Gem

A talent leader's guide to market downturns

How to recession–proof your recruiting org

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Introduction

If there's one thing that can be said about recruitment, it's that agility is baked into its job description. Recruiters navigate big and small changes on a daily basis—from candidates' last-minute scheduling needs to fluctuations in hiring managers' ideal candidate profiles to changing headcount plans—so we know they can meet the market conditions. (We *also* know that there are plenty of industries still hiring—healthcare and manufacturing, for example) But for many organizations, hiring has very thoughtfully slowed. And the question on talent leaders' minds may be: *where do we put our energies in this moment?*

The *point* of a thoughtful headcount reduction, of course, is that the company can conserve revenue for more essential operations, allowing it to thrive in the long run. Hiring *will* resume eventually—it always does. Recruiters don't become redundant when hiring slows. As strategic partners, they possess sharp skill sets and acute business insights they can contribute to the org in other ways; they're also in a position to lead you to a quick and thoughtful recovery as the market picks up (and it will!) and hiring resumes in the near future. And you'll *want* to be ahead at that point... because every other business will be doing the same.

As a talent acquisition leader, you've worked hard to build a strong, agile recruiting org that has what it takes—creativity, ingenuity, and the ability to pivot quickly—to get your organization through any market conditions. Your role during slowdowns is multifold: to make a case to leadership for the value of recruitment during a downturn, to identify as many opportunities as
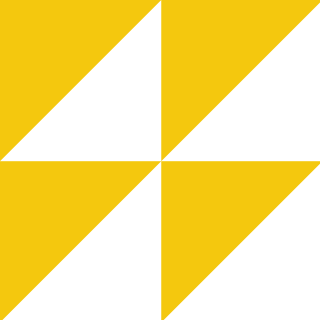
In a hiring slowdown, it's up to TA leaders to make a case for the continuing value of recruitment by discerning the most valuable ways the team can be spending its time. Below, we catalog a variety of ways recruiters can add value when they're not filling reqs. We also spoke with talent leaders at CaptivateIQ, CodeSignal, Greylock Partners, Human Capital, Mission, Motive, PHL Talent Advisory Services, and more—as well as our own Chief of Recruiting at Gem—to hear how they've approached slowdowns in past downturns, and what they'd recommend prioritizing now.

possible to keep your team engaged and adding value to the business, and to ensure—no matter *what* recruiters are doing in the meantime—that your team can reband the moment hiring managers are ready to step on the gas and hire at full speed again.

Slowdowns are a moment to demonstrate the full value and relevance of the talent function and to give it new visibility. This means keeping a finger on the pulse of quite a few things, from optics on the leadership side to recruiter morale. If you can discern the most valuable ways recruiters can be spending their time right now—in alignment with headcount predictions and business priorities, *even* as they shift—you'll be on the right track. Below, we catalog a variety of ways recruiters can continue to add value to the org—from process improvement and optimizing operations, to diversifying pipelines, to strengthening key partnerships, to tech-stack evaluations, to improving candidate experience. We also spoke with talent leaders at CaptivateIQ, CodeSignal, Greylock Partners, Human Capital, Mission, Motive, PHL Talent Advisory Services, and more—as well as our own Chief of Recruiting at Gem—to hear how they've approached slowdowns in past downturns, and what they'd recommend prioritizing *now*.

"The pattern for a lot of companies is they lay off recruiters and then realize, Oh, we actually need to keep bringing people in; let's re-hire the folks we laid off, ramp them, and expect them to deliver. Except now you're six to nine months behind plan in delivering for the business. It's a vicious cycle of cutting too deep, rehiring, and ultimately failing to deliver. So as a talent leader during COVID, I looked six months, nine months ahead, and asked what would happen if we pulled the trigger on layoffs. We circumvented it. And as a result, we had enough resources to be able to pick up as new positions began moving, and stay onpace with what the business needed to deliver."

Mike Podobnik
VP People @ Webflow
(formerly @ Confluent, Medallia, Microsoft)

"I would hope that more companies would decide to redeploy their recruiters to other initiatives rather than saying, Hey, we're not hiring, so we don't really need you anymore. They'll need them in a quarter or two, when things pick up. So recruiters, consider creating an alternative job description for yourself during this period. Design the role you'll jump into during lulls when the company isn't hiring so much. Look around the company, see what needs doing, and make a case for how your doing it will have longer-term benefits. There's no better time to learn to self-advocate."

Jonathan Tamblyn
Chief People Officer @ Skolem
(formerly @ Gemini, Gartner L2)

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Build, diversify, and nurture pipelines

We can't stress enough that *every hiring slowdown is temporary*, and you don't want your team scrambling to catch up with demand when the faucet turns back on (which it will!). Recruiters should be checking in with hiring managers and Finance regularly to identify the roles they'll most immediately need filled when things pick up again. What will the business likely be hiring for in three months? In six? These check-ins will help your team prioritize which roles (evergreen, tough-to-fill, or high-turnover roles) to continue actively sourcing for. Sourcers should be actively scouting for talent and growing their talent pools with new, qualified prospects. Have them remind employees about your referral program—just because you're not hiring at full-force right now doesn't mean employees shouldn't be alerting your team to great talent.
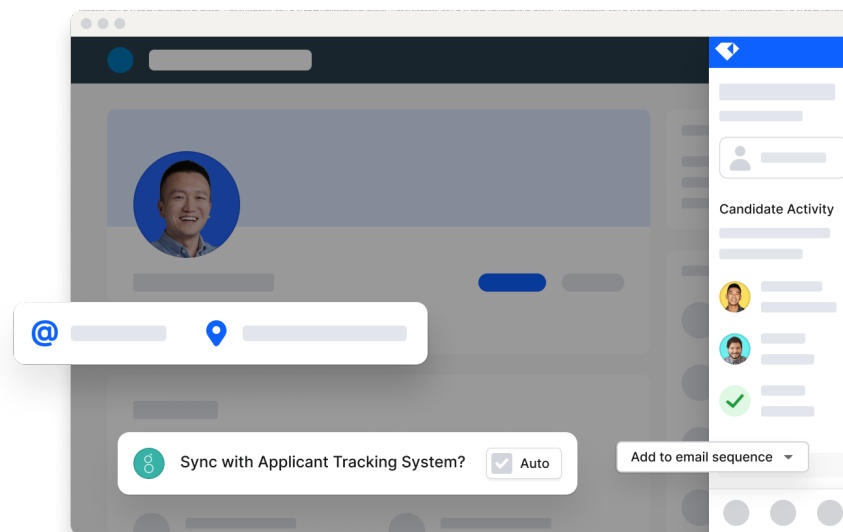
This is also a time for recruiters to experiment with thoughtfully diversifying their search practices. Reach out to underrepresented employees and your employee resource groups (ERGs) specifically to ask for referrals for future open roles. Actively seek out candidates from underrepresented groups (URGs) on LinkedIn. Add HBCUs and Hispanic Serving Institutions to the list of schools recruiters are reaching out to for their university recruiting initiatives. Early talent is a great thing to focus on now, since it's a time-consuming process and your team will be back to carrying the req loads they're used to by the time those students graduate.

There's no better time than a hiring slowdown to have your team thoughtfully experiment with diversifying their search practices, and therefore diversifying their pipelines.

Of course, building pipelines isn't enough; you've got to keep them warm. It may seem counterintuitive for recruiters to reach out when a role isn't open yet; but this is precisely the time for recruiters to build real, genuine relationships with prospective candidates *without* the pressure of a job req hovering over them. Recruiting top talent is a long game, and a market slowdown may stretch the game out further. But that doesn't change the *nature* of the game. It means sourcers and recruiters can take a softer approach, focusing on the *relationship* rather than on the *role*. What are talent's career goals and aspirations? What's their dream role? What about an organization excites them? Are they willing to share more details about their experience?

Don't hide the fact that these conversations are exploratory if they are. Be fully transparent about what hiring looks like at your org right now. If recruiters are confident about when an opportunity will be available, they can say as much. Perhaps more importantly, they can answer these questions:

- What does company culture look like now?

- How have teams stayed connected?

- What does cross-functional collaboration look like?

- How has leadership supported employees in recent years?

- What are your company values, and how have they been upheld in recent years?

- What's attrition been like?

- What about company financials—runway, valuation? When do you plan to raise again?
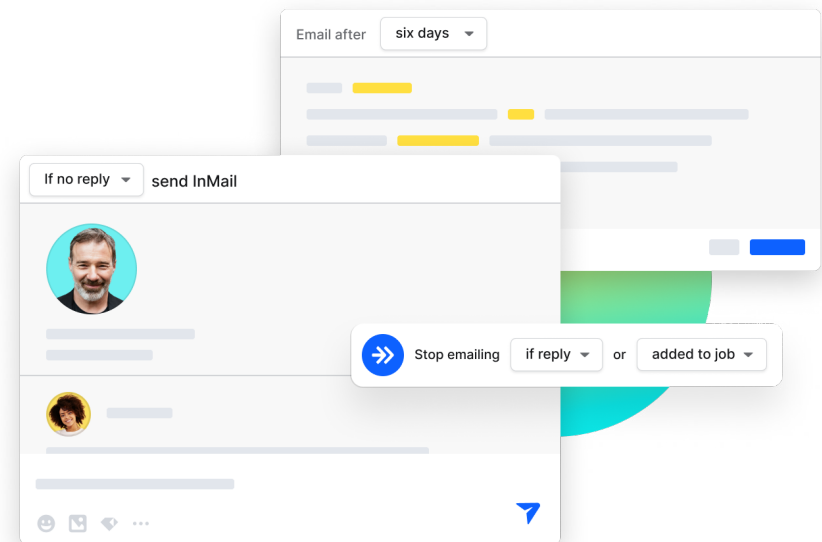
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It may seem counterintuitive for recruiters to reach out when a role isn't open yet; but this is precisely the time for recruiters to build real, genuine relationships with prospective candidates *without* the pressure of a job req hovering over them. Focus on the *relationship* rather than the role. What are talent's career goals and aspirations? What's their dream role? What about an organization excites them?

Request permission to keep in touch after these conversations. If prospective candidates agree, place them in a long-term nurture campaign. (Gem allows you to stay in touch with prospects in this way—sending regular, personalized touchpoints with valuable content to your talent pools. It also allows you to stay dynamic, adjusting your messaging strategy based on prospects' behavior, such as open, click, and response rates.)

A slowdown is a great time to create or update nurture campaigns: there's space to get those creative juices flowing. Send content about your organization, its culture, its product, and its impact. What are your recent successes? Who are the team members prospective candidates may eventually be working with? Encourage prospects to keep you updated: What are they pursuing right now? What are they learning?

How you communicate with prospective candidates during this time will influence their decision to respond when a role does open up, and have a long-term impact on your talent brand as a whole. This is a time for your team to demonstrate sincere interest in the lives and hopes of your prospective candidates. From a business perspective, focusing on candidate relationship management *now* will significantly reduce time to hire and cost per hire when headcount ramps back up again.

Revise job descriptions (and make them more inclusive)

Great job descriptions ultimately establish great hiring processes: a thoughtful and thorough job description helps clarify what your interview questions should be, who should be involved in the interviews, and how you'll evaluate performance down the line. So giving them your time and energy *now* will pay dividends later on.

Job descriptions (JDs) aren't often given the time they deserve. But great ones ultimately establish a great hiring process: a thoughtful and thorough job description helps clarify *what* your interview questions should be, *who* should be involved in the interviews, and *how* you'll evaluate performance down the line. So that up-front work pays dividends later on.

