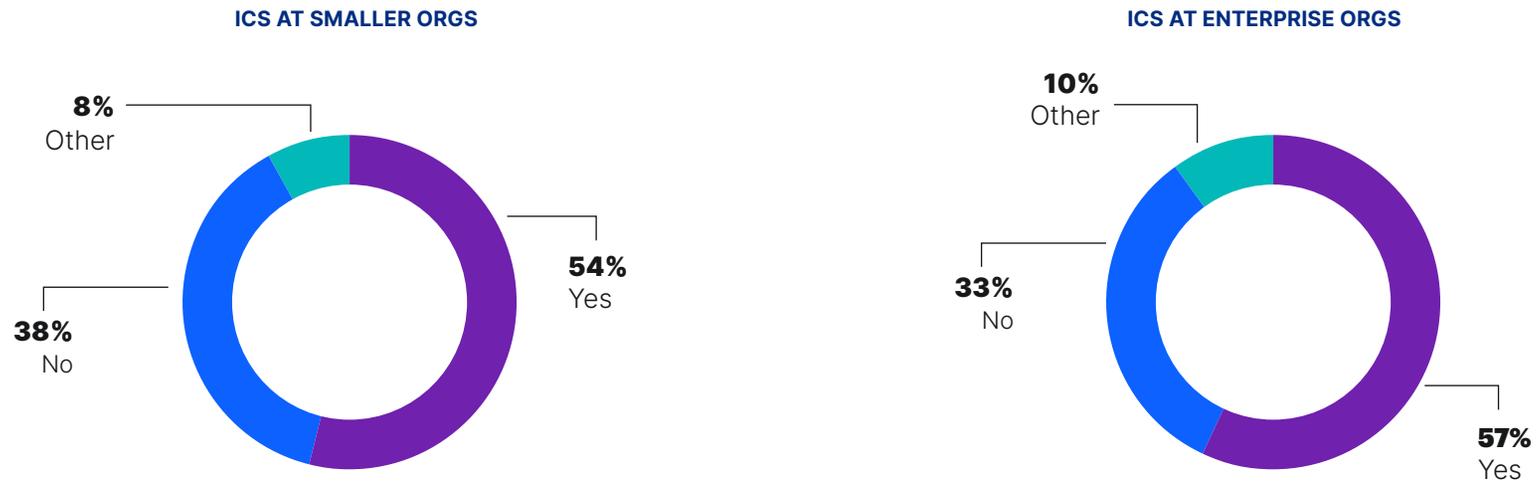
ICS AT ENTERPRISE ORGS



* 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

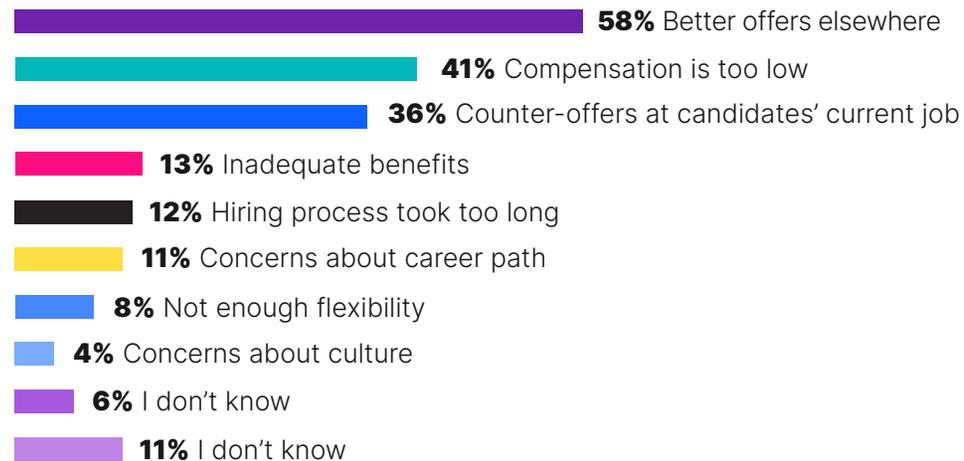
Regardless of org size, “better offers elsewhere” is the top reason candidates are rejecting offers, talent leaders tell us. Counter-offers at candidates’ *current* jobs and compensation come in at #2 and #3 for enterprise companies; those rejection reasons are reversed for smaller orgs. Each of these 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?