JDs should also be thought of as marketing materials—documents meant to engage candidates and encourage underrepresented talent to apply. During slowdowns, have recruiters pull out JDs, sit down with hiring managers, and review and revise. Which ones are stale? How can they be made more current, creative, and dynamic? Do they sound "human"? Do they accurately reflect your company culture and values? Do they accurately reflect (and celebrate!) what the position entails? (Candidates say only 50% of the job descriptions they see paint a clear picture of the job.) Have the responsibilities of the role changed since the JD was first drafted? Does it accurately reflect your org's needs?

Ensure your job descriptions speak to talent's interests. It's well worth remembering what candidates want to see in a job description. According to one recent survey, the most important things an organization can offer its employees are:

- Work-life balance

- Career advancement opportunities

- Compensation reflective of what they're worth

- A great manager and/or team

- A compelling work culture

- A sense of purpose

- A strong and thoughtful benefits package

Challenge recruiters to take a look at other candidate experience surveys and use that data to optimize JDs according to what candidates want to know. They might also conduct interviews with recent applicants or current employees to learn how to best optimize those documents. Ultimately, when you read your job descriptions, would *you* be excited to apply for the role?

Recruiters and hiring managers should also pay close attention to how inclusive their JDs are. Underrepresented talent will be looking at *all* of your messaging for cues about how safe they'll be at your company, and your job descriptions are no exception. Do they use gender-neutral language? Is the language inclusive? (Does it code masculine? Does it include acronyms or buzzwords that will alienate talent that's self-taught, or talent that isn't in your industry and doesn't know the jargon?) JDs should favor "results" and "impact" over "qualifications" and "requirements." They should explicitly shout out your commitment to diversity. (We've got a resource on inclusive job descriptions if your team wants to ensure they've got their bases covered.)

> Do your job descriptions use gender-neutral language? Is the language inclusive? Do they include acronyms that will alienate talent that's self-taught, or talent that isn't in your industry and doesn't know the jargon? (If so, cut them!) Do they favor "results" and "impact" over "qualifications" and "requirements"? Do they explicitly shout out your commitment to diversity?
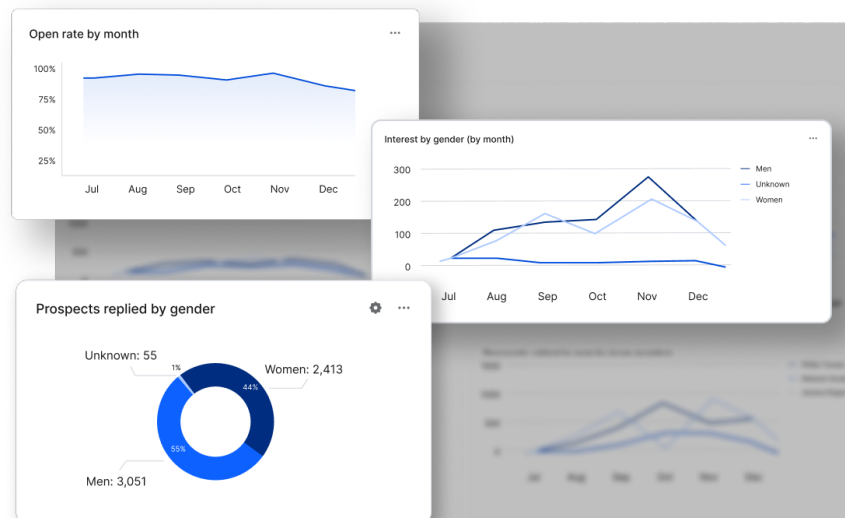
Having sourcers and recruiters spend time revising JDs during slowdowns puts you in a position to get more applicants (active *and* passive) when hiring picks back up again. It clarifies the scope of the roles for both recruiters and hiring managers, and opens up the space for conversation about the future of the team, broadly speaking. If your team wants to go the distance, have them start writing JDs for *future* roles as well as current ones. This way they'll have a fresh archive to draw from for each new open role—and no one will be scrambling to craft new JDs while trying to balance revived req loads.

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Thoughts from Paul Lesser

Principal at PHL Talent Advisory Services (formerly @ Fidelity Investments)

In the 26 years I was at Fidelity, recruiting slowed on a number of occasions—the dot-com bust, the financial crisis. We didn't tend to do layoffs because it's hard to find good recruiters, turnover still happens, and we didn't want to shut pipelines off. Instead, we focused on internal mobility. Fidelity had set the tone organizationally that mobility was important. We had career centers in each of our major locations, staffed by talent acquisition. When we opened the first one, the joke was that it was in the basement of the building because people didn't want their managers to know they were considering role changes. But we kept building them out, until our center in North Carolina was literally in the middle of the facility.

Ultimately Fidelity created a culture where people knew we wanted them to grow and thrive because they were valued. So when the pandemic hit, mobility was built into our DNA. Our corporate events team—who suddenly had bandwidth—helped schedule interviews and support staffing operations work. Some of them enjoyed the work so much that they made career decisions to stay.

Recruiting teams in organizations that have slowed hiring have a fantastic opportunity at hand. Here are some places to focus:

Build and nurture relationships with talent

Follow up with great candidates who declined your offers in the past. Reconnect with talent you reached out to but the timing wasn't right. If talent knows you're calling to build a relationship rather than to try and recruit them out of their current job, they'll be much more receptive to a conversation. Listen and empathize; make that vital shift from role-filler to career advisor.

A lot of candidates don't entirely know what they want to do—particularly if they're early-in-career. Build the coaching muscle so you can say: I see what role you're in now, I know the skill sets you have because of it, and I know what excites you. I've seen people in your role go into x, y, or z. Your attention and interest in their career paths will turn prospects into candidates when the time comes.

Learn to answer questions about the business masterfully...

... *including* the questions candidates won't ask. Many candidates are still asking about companies' responses to the pandemic: Did you revise your benefits? Did you give people time off? Was there support to get home office equipment? While these questions are coming up less due to COVID fatigue, the answers to them say a great deal about your company as a whole, and what it values. Recruiters need to be knowledgeable about the ins-and-outs of the entire organization; this is just one example. Take some time to dig into the corners of the company you don't know well.

Shadow employees on the teams you hire for

Recruiters typically have such heavy workloads that there isn't time for this, and it's a missed opportunity. People like talking about what they do. They love sharing their experiences. And on the flip side, these conversations help recruiters better articulate team culture, interpersonal dynamics, and opportunities—ultimately more masterfully marketing the open roles for that team.

Thoughts from Paul Lesser (continued)

Consider different ways to bring in talent through programs

This might mean universities, bootcamps, or stay-at-home parents or retirees returning to work. I'm currently working with a client that's crafting a program to support women who left the workforce to raise kids and now want to return—but they have gaps in their resumes. My client built a program to provide them with up-to-date training. Ultimately this will bring in high-quality employees who'll be loyal to the organization over the long run. The opportunity is there during slowdowns to put together programmatic approaches to staffing early career, mid-career, and later career talent.

Take time to look at the talent ecosystem more holistically

Talent teams have tended to be very vertical: *I do recruiting. I do L&D.* Downtimes give you the opportunity to work together with HR: How do you think about the high-potential talent in your organization? How do you think about succession planning? What are the L&D structures to support it? That cross-pollination with HR makes recruiters more well-rounded and creates a more cohesive talent team.

Thoughts from Glen Evans

Partner, Core Talent @ Greylock Partners (formerly @ Slack, Facebook)

With today's economic and global landscape, we've definitely entered into uncertain times which have impacted hiring and employment numbers. Excluding the first half of 2020 when lockdown paralyzed businesses and industries, we've been living in a very bullish market for more than a decade. Companies were able to raise money quickly and aggressively which led to fast-paced hiring without a lot of restraint. Now with inflation and a recession looming, we are seeing private and public companies be more cautious about their decisions to hire new people to control their spending in addition to questioning whether this hire is needed now or is a "nice to have."

During the lockdown portion of 2020, many candidates were anxious about the pandemic and seemed more averse to joining startups after being impacted during a layoff or generally just nervous about the state of the world. Joining a FAANG company for stability seemed like the ideal move for people looking for certainty. I think the reverse could be true today as many larger public businesses are slowing or freezing hiring as a result of economic conditions. **Today, a better course could be to find an accurately-valued, well-backed startup with great people building something amazing.** This is potentially a better place to be than at public companies that are beholden to public markets. These companies can be laser-focused on growth and running ahead with critical hires. And startups will create amazing opportunities to learn and grow. That goes for recruiting roles as much as any other.

But no matter the stage of the company you're at, the question should be: is *this* the place where I'll be able to grow my career, learn, and have a real impact? Is there room for me to become an expert in new things, to wear many hats, to add value in a variety of ways? I've been through a couple of downturns. They were scarier because I was earlier in my career; but what helped was being in organizations where there was room to be proactive, to look around and see what needed my attention that I hadn't had the bandwidth for before.

So often what happens when companies are scaling fast is day-to-day activity becomes transactional and reactive. Slowdowns give talent acquisition teams the opportunity to be proactive—to take a breath, orient themselves, and realign their priorities with the entire business landscape. As a talent leader, this is the time to dive deep with your executive team and with Finance, clarify what roles are still open and what hires are coming down the road, and align resources to those roles. If the hires are needed a couple of quarters from now, start building rapport with talent *now*. It's also a great time to focus on nurturing underrepresented talent for these roles.

Maybe you'll be doing more with fewer resources for the foreseeable future. What tools could create efficiency? Come up with a plan to deliver, execute, and over-communicate to the powers that be. Give weekly updates to finance, to execs, your team, and so on.

Thoughts from Glen Evans (continued)

There are so many things for recruiters to do if req count is low:

- Evaluate your systems and process for inefficiencies

- Improve candidate experience, employer branding, your referral program, or your onboarding process

- Get ahead of executive hiring—especially if you've closed out relationships with search firms

- Train (retrain) your interviewers

- Check on your data integrity. Are your ATS and CRM structured appropriately?

- Ensure your interview process is inclusive and your rubrics are defined correctly

- Get involved in events (list-building, sourcing attendees to invite) or in talent branding initiatives

- Get involved with retention strategies, or help existing employees feel engaged and supported

Figure out how to show up for folks who've been laid off if you're still hiring. You won't be able to help everyone; but you can offer support and find great fits at your org for some—and you'll be branding yourself and your company in the meantime as helpful and thoughtful.

This is the time to make your systems and processes world-class. If you're a talent leader, network with people or companies who are doing this well; and when it's time to ramp up again, you'll have a recruiting function that's been fully optimized to get your business back in stride. **If you're a recruiter, be prepared to work harder with fewer resources—but know that 2023 is offering a great opportunity to grow your career**. Identify what's broken and make the case to fix it. Have a point of view. Take that course. Stretch yourself into a project typically reserved for another role. Look into leadership coaching. Whatever it might be, ask yourself how you want to grow, where you'd like to be a few years from now. And take this time to start moving in that direction and make yourself invaluable.

Focus on employer branding

Organizations that *aren't* offering variety, passion, stability, and purpose are losing talent en masse. Your employer brand is the collection of elements that makes your company stand out as a desirable place to work. It highlights your culture and values, and speaks to the unique set of benefits talent will receive in return for the skills, experience, and effort they'll bring should they choose to come work for you. But an employer brand doesn't just impact *prospects'* decisions to apply to your (future) open roles; it also impacts how *current* employees feel about your company.

In this market, talent is bound to be more risk-averse. Communications need to build confidence in your org by detailing financial information, valuation, profitability, and attrition. Talent wants to see the resilience of your company and your individual employees. They want to see your values embodied and demonstrated no matter *what* external conditions the market throws its way. Here's what your team can focus on when it comes to employer branding:

Gathering collateral.   Take stock of your content. What do you *have* and what do you need to *create* for a complete narrative of your company? Recruiters are on the front lines, so they often know what content candidates are looking for. Content creation is an investment, yes; but recruiters may have the bandwidth now—plus they can involve the entire org where possible. Identify and interview employees to spotlight in blog posts or podcasts. Have them make videos about their roles, their career trajectories within your org, what a-day-in-the-life is like, and so on:

- What does cross-functional collaboration look like in their roles?
- How do their teammates and managers support them?
- What projects are they working on and excited about?

Talent wants first-hand perspectives straight from the mouths of employees. Gather these perspectives—photos, videos, etc.— and start crafting social media copy so you have a backlog of content to post in the coming months.

Content creation is a time investment, but recruiters can get the entire org involved where possible. Identify and interview employees to spotlight in blog posts or podcasts. Have them make videos about their roles, their career trajectories within your org, and what a-day-in-the-life is like. What does cross-functional collaboration look like in their roles? What projects are they working on and excited about? Talent wants first-hand perspectives straight from the mouths of employees. This is the time to build an archive of those perspectives.

Other employer branding initiatives recruiters can take on:

- Updating your careers page with new imagery, a Q&A based on the questions you're most often fielding from candidates, employee testimonials, and a talent community opt-in

- Creating a calendar of "social media takeovers" along with ground rules and workflows for employees who want to get involved (Make sure there's an existing social strategy in place before doing this!)

- Holding training sessions on how to be a brand ambassador, writing guidelines around social sharing, and streamlining workflows for how employees get notified about new content to share

Updating your careers page. Take a look at your careers page and its analytics. Then ask yourself these questions:

- How can you optimize the page for better user experience and improved conversions?

- Do you need to update the imagery to reflect current employees?

- Do you need to offer a Q&A based on the kinds of questions you've fielded from talent in recent months?

- Do you include employee testimonials?

- Do you have a CTA for a talent community? If so, how enticing is the call to action?

- Are you capturing precisely the information that allows you to send the most relevant messages to interested talent?

You're likely seeing more inbound applications these days as talent scans the landscape for alignment. Be sure the right talent is both applying and signing up to hear from you.

Leveraging your social media profiles. Social platforms expand your organization's reach, increase its visibility, and readily connect you with qualified talent. Whether it's LinkedIn, Facebook, Instagram, TikTok, or wherever your ideal candidates spend their time, a slowdown is a great time to audit your social profiles—or to embark on a social strategy if you don't yet have one. This may mean creating a calendar of "social media takeovers" in which employees take turns posting photos, videos, or stories. It may mean creating ground rules and workflows to ensure posts are edited for voice, tone, and content. Social media offers an authentic series of glimpses into your company—and ultimately, an archive of voices and moments that paints a holistic picture of your company values and culture. Your team should encourage both employees and prospective candidates to follow and engage, wherever possible.

Turning your team into brand ambassadors. Sometimes talent needs to be reminded of the impact they can have by shouting out their employer on their own channels. Once recruiters have content to share, they should encourage the team to leverage that content for the benefit of the org. Use this opportunity to host training sessions on best practices for sharing stories on social. Streamline the workflow for how employees get notified of new content to share. Write guidelines for social shares to ensure brand voice and tone remain consistent. The more empowered employees feel to share about your company, the more likely you are to get your message in front of the right people. After all, messaging shared by employees garners 561% more impressions than the same messaging shared by the company; it's also shared 24x more frequently. Employee brand ambassadors create a spirit of pride and ownership in the org. And from a prospective candidate perspective, they show how engaged your workforce is.

# Strengthen diversity, equity, inclusion, and belonging (DEIB) initiatives

Look at historical pipelines and ask *if*, and *why*, underrepresented talent dropped out at certain stages of the hiring process more often than talent who is well-represented in the industry did. Take charge of unconscious bias trainings for hiring managers and interviewers. Partner with HR to examine every aspect of the company and scan for ways underrepresented talent may or may *not* feel included, safe, and like they belong to a truly equitable company.

We discussed diversifying pipelines and writing inclusive job descriptions above, but underrepresented talent won't stick around for long at a company that's failed to consider DEIB in its culture. If employees don't feel a sense of belonging at work, expect turnover. This may require you to make some structural changes or start building out new programs. Recruiters should take this time to look at historical pipelines and ask *if*, and *why*, URGs dropped out at certain stages of the hiring process more often than talent who is well-represented in the industry did. They could take charge of unconscious bias trainings for hiring managers and interviewers— whether that means creating a curriculum specific to your org and its process, or inviting an organization to conduct a training for your hiring teams.

Sourcers and recruiters could also partner with HR to examine every aspect of the company and scan for ways underrepresented talent may or may *not* feel included, safe, and like they belong to a truly equitable company. Recruiters might already have a finger on the pulse of employee sentiment because they've maintained relationships with team members they've brought in. They can use these longstanding trust relationships to gather anecdotes and points-of-view about inclusion and belonging. Other questions recruiters and HR can ask about the company include:
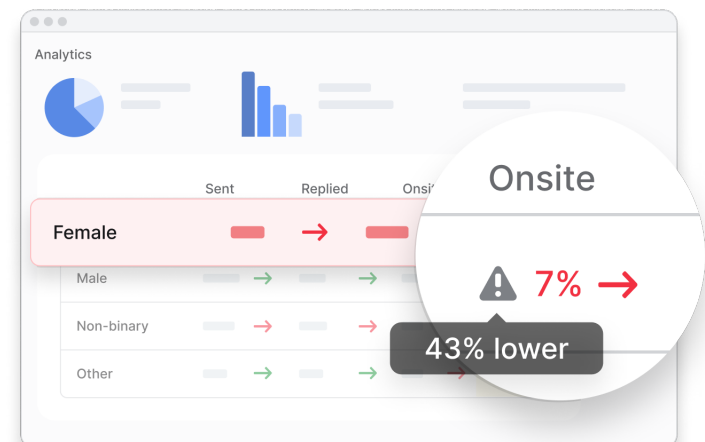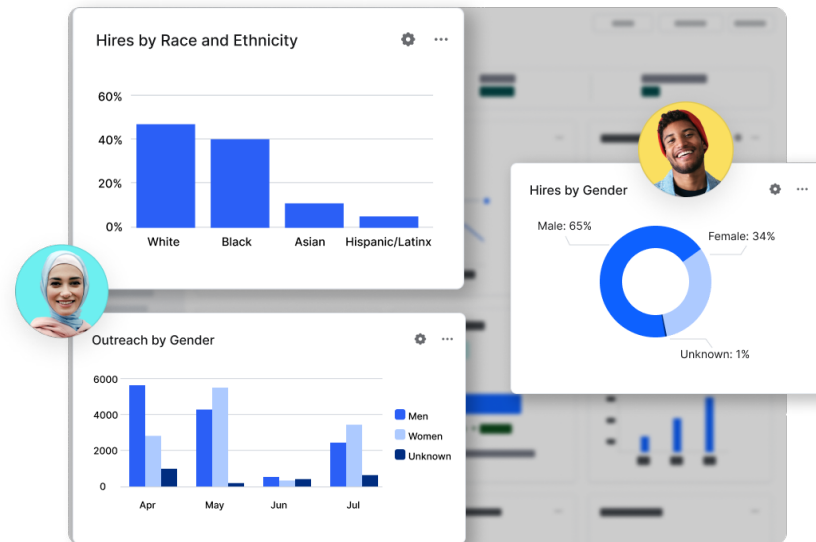
- Does your company have a code of conduct and a non-discrimination policy in place? Does it have a diversity mission statement?

- Have those at the highest levels of management formally opted into the commitment?

- Do you have employee resource groups (ERGs) or affinity groups? How about formal mentorship and sponsorship programs?

- Does your company offer trainings on topics such as unconscious bias, cultural awareness, and gender identity/expression?

- Do employees have flexible work options?

- What safeguards are in place to ensure leadership assessments and promotion processes are as free of bias as possible?

- How frequently does underrepresented talent get promoted? What do their career trajectories look like compared to their White/male/cisgender/heterosexual counterparts?

- How much are underrepresented employees paid compared to non-URG employees who hold similar roles?

- Are company benefits inclusive of underrepresented talent (coverage for domestic partners, for example; or appropriate healthcare plans for transgender employees)?

- Does your company allow employees to take their religious/cultural holidays of choice off? Do you acknowledge and celebrate gay pride together? Do you collectively honor Black History Month? AAPI Heritage Month? International Women's Day?

- Are the bathroom signs in your office/s inclusive?

- If your organization offers employee awards, are the award-winners diverse?

- Do employees use their pronouns in email signatures? Are they pronoun-forward when introducing themselves?

- Are company social events inclusive (even virtual ones)? Do they always involve the same things—happy hour drinks, which may alienate non-drinkers, parents, and caretakers—or do they take diverse lifestyles into account?

The answers to *any* of these questions might lead your team to initiatives they could undertake—a mentorship pilot program that begins with the Black employees at your org who sign up to participate, a revamping of your promotion process to ensure inclusivity, a leveling of your pay scales to ensure equity. Ultimately, it means the underrepresented talent recruiters are filling their pipelines with during down-times will be more likely to express interest in your org when hiring picks up again, and recruiters reach out with open roles.

"When COVID slowed hiring for Gem in 2020, we asked every team lead to write down the roles in their org they thought might open up in the next 3-5 years. Nurturing underrepresented talent takes time; and this is especially the case for high-level roles. Each of our leads committed to taking 2-3 calls per quarter. They approached these folks as leaders in the field and advisors. There was a dual benefit to initiating these relationships and building foundations of trust: we got a diversity of opinions on how to grow our business units; and when those roles opened up, we had more diverse networks to fill them."

Caroline Stevenson
Chief of Staff @ Gem
(formerly @ Dropbox)

"In the early months of COVID, most of my focus at Gladly was on DEI—ensuring our value claims were backed with actions. We held a microscope to internal processes to ensure that everything we did, every action we took, was fair and equitable for everybody. That includes how we interviewed, how we evaluated candidates, how we moved them through the stages of the funnel. I built a DEI committee with our People Team. It takes time to show you're a place underrepresented talent wants to work for, and slowdowns give you the time you don't always have."

Chris Middlemass
Director of Talent Acquisition @ CaptivateIQ
(formerly @ Gladly, Workday)

Temporarily redeploy/resource-share with other teams

Recruiters are great with people. They know how to sell. They're used to handling sensitive information. They're familiar with the ins-and-outs of the business broadly speaking, as well as with the specific business units they've been supporting. Other People teams are the most obvious places to look to resource-share. But consider a project-sharing initiative that matches available recruiting resources with cross-functional, employee-generated tasks elsewhere in the organization.

Recruiters have an array of transferable skills and experiences, making them great generalists. They're good with people. They know how to sell. They're used to handling sensitive information. They listen well. They know the company culture intimately. They're familiar with the ins-and-outs of the business broadly speaking, as well as with the specific business units they've been supporting. If recruiting workflows have slowed, there's a chance that burdens are falling on other teams. What business functions are overwhelmed? How can recruiters show up where the business most needs their knowledge and experience right now?