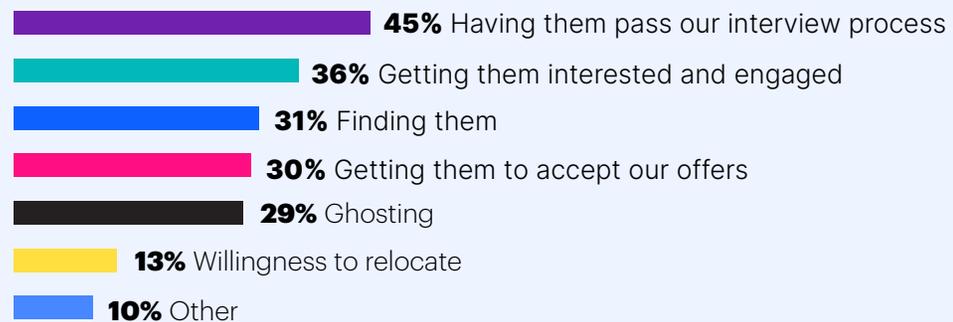
* Respondents who selected "Other" added comments such as: "Candidates are looking for remote-only, including training"; "Preference for remote work"; "We don't have our remote policy finalized and lose a lot of candidates because of this"; "Relocation"; "Size of office/team"; "Candidates want stability 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.

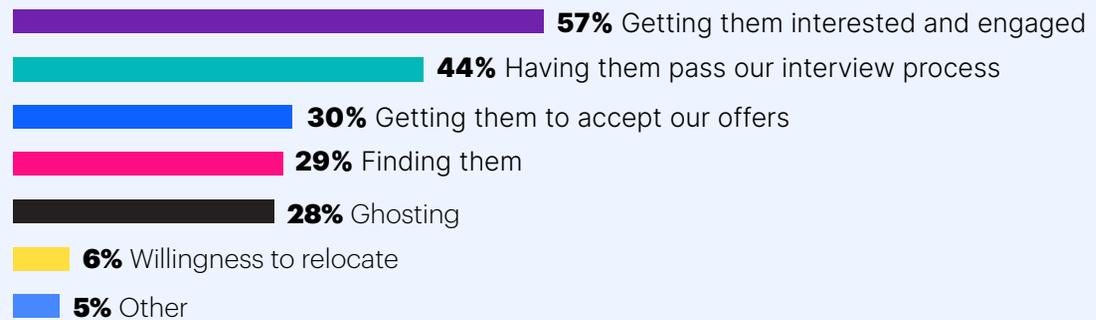
Q.
ICS AT ENTERPRISE ORGS
 What is/are your biggest struggle/s with candidates?



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."

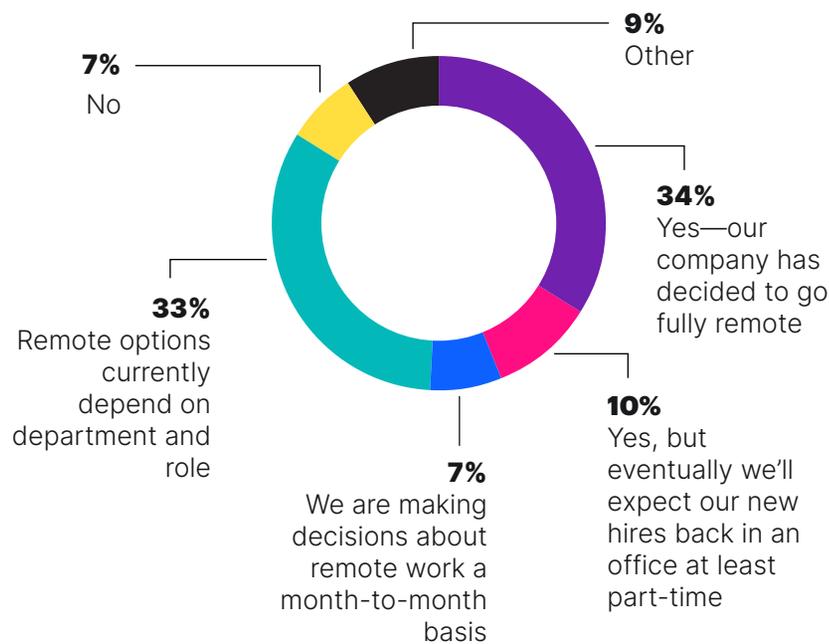
"We're returning to our offices in 2022 and most candidates are seeking remote, so willingness to relocate + ghosting have been common themes the last 2 quarters because of that stance."