Other People teams (People Ops, Talent Management, L&D, Employee Experience) are the obvious places to look first. For example, turnover is costly, and HR may be particularly concerned about employee engagement right now. Recruiters could help HR tap into data from exit and stay interviews to uncover areas of concern. What has turnover looked like in recent years? Are certain areas of the business more likely to experience employee separations? If that data doesn't exist, this is a crucial time to conduct engagement interviews with employees across the company. Recruiters can identify and engage at-risk employees to boost morale and re-spark their passion for the company.

There are plenty of other cross-functional initiatives recruiters could take on—especially if other teams have downsized. Not all of your recruiters began their careers in recruiting. They have backgrounds in sales and communications. They've had experiences that would allow them to lend strong company-wide support. Is your sales team overwhelmed? Recruiters know how to sell talent on the company; with a bit of training, they can sell its products. They could lend their writing skills to newer members of the SDR team to help with sales outreach. They could lend their CRM expertise to newer members of the Customer Success team. Does Marketing have urgent projects to complete, a blog post to get written, Twitter channels to monitor? Sourcers and recruiters have a unique understanding of your business and its people—and they know the company voice. Maybe they try their hand there.
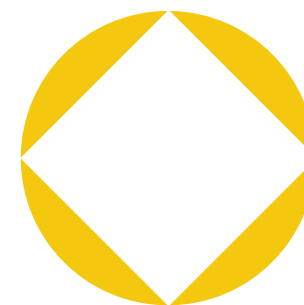
Granted, this kind of resource-sharing is easier done at smaller organizations. But regardless of company size, recruitment could set up a project-sharing initiative that matches available recruiting resources with cross-functional, employee-generated tasks elsewhere in the organization. Marketing, Customer Success, HR, and Sales teams can drop descriptions of open projects into a shared resource, which recruiters then "apply" for. A centralized database may be the most effective way to pair recruiters with the projects they're suited for. It ensures recruiters are matched with the departments and projects they're most interested in learning about. It also means exposure to other parts of the business, skill- and career-development, and stronger cross-departmental relationships.

Whatever cross-functional experience recruiters gain during this time will ultimately mean they know even more about the company when hiring turns back on again—making them even stronger recruiters for your company when it's time to return to recruiting full-time.

"The first thing most companies look to do in a hiring slowdown is slash the recruiting team. When COVID hit, Plaid had just gone through the effort of building ours, and we had a good idea of how long it might take (and cost!) to rebuild if we took that measure. So we floated the idea of temporarily moving recruiters to other teams that were suddenly capacity-constrained given the revisions to their own headcount. It was great to have that flexibility—and exciting to hear what recruiters learned during their time on those teams. It ultimately made for deeper knowledge, stronger recruiting messaging, and more confident conversations in the long run."
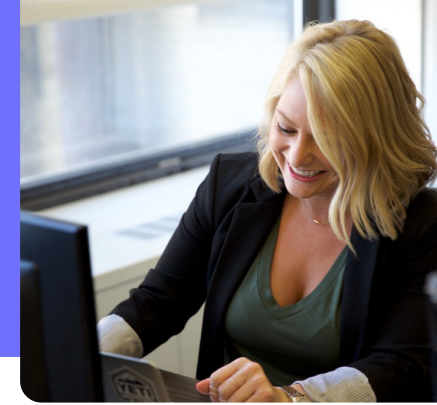
Matt Stephenson
Operating Partner @ Human Capital
(formerly @ Plaid, Google)

During COVID I lost more than 50% of my team, and it was almost immediately a mistake. The lights always turn back on again, aggressively—and they *did*—and we couldn't move quickly enough without the recruiting muscle we'd once had. We kept the more cost-effective roles, and the blessing in disguise was this allowed for a lot of growth for those who remained. But the lesson was how important it is that the business know what a strategic function talent acquisition is. I realized I needed to use more data to tell recruiting's story.

Mission is dealing with the downturn very thoughtfully and deliberately. We slowed things down in July, but we're still hiring. I built the team here from scratch, and we've been hiring the whole time, which has meant building the plane as we're flying it. We now have the opportunity to land it, build it, add the bells-and-whistles and be ready for takeoff when things turn back on. Here's what we're working on:

Reviewing our interview process to ensure it's fair and objective

We got buy-in from the majority of our hiring teams to be slower and more thoughtful with our interview process. Are the questions we're asking efficient? Are they the right ones? *How* are we asking them? If a candidate doesn't have a good answer, are we redirecting them, helping them feel more at ease so they can answer the next question with confidence? Are we getting the same types of responses from folks who went to Ivy League schools and those with associates degrees? Do the latter have a fair shot? We have the time to get granular now; we can be more data-driven about the questions that get the best, most equitable signal.

More strategic pipelining, and hiring manager experience

I score my team on hiring manager experience because recruiters should be true business partners. What this means in this market is going to our HMs and saying: We just pushed out 10 roles from your hiring plan. What does that feel like? Which resources will be stretched? Which skill sets are we short on expertise in? My team absorbs those answers and takes them to market. *That's* the pipeline they're looking for. If they talk to someone with a skill set we're deficient in, even if that person only meets 80% of the requirements for a position we're looking to hire in three months, *that's* a critical add to the pipeline. That work doesn't stop just because we don't have immediate openings.

Implementing biweekly reporting

We had a recurring sync with our leadership team so they could see the hiring landscape at a high level, but there are easier ways to share this data that allow my team to focus on other things. My specialists now put together a biweekly report; we've been fine-tuning these during the downturn. We use Gem, and we can get as granular with data as our stakeholders want. This includes diversity data, which is incredible. Are we seeing trends in passthrough rates with certain demographics dropping out of the funnel? All that gets rolled up in these reports, so leadership has a quick and comprehensive snapshot of where we're at.

Optimizing our referral bonus program

We have a Friends of Mission referral bonus program. We're using it a lot in our messaging these days—if it looks like someone we're in conversation with will be

Thoughts from Abigail Chambley (continued)

off the market by the time we're ready to hire for that position, we still want to be in their corner, and they'll get a bonus if we hire their referral. But the data showed that only around 20% of referrals were getting through our initial phone screen, which told me that folks didn't know how to qualify a referral. So my team is working on communications around qualifying.

Proactive pipeline-building and nurture

How are we maintaining our pipeline right now? We have a lot of roles on plan, so how do we nurture our networks so if that person is available in three months when we're ready to hire, we're top-of-mind for them? Gem is wildly helpful with this. We're seeing response rates go up these days—people are victims of hiring freezes or they're working overtime because their teams have been cut. So people are more receptive right now, which is great for building foundational relationships.

Talent leaders: wherever you decide your team's attention should go right now, have data you can bring back to the business that will get them excited about that choice. Tell that story to remind them that recruiting never *stops* being indispensable.

Thoughts from Kirk Okenquist

VP of Global Recruiting @ Motive (formerly @ Dialpad, MuleSoft, Robert Half)

Before May of this year (2022), my team had signed on 2,200+ individuals to Motive all across the globe. The rate at which we hired coming out of the ashes of COVID was extremely fast-paced. Of course, I know leaders whose teams didn't accelerate as quickly as ours did, or don't have as many resources as our team does. The pressure's still on as many recruiters are handling the same workload, but I think many are feeling some sort of normalization. Startups of all sizes are getting advice from their boards and VC partners: have 24 months of cash runway. Hitting your burn target is more important than hitting your annual recurring revenue right now. And slowing down is bound to cause anxiety for recruiters.

Right now, it's important that recruiting leaders understand they have a moment in time with each individual contributor. Ask yourself: How can I help my team grow and achieve their next career milestone? When I went from agency to in-house, I was a senior-level IC. The minute I got in-house I said, I want to climb this ladder all over again. There were extremely helpful individuals who got me there. They said: Read this book, watch this video, sit in on these meetings, mirror this individual, recognize your blind spots and work with them. With the advice given to me, here's where I've placed my focus in order to help my team and Motive grow:

Enablement and self-improvement

For the first time in my career, I have an enablement resource on my team. It's a role born out of the experience of having to rebuild teams quickly and have honest conversations about the type of talent available on the market during those periods of scaling. Needs and skills aren't always perfectly adjacent. Our Enablement Manager put together a 13-week program that includes everything from knowing your system, to closing difficult candidates, to working with difficult hiring managers, to understanding how we pull compensation. It can take 6 months for a new recruiter to fully onboard. We needed to do twice the training in half the time to catch up with hiring targets, so we needed to get new team members up to speed as quickly as possible.

Ramp time has massively improved and we're ready for future hiring sprints. Our Enablement Manager can now work on deeper programs: You work in the ATS every day, but do you *really* know how it functions on the backend? If you're with a leader and they ask a pointed question about data, are you able to pull that on your own? What other resources do we need for you to have visibility here? These are the kinds of questions she's working to help our team answer.

A competency-based interview program

When Motive rebranded in the spring, we took that opportunity to realign our values. *Now* we're activating those values within the interview process. I've been working with our COO, recruiting leaders, and diversity team to build a 360° picture of what signal we're trying to pull in our interviews. What should onsite interviews look like? What's the maximum number of interviews to get the right signal, at the right level? What are the competencies we'll use and the skills we'll look at? How do we align our values to the behaviors we're looking for, through the right series of questions?

I tried to roll out a light version of this when we came out of COVID, but I didn't have executive backing at the time because we were trying to bring everything online and rebuild the team. *Now* we've built the team, we've caught up to hiring targets, we have the time, and I have the sponsorship of those key stakeholders. It's a massive lift, and I urge doing something like this now if you have the capacity to do so.

Thoughts from Kirk Okenquist (continued)

Resource-sharing/redeploying to other teams

Our partners work closest with our Human Resources team, the People Operations team. That team hasn't grown as quickly as we have because as an organization it's harder to justify the heads. So as we started slowing down our hiring efforts about 45 days ago, I said to some members on my team, Here's your chance. You want to step out and do something different? Are you interested in compensation? In business partnering? We have a fantastic Diversity & Inclusion Partner at our company; I was able to offer a resource for them as we continue our event strategies, focused mainly on DEI&B. She's done an excellent job of adjusting and stepping into that role.

When I first found my way into recruiting in 2014, people were still figuring out the data aspect of our industry. The larger tech companies of the world were ahead of the startups, of course; but many of those smaller companies had talent teams that dug into the data, learned how to make better decisions, and got voices at the leadership table. I think the recruiting leaders we'll see in 5-10 years will have very different skill sets than myself and my peers. This is a great time to keep your ear to the ground, carefully observe what's out there, and be ready for the trends to come.

Support internal mobility

Internal mobility is a way to meet business needs *without* the budget hiring external candidates demands. Now might be a time to build out a structured internal mobility program. How do you evaluate the scope of existing employees? How will you promote lateral advancements or recommend moves between business units and teams? How will you improve the discoverability of internal openings? Knowing how to redeploy talent internally will mean agility-in-uncertainty for your business going forward.

Recruiters aren't the only agile talent in your organization. 51% of Learning and Development (L&D) professionals say internal mobility is a bigger priority *now* than it was before COVID—especially among younger talent whose career paths were disrupted by the pandemic. Companies that excel at internal mobility retain employees almost twice as long as those who don't, and employee intent to stay is almost 33% higher at companies where internal mobility is encouraged—numbers that, in our long "Great Resignation," should make any organization's ears perk up.

It's worth doing a skills gap analysis and identifying the skills your organization will need going forward. Have recruiters use this time to get a complete picture of your current workforce. What skills do you currently have in your org? Where are the gaps? Does "filling the gaps" simply mean replenishing what's been lost; or do the times demand new skills in order to deliver on your current or future business goals?

Internal mobility allows organizations to redeploy existing talent both to fill critical roles and to respond to growth opportunities. As a recruitment strategy, it was gaining traction well before COVID: internal role changes increased by 10% from 2015-2020. But it's particularly crucial if orgs want to remain agile in an uncertain market. Internal mobility provides significant savings on the costs involved in recruitment and onboarding, and internal employees get up-to-speed much faster since they're already embedded in the culture and familiar with the ins-and-outs of the company: outside hires take three years to perform as well as internal hires in the same role. Internal mobility also mitigates turnover, retains your most productive employees, preserves organizational knowledge, and improves morale in employees who are itching for a change—change they might take elsewhere if they don't have the opportunity with you.

For recruitment, a slowdown might be the time to start building out a structured internal mobility program. How do you evaluate the scope of existing employees? How will you promote lateral advancements or recommend moves between business units and teams? How will you improve the discoverability of internal openings? Do you offer career and/or manager coaching? How will you involve team leads?

This might mean asking employees to provide current information on their skill sets and career interests, and mapping existing skill sets against the high-priority roles you need to fill. Fostering internal talent could also mean helping them acquire new credentials or develop skills by temporarily trying on new hats or being given "stretch assignments" by their team leads. Either way, once that structure is in place, you'll be prepared to move talent around the org in both trying times and lucrative ones; and your employees will be grateful to know your org has their full career trajectories—and their best-fit—in mind.

"One thing I'd suggest TA leaders consider right now is engagement interviews. Why not deploy the people who are *already* adept at interviewing to interview your current staff? Create a standard list of questions and deploy them. At Gemini, we created a few different segments of employees. Let's look at the ones who are most tenured, the ones who are highest-performing, the ones who are newest or lowest-performing. That's a whole other set of data to work with. How do you ensure retention at a time like this? Those interviews are a way of keeping a finger on the pulse to reduce turnover."

Jonathan Tamblyn
Chief People Officer @ Skolem
(formerly @ Gemini, Gartner L2)

Strengthen relationships with hiring managers and new hires

If recruiters need deeper guidance on building better relationships with their hiring managers (along with insights from recruiters and HMs at companies like Roblox, Webflow, and Grammarly), have them check out **these best practices.** We cover educating HMs on the recruiting process, leveraging data to strengthen trust, ensuring the most qualified candidates get passed on by asking the right questions, and more.

Recruiting is a team sport; and if true partnerships with hiring managers (HMs) aren't already in place, now is the time for recruiters to build them. They'll set themselves up for much better success later on if HMs begin to view them as strategic thought partners during a lull. Maybe this is the time for recruiters to share best practices for candidate interactions or interviews, or to remind hiring managers of the importance of maintaining their networks, or to recommend the best ways to partner with your team. Maybe these are simply one-on-one conversations about what skill sets departments are currently missing, so you can hire more thoughtfully for the roles that are open. Maybe there's collateral involved: can recruiters create presentations, videos, or one-pagers that can be shared resources across your team, so *every* recruiter can educate their HMs?

Even if these collaborative relationships are already in place, a hiring slowdown is not the time to lose touch with HMs. Check in regularly with managers. How do they envision the future of the team as it evolves over time? What skills (hard and soft) and experiences will be most valuable to them in future quarters? Is it possible to jointly envision what the team will look like next year, or five years down the road? How have HMs felt about recruiters' past, and recent, performance in terms of turnaround times and quality-of-hire? Get an honest assessment of the recruiting process from them. Share market insights and frequently ask what roles will be prioritized when hiring ramps up again—the answers might change over time. Do you need to re-establish KPIs? Maintaining an open dialogue will mean recruiters have the resources available when those openings occur.

The other relationships recruiters should be maintaining right now are those with new hires: 33% of new hires quit within six months of joining a company, and most new hires start job-searching again within *three* months. So as tempting as it may be to move on once new hires have onboarded, keeping them warm is crucial in those early months. Reach out to the hires you've made in the last 6-12 months. (You could also send reminders to managers and new teammates to touch in with new hires, take a pulse on their initial experience, and get to know them.) Find out how their day-to-day is going, what projects they're most excited to be working on, what they love most about their role right now, and what has surprised them.

33% of new hires quit within six months of joining a company, and most new hires start job-searching again within *three* months. Find out how new hires' day-to-day is going, what projects they're excited to be working on, what they love most about their new role. Ask how they imagine their career progression with your company. When new hires know the org is thinking about their future, they're more likely to stay.

Hopefully you're sending out candidate experience surveys during process; if not, now's the time to ask for feedback on your hiring process. What could you improve upon? What made new hires decide to accept your offer? The answers you receive to these questions will serve in interactions with future candidates. For new hires that have been in their roles in the 6–12 month range, ask about how they imagine their career progression with your org. We discussed internal mobility above. When new hires know that recruitment is already thinking about their trajectory with you, they're all the more likely to stay.

Clean up and evaluate your tech stack

"As hiring slowed in 2020 at Dropbox, we had to say, Okay, how can we keep our teams busy, impactful, and driving efforts for the business? One of our big focuses was around organizing Gem. Trying to get your team to update your CRM is challenging at times; but once recruiters have to run a project, they realize how important data integrity is. That included diversity mapping, which we all know is more crucial than ever."

Mike Moriarty
Operating Partner, Talent @ Human Capital
(formerly @ Dropbox, Google)

One of the smartest ways to impact your org during a downtime (and an initiative your CFO will thank you for) is a full audit and evaluation of the tools in your recruiting tech stack. There are a few overarching questions recruiters should attend to here:

- What range of tools and licenses is your team currently using?
- Which ones are actually adding value, and which are unhelpful and/or redundant?
- Which tools are *integrated* into your tech stack rather than forcing your team to operate in silos and creating inefficient workflows?
- Of the ones that are worth keeping, are they being used to their fullest extent?
- What tools can you *add* to your tech stack to ensure your team will hire with efficiency when hiring starts scaling again?

Have recruiters start with a full audit: your ATS, CRM, sourcing platforms, email finders, interview schedulers, video interviewing platforms, mobile recruiting tools, chatbots, applicant screening tools, referrals platforms, and whatever other tools you're working with. Evaluate and grade each tool on efficiency using the data you have on hand. What time- and cost-savings is each tool affording you? How is it impacting your time-to-hire, the rates at which candidates drop out (or *don't* drop out!) of process, or overall candidate engagement? Is it giving you the data and visibility you need to iterate on your hiring process? Questions of this nature will help recruiters identify the tools worth abandoning or substituting. A tech-stack audit is a signal of care for the org's bottom line during this time.

Once recruiters have agreed on the technologies they intend to keep, it's time to evaluate and optimize how they use them. Can your entire team comfortably and capably use all the features in these tools that are relevant to your hiring process? Do your internal training resources for those tools need to be updated? Have you standardized the data points recruiters need to input throughout the hiring workflow, and is every recruiter inputting that data? In short: is the tool being used to its full potential?

The majority of prospective customers we speak with at Gem say they either don't have *enough* data or don't have the time to turn that data into actionable insights to improve their sourcing, outreach, and hiring strategies. Yet in order to be a strategic business partner, talent acquisition *has* to demonstrate that it can deliver real outcomes and ROI while maintaining cost efficiency.

So make sure this time is also used to perform a data quality audit—and some data cleanup—in your ATS, CRM, and sourcing tools. This might begin with clearly defining what you'd like to *know* from your data. Clean up old interview notes and add ones that never got logged, update candidates' information (titles, companies, contact, OFCCP), move candidates into the correct stage of each process, close out old roles, and so on. This kind of cleanup demands recruiters' unique familiarity with candidates that will otherwise be lost if they leave your organization. Standardize both the workflow and the data you're asking recruiters to enter.

A *huge* priority should be to ensure your CRM is complete, organized, and up-to-date. A well-built recruiting CRM can be a game-changer for organizations that need to (or will *soon* need to) hire both evergreen and hard-to-find talent efficiently. By building talent networks and maintaining warm relationships, you'll clear several obstacles and save budget in finding qualified talent down the line. Encouraging talent to apply to your organization becomes much easier when you already have relationships with them.

Steps:

- **Make sure all prospects and former candidates are accessible in your CRM so you have a single place to go when you need to hire again** (*before* paying for job boards and agencies). A good CRM will store talent's history with your company, including communication touchpoints, past applications, previous scorecards, and so on.

- **Organize your CRM database into talent pools**—software engineers in NYC, general managers in Fresno, etc. This allows you to personalize your nurture strategies based on audience. It also makes it easy to quickly build high-quality pipelines when those roles open up down the road.

- **Refresh the information you have on hand**. This can be done manually, but most CRM providers offer a data refresh service that recurringly updates candidate data. This is especially important in today's environment, as talent relocates, acquires new skills, and transitions between industries. It's important that you know the latest developments on the talent in your CRM as it may open up new opportunities to spot a role in your organization that's a good fit for them.

When it comes to cleanliness, Gem's got you covered in a number of ways:

Data Refresh

Automatically updates prospect information every 30 days (job title, company, location, past experience, school, and education history) so that profiles are always up-to-date. This way, recruiters won't have to manually refresh every profile when those reqs open up again. At the top of each profile in the Gem extension, you'll see a line below the prospect's name that says "Refreshed x days ago."
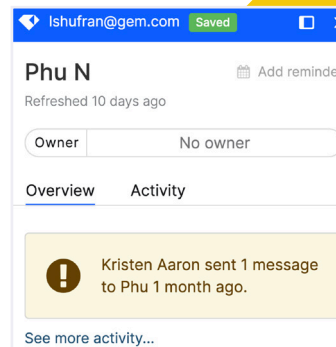
Deep ATS integrations

Gem automatically imports a new ATS candidate (and reconciles any duplicates) into your CRM whenever you view someone on LinkedIn, in your email, or in your ATS. This gives you the confidence that your CRM contains everyone you've established a relationship with, giving you a deep talent network to draw from down the road.

Talent pool automation

Create a talent pool, define specific rules about who *qualifies* for it, and let Gem automatically route candidates to the right talent pool in your CRM. This happens every time you add a new candidate to Gem and every time a profile is refreshed (i.e., if a product manager moves from SF to NYC, they'll be routed to your NYC talent pool).