Remote Work

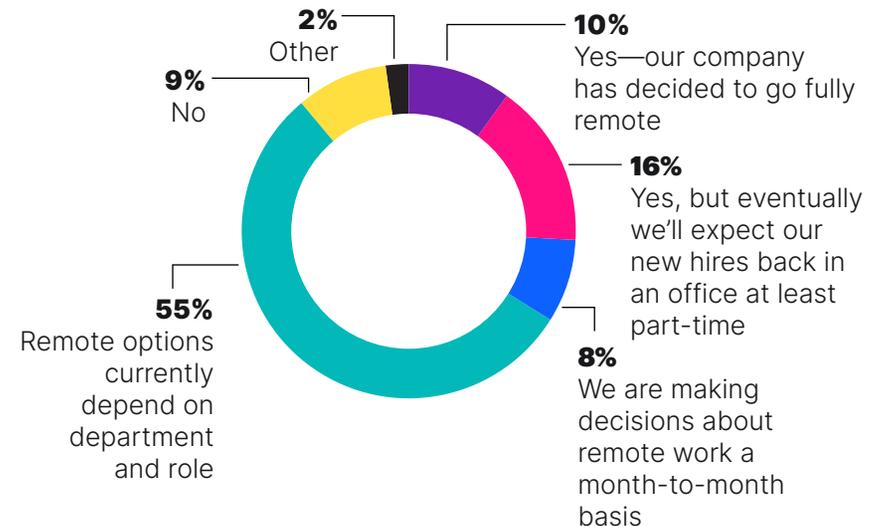
Talent leaders at smaller orgs are *more than 3x as likely* to say their company decided to go fully remote during COVID than talent leaders at enterprise orgs are (34% v. 10%). They're also less likely to say that their business will eventually expect new hires back in an office at least part-time. Given the number of talent professionals who say "willingness to relocate" has been a bottleneck to hiring (see p. 22), one best guess is that smaller orgs might find it easier to hit certain hiring goals over the long run because their EVPs include remote or remote-first cultures.

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

TALENT LEADERS AT SMALLER ORGS



TALENT LEADERS AT ENTERPRISE ORGS



* 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."

Recruitment Marketing

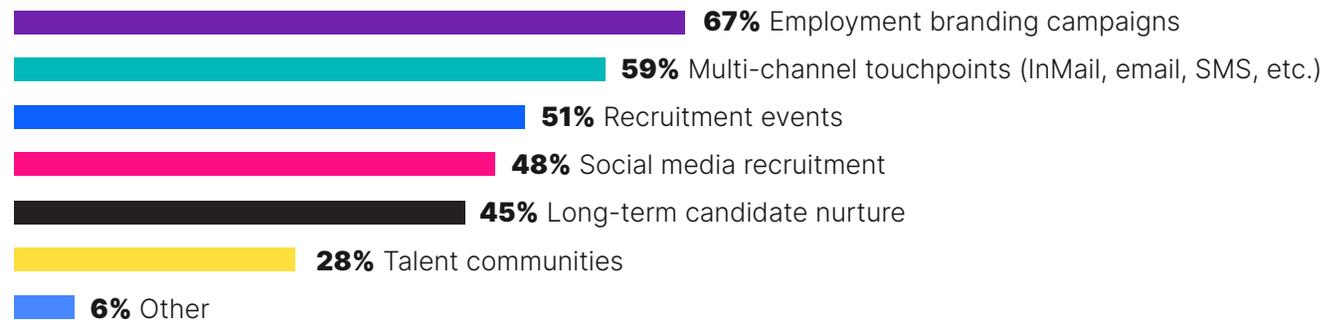
Regardless of company size, employment branding campaigns and multi-channel touchpoints are among the top-three recruitment marketing strategies ICs say they use. Sourcers and recruiters at enterprise companies also cited recruiting events in their top-three; ICs at smaller companies said they focus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