Bulk resume upload and parsing

Our team found that **resume parsing improved talent profile accuracy to 90+%** on "current company" and "job" details after we enabled bulk resume parsing for our customers. (This is a huge need—and now a huge win!—for event marketing and early talent teams.)
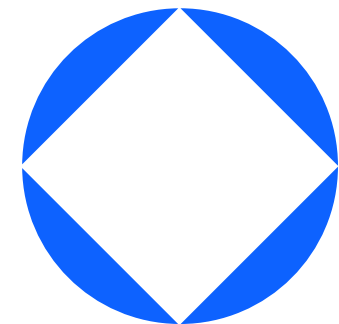
Once the data has been cleaned up, pull historical reports and see what recruiters can discover about your hiring process until now. What stories does the data tell? Are there patterns in your dropout rates, your rejection reasons, or your sources of hire? What stages of your funnel need optimizing? The more expertly recruiters use your tools, the more insights they can glean from them, and the bigger impact they'll have both on your hiring process and your business' bottom line.
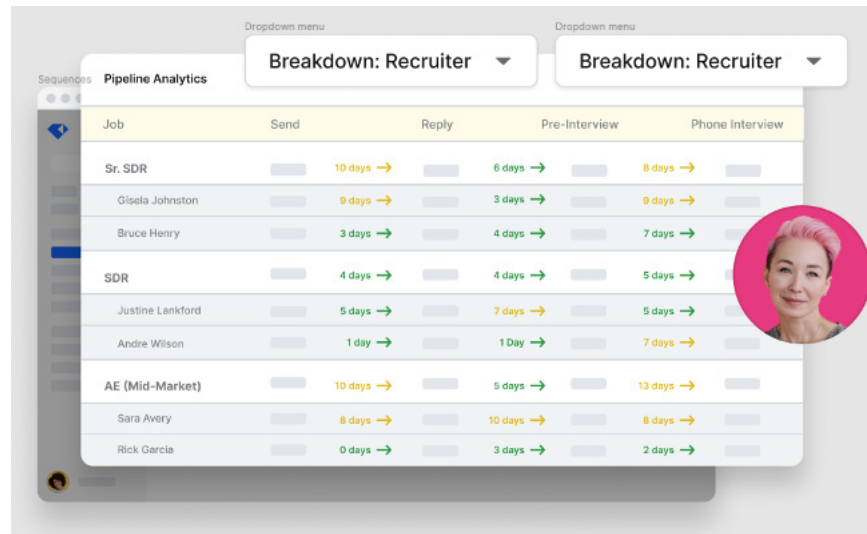
Finally, this may be the time to check in with other ATS/CRM vendors if you evaluate your tools and discover their ROI isn't as good as it could be. Your recruitment technology should support collaboration so that *all* stakeholders can be involved in, and have full visibility into, the process. It should allow you to scale and automate repetitive manual tasks—indeed, as *much* of the recruitment process that can be streamlined and automated should be streamlined and automated from now on. Recruiters have to put more emphasis than ever on the human element of their work and on creative tasks related to candidate experience. Perhaps you have each recruiter evaluate a new platform and report back to the team. Ultimately, the point is to emerge from this moment with a tech stack that allows you to efficiently rebuild your workforce and hire faster than your competitors when hiring resumes full-force.

"In 2020, Gemini didn't have a Recruiting Ops person in the org; it wasn't really in anyone's job description. So we sat down and asked ourselves, what metrics matter most to us? What goals do we want to hang our hats on? And once we'd answered those questions, we knew what data to prioritize cleaning up. We had some inconsistencies to work through, some cleanup around assignments so we could look at metrics at the recruiter level. It was a useful exercise to work backwards. What are our goals? What do we want visibility into? And then how do we access reliable data that can give us visibility into those things?

ATS cleanup, designing reports in Gem; these are easy wins. That few months of work gave us substantial gains, which made us much more efficient over the long haul. For instance, one of the reports we ran in Gem was around how much of the team's time we were using to review candidates. Let's say it was 30 hours of time to hire a single person. We then set a goal of 20 hours per hire. It's important to be able to quantify the ROI of data cleanup in terms that matter to a CFO. They care about the time their engineers spend on things other than building."

Jonathan Tamblyn
Chief People Officer @ Skolem
(formerly @ Gemini, Gartner L2)

Thoughts from Chris Lyon

Head of Talent @ CaptivateIQ (formerly @ JLL Technologies, WeWork, Twitch)

We're not really slowing down hiring at CaptivateIQ, but we're being super thoughtful about who we bring on—we want to ensure that every new hire adds strategic value. The team has grown very quickly here, and nothing can identify your gaps better than scaling fast. I pitched a meaningful reframing to our executives like this: a lot of companies think about how many stories their building will be. That's the grow-at-all-costs mentality. But *smart* businesses start with the foundation, ensuring it can support what they eventually want to build. That means taking a step back, doing the less exciting stuff. Hiring will pick up again across the board; it always does. The important thing is to make sure we have that foundation now.

Earlier this year, our Talent, People, and Legal teams got together and considered the initiatives we'd want to move on—the gaps we'd seen while scaling—to set us up for even greater speed and success moving forward. It's a harder muscle for folks to flex because it's very operations-heavy. But that operations mindset is one of the more crucial aspects of a Talent org.

We landed on five key initiatives:

Branding

This is the time to focus on attracting, nurturing, and retaining the talent that's out there. It means increasing our brand image not only in the U.S. but globally. Focus areas include international content and departmental branding—EPD branding, Sales & Marketing branding, and so on. Every business attracts a uniquely different talent persona. We want to honor that reality in our messaging.

Internal training

Our interview training includes specific business units—Engineering interviews, Sales interviews, and Customer Success interviews all demand something different. We're standardizing these, ensuring that information is uploaded and readily accessible in our ATS, and that we're tracking training completion.

Growth

This initiative is spearheaded by People Ops, but with the help of Talent and Legal. We're asking: What do we do to retain our employees? How do we create career paths for them? This includes internal mobility and learning & development. We're building out recognition programs, ensuring our job leveling paths are up-to-speed, and optimizing L&D resources and internal mobility processes.

Employee experience

This includes improving the onboarding experience—giving new hires a comprehensive overview of the business, an opportunity to meet with leaders, engage in new hire lunches, and more. In short, it's making sure our onboarding experience is as good as our candidate experience is. We don't want to lose people once they're here.

Thoughts from Chris Lyon (continued)

Diversity, equity, inclusion, and belonging (DEIB)

What do employee communication, retention measurement, and talent sourcing look like among demographic groups? We're taking the work we've done from an ERG standpoint and making sure it ties back to how we want to source, attract, and retain talent—and we're seeing promising results as CaptivateIQ recently won awards for Best CEOs for Diversity and Best CEOs for Women, thanks to employee reviews on Comparably. We're breaking demographic data down by business unit and using that data to think about sourcing strategies. We're making sure that once folks are here, they have resources for the initiatives they want to undertake.

Talent leaders: any initiatives you undertake now (and always) should have clear KPIs and OKRs that tie back to broader business goals. Number of hires may not be the entire yardstick your team is measured against at this moment; but when you think about the ROI of the initiatives you choose, you should be able to articulate to the business why these are the important ones. Otherwise it looks like busywork. So who on your team can connect the dots and tell the story about what you're doing and why?

Thoughts from Shannon Toomey

Senior Manager, Recruiting @ Descript (formerly @ VSCO, Dropbox)

I was at VSCO when the pandemic hit and hiring slowed, and I'm at Descript in the midst of our current market downturn. These are the places I focused on in 2020, and where my energies are going right now:

Personal growth (compensation philosophy)

During the pandemic, I had time to get a deeper understanding of our compensation philosophy at VSCO. How did we set our bands? How did our philosophy differ from other companies'? How did we optimize for transparent internal equity in an industry that had historically left folks in the dark? Digging into that has holistically made me a better recruiter—moving to a new company, I was able to come up with opinions that stemmed from my depth of understanding. Hopefully because of that, I also have candidates' trust in conversations, because I'm not throwing equity around without fully understanding how we arrived at that number and what it means for them.

Candidate FAQ sheets

This year, the amount of detail I've had to go into in a first call with someone is unlike any other time in my life as a recruiter. People want to understand financial information, runway, valuation. What's attrition been like? How would you describe the culture? When are we going to raise? So many people have been burned, so diligence is critical. It can be difficult to calibrate with talent about how much information they need to understand company stability, so the best thing I can do is lean into transparency and make sure they get everything they need

to make the best decision for themselves. We're creating digestible FAQs to get ahead of the questions; they'll go in outreach or get sent out after the first call. These things are understandably dealbreakers for folks, so let's get them the data as soon as possible.

Building pipeline

Hiring hasn't slowed much at Descript, but we've always got a finger on the pulse of what will turn up next. There's the simple fact that we'll always need engineers, and product managers will always be difficult to hire. I'm always asking: who'd be an opportunistic hire for us? I have a shortlist of people—director level and above—whom I'm nurturing long-term, sending product release updates to, and checking in with. It's helpful for us to continue to source regardless of what the market is doing; even if we're not actively reaching out to people, list-building is still a great use of our time. From there, it's about keeping track of that talent so the second we open a role, we're ready to go.

Employer branding

For months I'd been wanting to make some fun videos to put on LinkedIn, but hadn't had the time until recently. This is just one example, but the point is to protect some space for creativity. This is true of *any* stage of the process, of course; but it feels the most relevant for employer branding, which is as important as ever right now.

Thoughts from Shannon Toomey (continued)

Rethinking interview questions for team-specific value-adds

Lately I'm sitting with hiring leaders and saying, let's discuss values or behaviors that are missing from your team. Maybe a team is strong on empathy and creativity, but less so on nitty-gritty, detailed execution people. How can we build a better interview to capture the talent who would complement the strengths of the team? If we only have two roles open and we're taking our time with them, I want to be thoughtful about the strengths an HM is looking for in addition to: can they do the job? Are we asking the right questions to get the signal we need to make a decision? What are the risks we're willing to take on someone who's very strong in one area but weaker in another, knowing the rest of the team will balance them out?

Data integrity

Data integrity isn't the most exciting, but if we know we don't do a very good job of doing x inside our ATS, we can watch a movie together on Zoom and just grind through, whether it's to make sure candidate information is accurate or to update our interview templates. The same goes for Gem. Are talent in the right projects? What's ultimately going to make our lives easier from a data-cleanliness perspective—because we definitely *won't* have time to do it when things are really up and running?

DEI

In 2020, we knew we wanted to focus on diversity at VSCO, so we started really engaging our networks. I identified key roles that could benefit from proactive sourcing with a diversity lens. I learned how to better show up for different communities in a way that felt authentic and valuable. If someone's asking about parental benefits, am I thinking about all the ways that might look and not assuming they're asking about maternity leave? If you have the time right now and DEI is a priority for your team, research companies that are doing this well. Who's offering apprenticeship programs? Who's offering the most inclusive benefits? Where are underrepresented folks feeling most valued?

Evaluate your candidate experience and your hiring process

Look at every stage in the hiring funnel from the perspectives of efficiency, inclusiveness, and candidate experience. Map out the process from start to finish. What do your application bounce rates look like? Use performance data to determine the ROI of newer hires: does the data suggest that your interviews need to be more rigorous? Do you need to update your resources (hiring manager training manuals, FAQs for recruiters on talking points about your company) or rewrite your interview scorecards? And so on.

Above, we recommended pulling historical reports after you've cleaned up the data in your recruiting tech. Your ATS and CRM are great places to get objective data on things like time-to-fill, cost-per-hire, passthrough rates for every stage of the funnel, and more. Candidate experience (CX) surveys are important sources for more subjective data. (Hint: if you don't conduct candidate experience surveys, now is the time for recruiters to craft some. How was each step in the process for the candidate, and how did it meet or fail their expectations? How informed were they throughout? Were they presented with appropriate questions and tasks that allowed them to showcase their skills? And so on.)

Use all of this data for insights into what can be changed in your process to bolster candidate experience, identify bottlenecks, and optimize your funnel. Define the things recruiters can start testing to improve conversion rates once the recruiting function is fully up and running again.
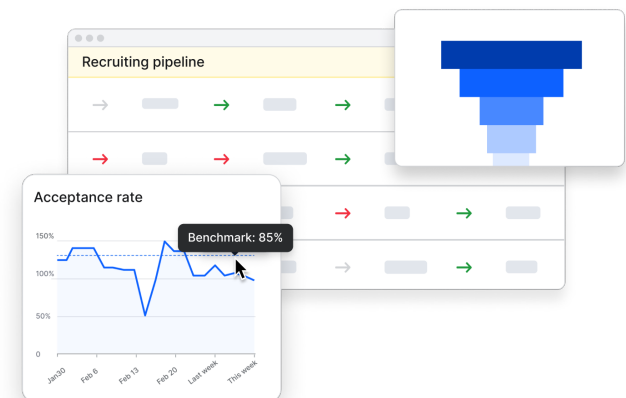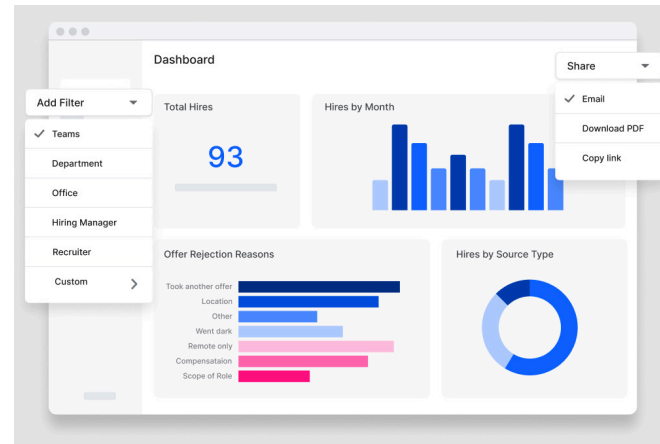
This means having recruiters look at *every* stage in the funnel from the perspectives of efficiency, inclusiveness, and candidate experience. Map out your process from start to finish (include everyone who touches the process in some way: Ops, HR, etc). Begin at the beginning:

- What do your careers page conversion rates look like?

- What do your application bounce rates look like? (The average drop-off rate during an application process is 80%.)

- How long does it take to apply? (Have recruiters go through the application process themselves.)

- Do the forms ask for redundant or unnecessary information?

- Are there technical issues?

- Where are the biggest points of friction in that process? Start there to improve completion rates on the other side.

It's possible—particularly if your organization has strong brand-recognition—that you're seeing more inbound applicants than usual. Determine how you plan to handle these. Do you want a platform in place that allows you to respond to *all* applicants? (Hint: this is a best practice.) What does your resume sorting and review process look like? Can it handle an uptick in volume without straining quality? Do you need to put a pre-screen in place so recruiters can identify the most qualified, promising candidates to contact *first*?
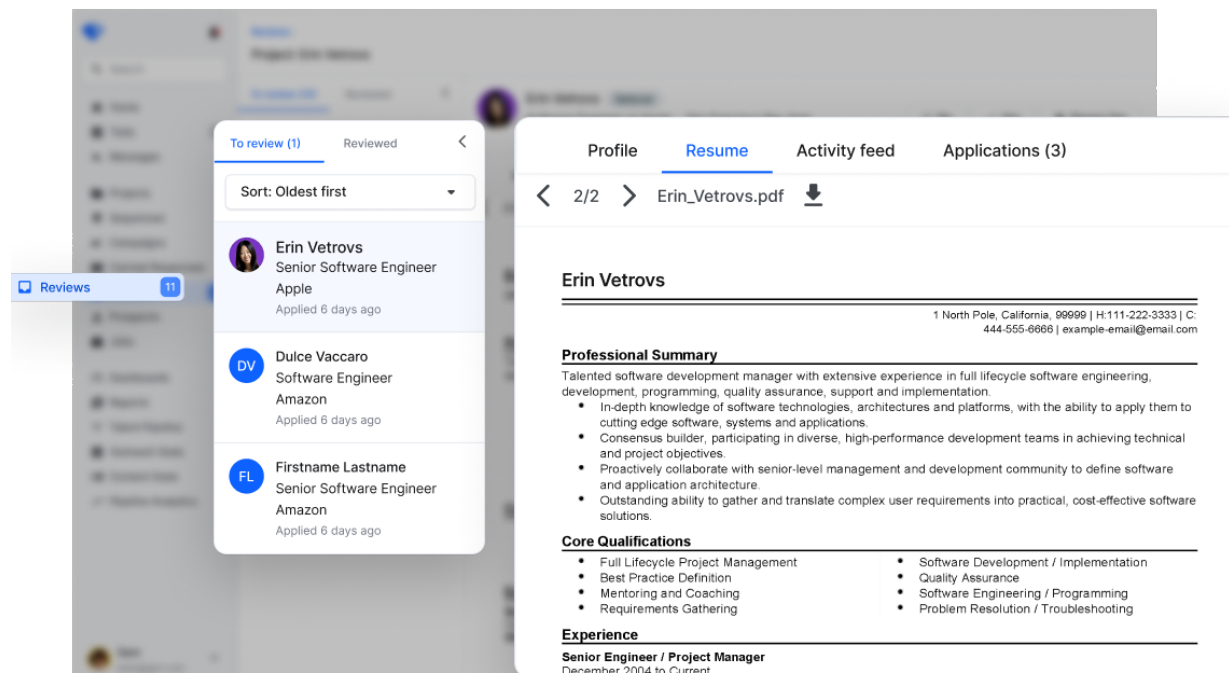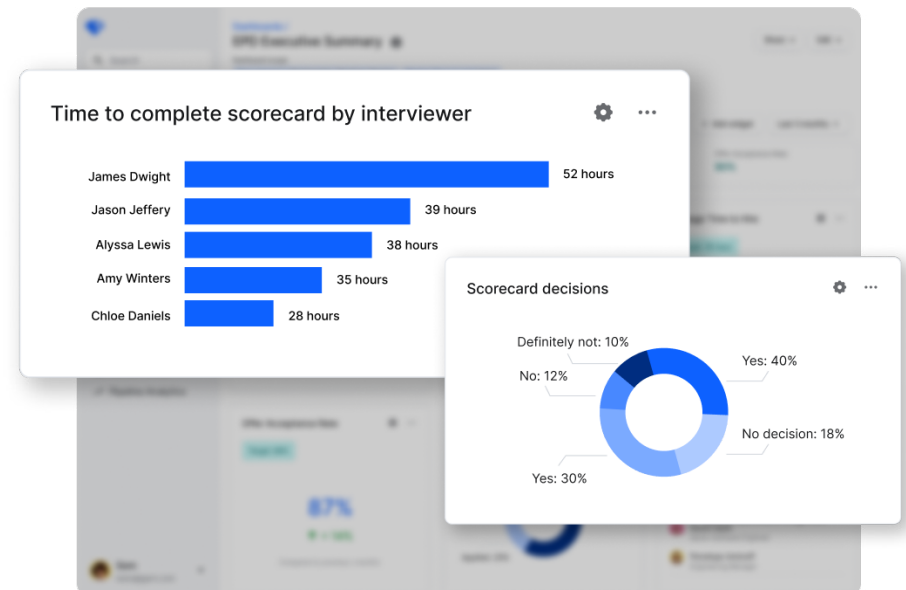
Have recruiters analyze the degree to which recent hires have aligned with the organization. Use performance data (Are new hires staying? Are they performing well? Are they getting promoted?) to determine the ROI of those hires. Does the data suggest that your screening or interviewing processes need to be more rigorous? Dig into your interview process:

- Do you have matrices of weak/average/excellent answers that can guide less-experienced interviewers and help align expectations across the hiring team?

- Are your interviews structured?

- Does each role have core competencies and the strongest possible ways to assess whether candidates possess them?

- How do notes get shared and what does collaboration look like between interviewees?

- Is everyone aligned on position descriptions?

- How are interview teams chosen for each opening?

- Do you need to diversify those teams?

- How are you interviewing for culture *add* rather than culture *fit*?

- Are the answers to the above questions consistent across the org?

If you see fit, update your training resources (recruiting handbooks, best practices, hiring manager training manuals, FAQs for recruiters on talking points about your company) or create new ones. Rewrite your interview scorecards.

Look at the data concerning your recruiting funnel and see where you can optimize. If a majority of candidates are dropping out during the assessment phase, for example, recruiters know to consult with their hiring managers: what assessment tools might be more attractive, engaging, and relevant to the position than the ones you're using? The more time you spend closing these gaps, the less trouble you'll face when hiring picks back up again.

Gem's Pipeline Analytics allows you to view your entire talent pipeline at glance. By taking Gem outreach data (send and reply) and juxtaposing it with your team's ATS stages, we give you a full-funnel view from initial outreach to offer-accept. Slice the data by any number of filters— recruiter, coordinator, source, rejection reason, gender, race/ethnicity, and more—to get granular about the parts of your process that need the most attention.

Have recruiters ensure that every step of the hiring process is inclusive to all candidates, from the language used in job descriptions to interviewer training in unconscious bias to diverse interview panels to equitable evaluations, and so on. Now, more than ever, companies are under scrutiny for their commitments to DEIB. All of this (not just a seamless process, but also a feeling that candidates already belong) is part-and-parcel of great candidate experience.

Finally, have recruiters look into the effectiveness of your onboarding program. (Only 12% of employees believe their organizations onboard effectively.) This is perhaps especially important if your onboarding is virtual. Update documents, resources, and presentations. How do you streamline systems to send welcome packs with equipment, documentation, and swag to new hires? How do you introduce new hires to the team, and to the cross-functional folks they'll be working with most closely? Do you need to clarify workloads, work hours, and OKRs to ensure new remote hires don't feel overworked or burned out? How will they remain accountable and have a sense of their progress? What will feedback loops look like?

Gem

"I think a lot about how to help a business work better with what it has rather than adding new resources. So the focus at Confluent during the COVID slowdown was: let's understand our process, our infrastructure, our tooling, our resources. We looked for places to automate processes, because when you're in the middle of scaling you lose sight of that. Recruiters have people debt just like engineers have technical debt. At another company, when we went through this exercise, we uncovered some points at which the process itself broke down. For example, to extend an offer, our recruiting team was entering information in three different systems. The end-to-end process took about 15 minutes; but what was eye-opening was to realize that 15-minute increment and nine steps added up to four full head-counts doing just that thing, 40 hours a week, 52 weeks a year.

At Confluent we rethought our entire swag distribution system for new hires, so one employee wasn't packing boxes anymore. We figured out how to automate that. We partnered with an online store that makes things on demand; new hires got credits and could order what they wanted. The whole process was personalized. And it was integrated with our ATS so when a new hire was created in Workday, it kicked up a workflow that sent new hires credits to the company store. We removed all that work from someone's plate. It was a huge win. Because we could take that time and those resources and put them toward something else in the business."

Mike Podobnik
VP, People @ Webflow
(formerly @ Confluent, Medallia, Microsoft)

Have recruiters invest in upskilling and L&D

Professionals spent 3x more time watching videos on LinkedIn Learning in April 2020 than they did in January of that year. Early in the pandemic, key focus areas for L&D for recruiters were storytelling, using data, and influencing business leaders. The moral of the story was that recruiters are hungry to learn—and as times keep changing, that hunger isn't going anywhere. So give your team the time and permission to do a skills evaluation on themselves and expose their own gaps (as well as consider their career goals)—then design a plan to close those gaps through L&D.

This may be a moment for recruiters to dig into the webinars they've been wanting to watch on best practices for outreach, or refining employer value propositions, or employer branding, or recruitment marketing, or talent operations. Maybe they take that online course or pursue that certification through SHRM, or LinkedIn Learning, or Recruiter.com. Tech recruiters might look at options like Tech Recruitment Academy or DevSkiller, which could refresh their knowledge of tech skills and give them best practices on building strong interview processes for those roles.