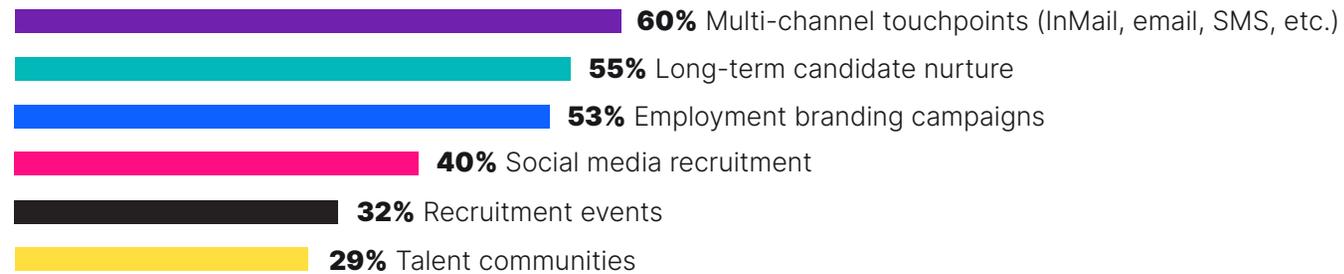
Recruiting automation will be your best friend when it comes to implementing these strategies. With Gem, when a prospect responds with “not now; maybe later” (or when sourcers see that a prospect *opened* an email multiple times but never responded), sourcers can immediately personalize a nurture sequence 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)

Candidate communication and feedback (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. "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.

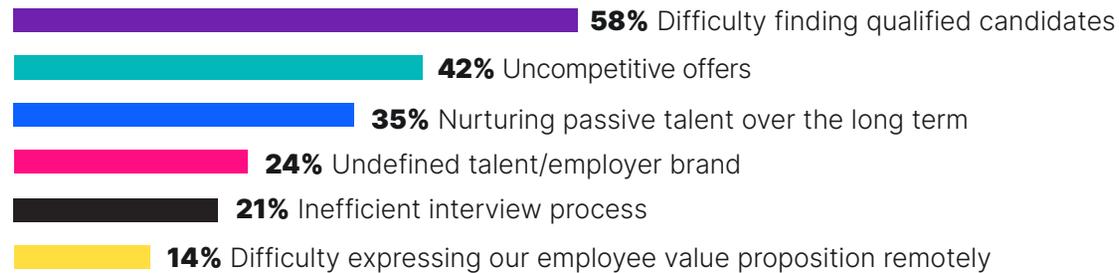
Employer brand happens through spreading awareness (think cold outreach and nurture alongside more formal branding campaigns) and offering first-class candidate experiences that are seamless, personalized, and attentive to candidates' needs and wishes at every step of the process. *This* is where TA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

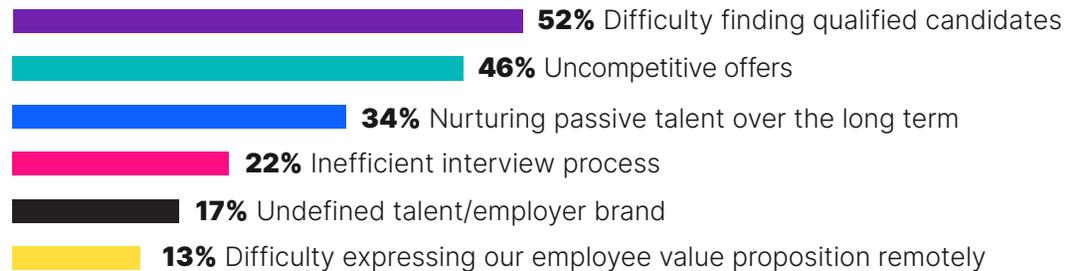
After all, even if you *can* compete on salary, it's the way you treat the talent in your funnel that will determine how they ultimately respond to your offer.

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



Creating a Recruitment Marketing Strategy

As a talent acquisition professional, you know it can take dozens of touchpoints to influence a career decision. Rather than engaging in one-and-done reachouts, best-in-class recruiting teams take this fact seriously. Recruitment marketing is a strategy for attracting and engaging the best talent through the same tactics marketers use to sell the value of their products: tailored content, personalized nurture campaigns, and long-term multi-channel engagement. A strong recruitment marketing strategy reduces time-to-hire, builds more diverse and more qualified pipelines, elevates candidate experience, and boosts employee engagement and retention. Here are first steps, along with a list of what to focus on, when it comes to building your recruitment marketing strategy:

Define your recruitment marketing goals

Of course, your goal *broadly speaking* is to attract talent to apply to your org. But what *specifically* are you hoping to achieve at this moment? (These more precise goals will change as business needs do.) Make your goals measurable: “a 10% increase in career site visitors by June”; “35% of Q2 hires through referrals”; “20% more engagement with our social content within 4 months”; “double the size of our talent community this month”; and so on. If your goals aren’t measurable, they’re not actionable.

Define your employee value proposition

Your employee value proposition is the unique set of benefits employees receive in return for their commitment to your org. It covers everything from personal development, to company culture, to diversity, to social responsibility, to vacation time, and more. What can your org offer employees that your competitors *can’t*? Your EVP will be the centerpiece around which your recruitment marketing strategy, and its content, is built; so it’s critical to get this right.

EVP creation is a bottom-up exercise. An inaccurate EVP born of a perception gap makes for reduced employee morale and a revolving door for new hires. The most effective EVPs are shaped by direct feedback from current, past, and prospective employees—including those who don’t accept your offers. Guesswork from upper management simply isn’t going to cut it. And of course, on the recruitment side, you want to sell prospects the whole story—and the *correct* one—in your outreach. The simplest way to do this? Ask talent about their perceptions.

If your organization is doing its due diligence, it already has feedback structures in place: anonymous surveys, onboarding surveys, performance reviews, exit interviews, etc. If so, ask HR for that data. But many of these questions you can also pose yourself:

Prospective employees: What made them respond to your outreach? How do they perceive your organization? What does it offer that their current organization does not? What *tangible* benefits (remote work, health benefits, PTO) are most important to them in their next opportunity? What *intangible* benefits (recognition, challenging work, flexible environment) are most important?

Current employees: What ultimately made them decide to come work for you? Have their expectations of the company been met (or exceeded)? How? What makes the organization unique? What *tangible* benefits offered by the company are most attractive to them (and why)? What *intangible* benefits are most attractive to them (and why)? What's been the most fulfilling thing about working for the company? What would they change if they were in charge?

Former employees: What initially drew them to the organization? Were their expectations met? Why did they ultimately leave? What did the employee experience lack that would've made them stay? What did they appreciate most about working for the company? What would their advice be to a job-seeker who wanted to know about the company?

Over time—and over the course of many conversations—you'll start noticing patterns and themes: the same comments popping up in exit interviews, the same benefits mentioned by passive talent who've responded to your outreach. Gather the comments that come up most often. The outliers may be *interesting*; but they won't be representative. You want to use what matters most to the greatest number of people.

Clarify your candidate personas

You can't create recruitment marketing content unless you know *whom* you're engaging with. A persona is a semi-fictional representation of your ideal candidate: current role, experience, skill sets, career goals, core values, motivations, frustrations. You'll craft your content based on this understanding.

It's important to remember that different aspects of the EVP will appeal to different candidate personas. So segment your personas so you know which aspect of the employee experience to home in on in your outreach. Messaging for young talent might focus on opportunities for career advancement and lively office spaces; messaging for slightly older professionals might emphasize work-life balance or child care services. Engineering managers and SDRs may have different expectations about work; diversity hires may be compelled by different elements of your culture in your messaging. Personas help you get in your target talent's heads; they also support more personalized messaging on exactly the right channels.

Create recruitment marketing content

Newsletters, blog posts, videos, webinars, infographics, employee testimonials, podcasts, thought leadership pieces, and events can cover everything your EVP entails. Your marketing team has an archive of materials to draw from; employees can contribute through blog posts about projects they're working on, or social posts about the career growth they've experienced with your org. Create content for each stage of the candidate journey (awareness, consideration, interest, decision). What does talent need to know to progress further into the funnel?

Build (and nurture) a talent community

A talent community is a network of people who've expressed interest in working for your org, though current circumstances prevent them from entering the hiring process. With Gem's help, prospective candidates fill out a customized form directly on your careers page; use the information you collect to nurture and engage with them through targeted campaigns over time. Of course, don't limit yourself to active talent: former silver medalists and passive talent should also go into your talent community. Gem's branded email campaigns allow you to personalize high-touch communications at scale, and get sophisticated analytics to understand what's working and what isn't.



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 Recruiting



Optimize your careers site

All your digital efforts (social media, SEO, job posting platforms, etc.) will ultimately point back to your site. An “optimized” careers site is one in which visitors can quickly and intuitively find all the information they need about working at your org. It explains who you are, what you do, and why employees love working for you. It’s mobile-friendly, next steps are obvious, the application process is seamless, and it’s GDPR compliant. Put yourself in talent’s shoes and navigate your own site. Analytics will help you understand visitor behavior.

Implement an employee referral program

The power of The Referral is real: it decreases time-to-hire, leads to faster onboarding, and increases retention rates for both referrer and referee. Referrers deeply understand company culture and recognize what it takes to thrive at your org; they’ll be among the best vetters of talent for your open roles. Our customers use Gem’s forms for referral submissions; referred talent is immediately placed in a Gem project so the team can tee up outreach to them.

Host exceptional recruitment events

Consider meetups; educational events such as classes, workshops, or competitions; AMA (ask-me-anything) sessions with your CEO; VIP dinners; and more. Sponsor or co-host events with organizations you want to be associated with—around a shared

set of values, for example. With Gem’s events module, RSVPs and attendees are automatically added to a Gem project for easy nurture down the road; our full-funnel analytics show you which events lead to which hires. (That’s a much better understanding of ROI than attendee count!)



With Gem’s events module, we can track success: Who opened the event invite? And ultimately, how many people did we convert into our pipeline from the event? The amazing thing about the full-funnel view is that now we’ll have an answer to the question: Did we hire any candidates directly from this event?

Lucy Tran

Senior Recruiting Program Manager



Have recruitment-specific social accounts

Any strong recruitment marketing strategy recognizes that the vast majority of your prospective candidates are on social. LinkedIn, Facebook, Instagram, Twitter, Tik Tok, YouTube, and wherever else your target talent hangs out—establish a presence there to add depth and authenticity to your brand and its culture. Decide on a strategy for each platform you're on; what works on one platform may not on another. Encourage employees to share employer branding and recruitment content, whether that means “taking over” the business account to post a-day-in-the-life at your org, or resharing content you've curated. Use @mentions. Use hashtags. Use paid social ads to target talent for current or future openings.

Consider both SEO and PPC campaigns

Both will increase your visibility in search engine results. SEO (search engine optimization) is a long-term strategy of focusing on organic keywords, link-building, and creating best-in-class content so you show up in search results for your target keyphrases. PPC (pay-per-click) campaigns are just what they sound like: you place keyword-specific ads in search engine results, and only pay if a user clicks in. Or consider a retargeting strategy, which shows ads to previous visitors to your careers site. The point is to get the most relevant content in front of precisely the talent who's looking for it.

Attend to your Glassdoor and Comparably reviews

If you're not on these review sites, get on them! And then manage your employer brand there by responding and engaging with reviewers.

Offer a best-in-class candidate experience (CX)

We don't have to tell you how CX impacts your ability to market yourself as an employer of choice. This means more than a simplified application process; it takes your entire hiring funnel into account, from first contact through to offer-accept. It entails frequent and transparent communication, equitable processes, minimal time-in-stage, and a sense—from the candidates' perspective—that their time was respected and well-spent.

With Gem, you can analyze conversion rates to identify the weakest points of your pipeline and understand how to fix them. Slice by hiring manager, recruiter, job, gender, race/ethnicity, and more to spot biases and effect process change for a more equitable candidate experience. Where is talent dropping out of process? How can you optimize that stage for a better overall candidate experience?



Gem's metrics help us zero in on stages in the interview process where we're falling short on equitable gender hiring. For one division, we intuited that we were hiring more women than the average team—and we were! We were prepared to roll off our passive sourcing efforts for that division; however, we found that quarter over quarter we were increasing our male conversions at a higher rate between two key interview stages. If we hadn't had access to that data, we wouldn't have been able to properly strategize on how to allocate our resources properly to fix the trend for that division.

Joel Torres

Talent Acquisition Manager

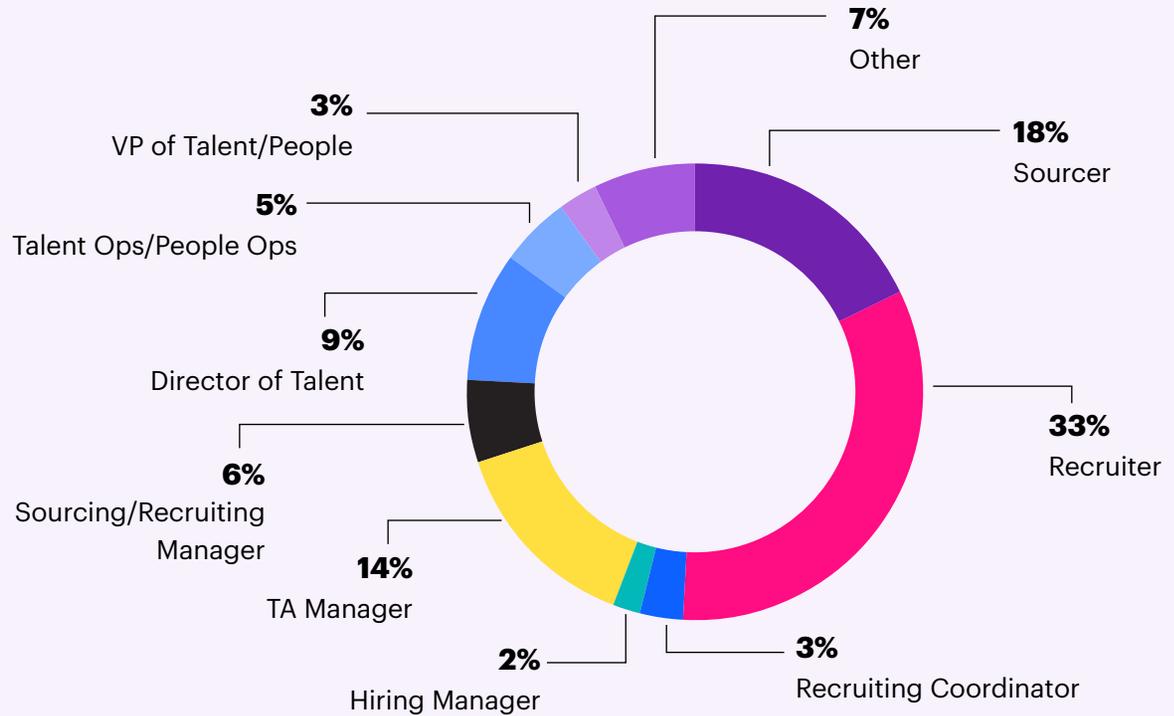


Measure and iterate on your recruitment marketing strategy

There's an endless set of metrics you could follow down the rabbit hole; but return to the goals you've defined. More qualified applicants from a specific channel? More passive talent to your careers site? More diversity in your talent community? Better response rates to your email outreach? Whatever your goals, the data is there—every step of the funnel, and every candidate touchpoint, is trackable and measurable. Be empowered to conduct informed experiments where the data suggests your process could be better. It's the only way you'll improve.

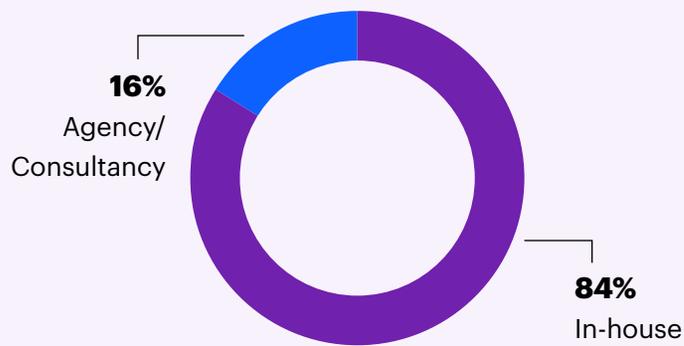
About Our Respondents

Q.
Which job title best matches your role?

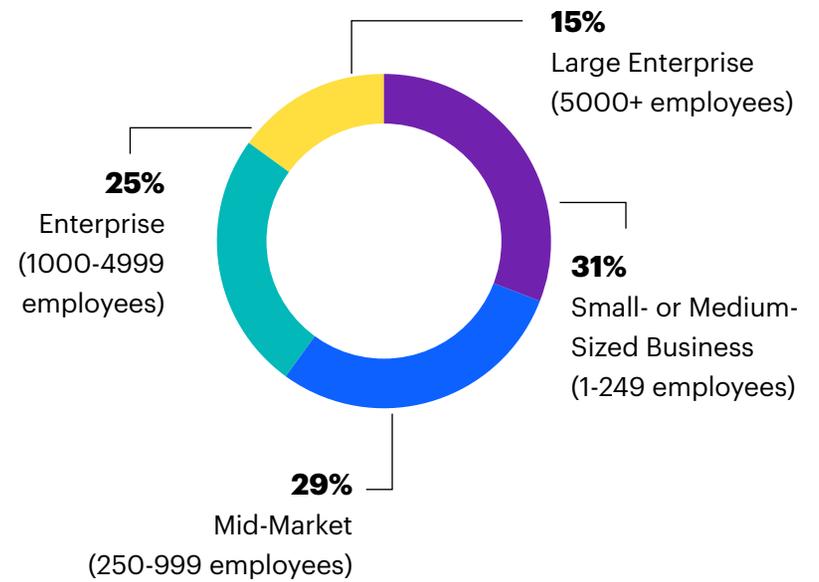


ICs

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.



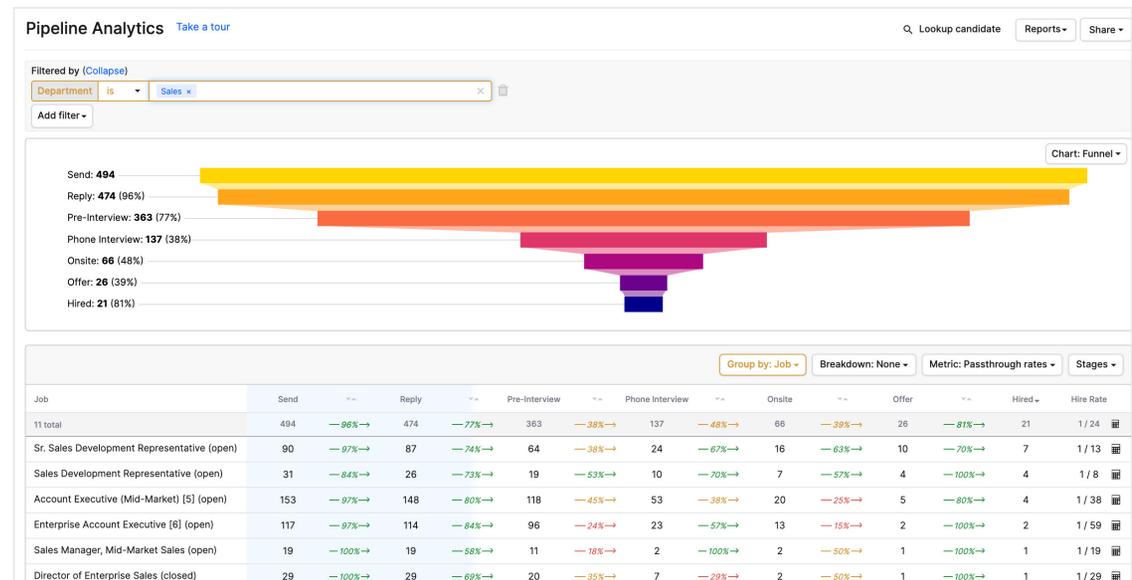
How Gem Can Help

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.

For talent acquisition teams looking for insights that offer strategic recruiting guidance, Gem offers Talent Compass. 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 (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	-
Aileen Tseng	14 → -14 days	14 → -1 day	10 → -8 days	2 → -4
Aileen Tseng	1 → -54 days	1	1	-
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
Deb Feldman	1 → 0 days	1 → -3 days	1	-
Aileen Tseng	1 → -21 days	1	-	-
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

Settings

Hire candidates by:

Estimates based on: [All applications](#)

Exclude candidates with no activity in the last:

[Reset all data](#)

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

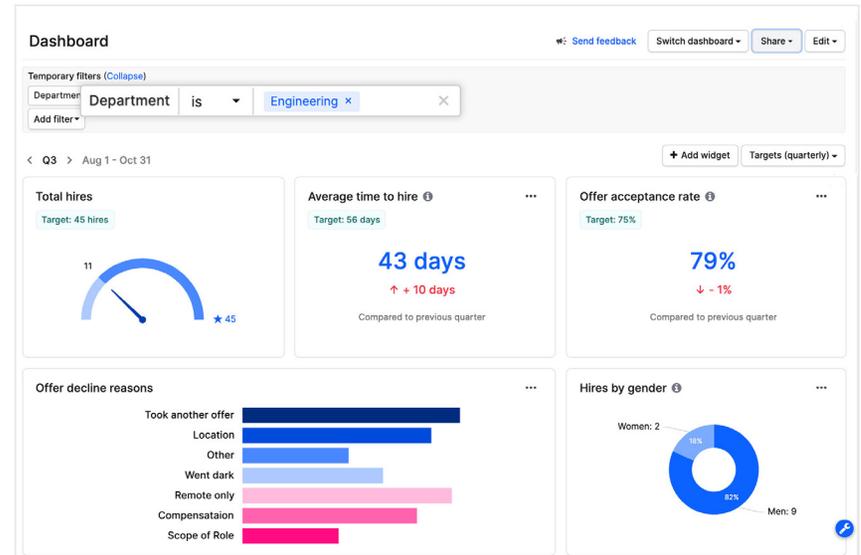
Talent Compass also offers visibility and insight into how an organization recruits diverse talent, from initial outreach to eventual hire. At the top of the funnel, teams can review the progress they are making in reaching out to diverse talent. By pinpointing specific content and strategies that drive 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%) — 18% →	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 Shufuran, 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.

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