Recruiters could also use this moment to update themselves on the latest recruiting trends and on what's happening in your industry. What new tools and technologies are on the market? What best practices are changing? What does candidate experience look like right now? Who's doing it *right*? Have them follow recruiting experts on social media platforms, and keep one eye on Bloomberg, Forbes, Reuters, and the Financial Times to consider how changing market conditions could affect your org. Your recruiters are probably already signed up for recruiting podcasts or subscribed to recruiting newsletters to stay abreast of these developments… but now they may actually have time to listen to and read them.

Recruiters might also use this time to enhance their knowledge of both the business and the greater industry it operates in. Can they learn from Sales how to demo the product and speak about your solution with more confidence? Do they want not only *depth* but also *breadth*? (For example, maybe your tech recruiters want a better understanding of what designers do. This is a great time to have them connect with folks on the Design team to learn about their projects and team culture.)

> "If you're a SaaS company like we are, train your recruiters like sales reps— they should be able to explain product market fit and how your product drives value for clients, so candidates understand where your company's success lies."

Ellen Markman
Director of Recruiting @ CodeSignal (formerly @ Two Sigma)

Give your team the time and permission to do a skills evaluation on themselves and expose their own gaps— then design a plan to close those gaps through L&D. (Talent leaders: give yourself permission to do the same!).

"I did our product demo certification so I could speak more eloquently to what exactly we did when I was talking with candidates down the road. That sales enablement process was voluntary. It's critical as a recruiting leader to be enough of an expert on the product that you can talk in-depth, and passionately, about what you sell."

Chris Middlemass
Director of Talent Acquisition @ CaptivateIQ (formerly @ Gladly, Workday)

Studying other aspects of the business—including non-HR aspects such as sales and marketing—will help recruiters gain perspective and speak more fluently about the business as a whole when it's time to return to outreach, phone screens, and interviews. Areas of overlap and inspiration are everywhere, and conversations with anyone else in the org will alert them to new approaches they can apply to recruiting.

In the meantime, they can carve out some time to work on their craft and think about inclusion. We'd recommend books like Who, Diversity in the Workplace, So You Want to Talk about Race, The Catalyst: How to Change Anyone's Mind, and Influence: The Psychology of Persuasion. Any of these pursuits will add value to their roles as in-house recruiters. Sourcers and recruiters will better understand the challenges stakeholders face, help them formulate strategic solutions, and share knowledge with key decision-makers in the org, along with suggestions for accompanying projects or initiatives. Being able to do so will put them at an enormous professional advantage.

Create a more accurate capacity model

Capacity planning is one of the more important ways talent acquisition can be spending its time right now, because it could mark the end of a vicious cycle you probably know too well—*especially* given hiring is likely to pick up again sooner than later.

A typical headcount forecast is finalized in Q1, which means recruiting teams don't start responding to that forecast until sometime in the *middle* of Q1. This puts them two months behind target—assuming they're properly resourced. In many cases, however, recruiting needs to add hires in order to *deliver* on that forecast; and it takes on average 45 days to find and hire a new resource, and 90 days before they start adding incremental value. So the team might not be fully ramped until the middle of Q2, leaving them 7 or 8 months to make a year's worth of hires.

The lack of appreciation for capacity models that deliver real-world predictability around *when* those resources will come online has real consequences. So while you have the time and space in this downturn, make your recruiting capacity model so accurate that you *know* what your ceiling is for hiring. This way when the business comes to you a few months from now and says, We need you to hire 150, and you're like, My model shows that I can only hire 100, you have the data and specificity to bolster you. This is turning the paradigm on its head: a capacity model comes *first*, and the headcount forecast *follows*.

Most recruiting organizations lack sophistication in their capacity models for two reasons: they've had insufficient or unreliable data, and they haven't had enough time to get granular. At most, teams split roles into "tech" and "non-tech," and that's as granular as they get. That's a directionally-*correct* model, but it isn't accurate. That first obstacle—insufficient data—is solved for by Gem; though all teams have the data, they just need to aggregate and wield it. And in this period of economic slowdown, most teams have the time to do just that.

Gem tracks passthrough rates and forecasts how many hires you can make given historic throughput—data you can slice by everything from hiring manager, to recruiter, to department, to role. But even if you *don't* have Gem, people in your organization have this data; you only need to sit down and put in the work to build a model that allows for *more than* directionally-correct capacity output. It requires getting all hands on deck—*every* recruiting leader creates their own model with their own percentages of deviation.

While you have the time and space, make your recruiting capacity model *so* accurate that you know what your ceiling is for hiring. This way when the business comes to you a few months from now and says, We need you to hire 150, and your model shows that you can only hire 100, you have the data and specificity to bolster you.

At a high level, the formula is: historic passthrough rates ✕ recruiting resource ✕ talent vertical = an average output of hiring by resource. Gem tracks passthrough rates and forecasts how many hires you can make given historic throughput—data you can slice by everything from hiring manager, to recruiter, to department, to role. But even if you *don't* have Gem, people in your organization have this data; you only need to sit down and put in the work.
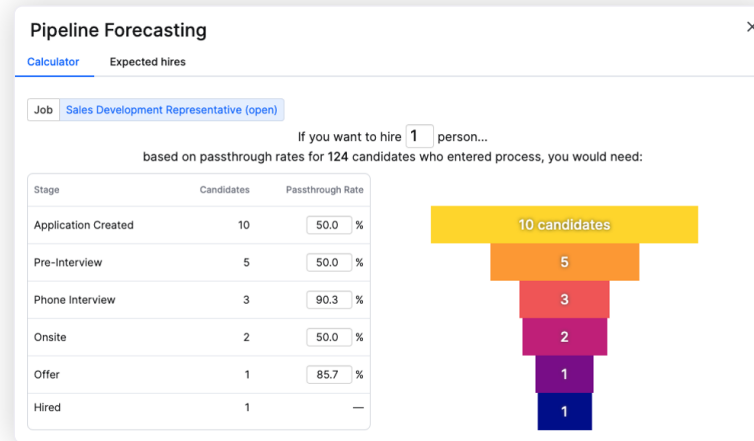
At a high level, the formula is this: historic passthrough rates by recruiting resource by talent vertical gives you an average output of hiring by resource. *Without* Gem, it might be unreasonable to do output models by something as granular as role; but you can group them into talent verticals that give you more accurate predictability: Engineering, Product, Design, Accounting. Of course, the hiring velocity of early-career engineers is different than it is for senior engineers, directors, or VPs. Get granular without getting *too* mired in the details. You might realize that, while accounting is a different beast than FP&A, the output for the G&A org is similar: maybe one recruiter can affect 3-4 hires a month. Merge the roles that are similar in a given department or category in your capacity plan.

Then closely partner with business leaders and Finance to make recruiting capacity an *input* into future headcount forecasts, rather than a *reaction* to it. Finance should know exactly what your capacity ceiling is when hiring picks up again. And if there are critical roles that exceed Recruiting's capacity, come to an agreed understanding that it could take upwards of 135 days before that incremental value gets delivered. That's the new part of this formula: an agreement about *when* incremental value will play out. It should trigger a prioritization exercise with managers when the hiring winds change. You'll be able to say: I hear you want five more people on your team; my team is set up right now to deliver *two*. I'll have additional capacity in three months, so which two heads do you want to prioritize for Q1?

Ultimately this is a considerably better strategy when the hiring faucet turns back on than asking people to work harder or faster, where diversity and quality-of-hire get pushed to the wayside. And it leads to better organization planning, clear project timelines, and visibility into how each department's projects are resourced, which allows for real-time tradeoffs on initiatives.

Thoughts from Richard Cho

Chief Recruiting Officer @ Gem (formerly @ Robinhood, Chan Zuckerberg, Dropbox, Meta)

We're still hiring at Gem, and we're excited to be growing thoughtfully and intentionally through this market downturn. We've redeployed recruiters who have extra time to other tours of duties. They take up projects; they backfill for attrition; they're improving processes. There are always plenty of projects that will keep a recruiting team engaged, growing, and making an impact. Ultimately this is a way of continuing to invest in our Gems.

If you're a company with an established value proposition and solid fundamentals, you'll always need to hire aggressively again. And I mean a return to aggressive hiring within 6-10 months. In each of the three downturns I've worked through, I felt unprepared as a recruiting professional when the hiring faucet turned back on again. I felt the weight of an urgent req load on a minimally-resourced team because the company had reduced recruiting headcount to cut costs. Each time, I desperately wished I'd been better prepared for the inevitable snapback in hiring.

Talent leaders: you have both a responsibility and an opportunity right now. You've got a fully engaged team that's looking for work that will enrich them. This moment is an invitation to do the things as an organization that will set you up to be a better strategic partner to the company when hiring ramps up again—and hopefully there's still money in the organization for you to invest in the things that will get you the ROI you need. The five areas to focus on, in my book, are:

Headcount

Revisit how you think about recruiting capacity, then align current resources to headcount forecast to meet those demands. This is a great time to sit with Finance to devise a more effective way to forecast headcount with a more accurate recruiting capacity model. Then you'll be able to support the timing of hires against that headcount when the business opens up again.

DEIB strategy & efforts

Think deeply about innovative yet effective diversity hiring practices. Start having those conversations with key leaders and transforming your hiring process to remove bias so you're better set up to deliver on diversity a few months down the road.

Upskilling your team

Double down on training, mentoring, and investing in your staff. The best way to retain the team is to help them develop their skills—especially when the workload is lighter than it's been. Elevate their skills now so that when the market comes roaring back, you've got a remarkably skilled team to tackle it.

Thoughts from Richard Cho (continued)

Growth

It sounds counter-intuitive, but make the case for why growth is imperative regardless of market conditions. Company growth is a retention factor, and you'll inevitably see an increase in attrition if your company keeps downsizing rather than continuing to invest in talent acquisition. Being judicious about financials is the right thing to do now; but if you don't grow and innovate—even if that growth is moderate—you'll lose your best employees. No one wants to be at a company that's flat or declining.

Employer brand

Build a strong and authentic message around why you're still growing and market that accordingly. People want to understand who you are as a company—its personality, its brand, its mission. They want to be proud of where they work. The last thing you want is to go silent when hiring slows, because talent won't understand your organization when it rebounds. I'd even argue for increasing spend on employer brand, because it's what the candidate marketplace wants moving forward. If you don't have a good talent brand, you'll lose every time.

It's possible to double, triple, or quadruple process efficiency with *exactly* the number of resources you have now by identifying inefficiencies across every step of the funnel. Now is the time to use tools like Gem to identify areas of improvement and tackle them—especially if you've recently reduced your organization. Companies who've used downturns as opportunities to elevate the skills of their recruiters, thoughtfully optimize their processes, and plan strategically for the next wave of hiring have always come out of these phases stronger.

How Gem can help

Gem's vision for recruiting CRM as the true source of truth for talent relationships is founded on the idea that a well-built recruiting CRM is a game-changer for organizations—whether they're hiring at full speed or thoughtfully pulling back for a period of time.

Build, diversify, and nurture talent pipelines

Every hiring slowdown is temporary, and you don't want your team scrambling to catch up with demand when the faucet turns back on. This is precisely the time for recruiters to build real, genuine relationships with prospective candidates *without* the pressure of a job req hovering over them.

With candidate contact information, automated follow-ups, content stats, and demographic data to support your diversity outreach efforts, Gem lets you build your pipelines with quality candidates from any database—*fast*.
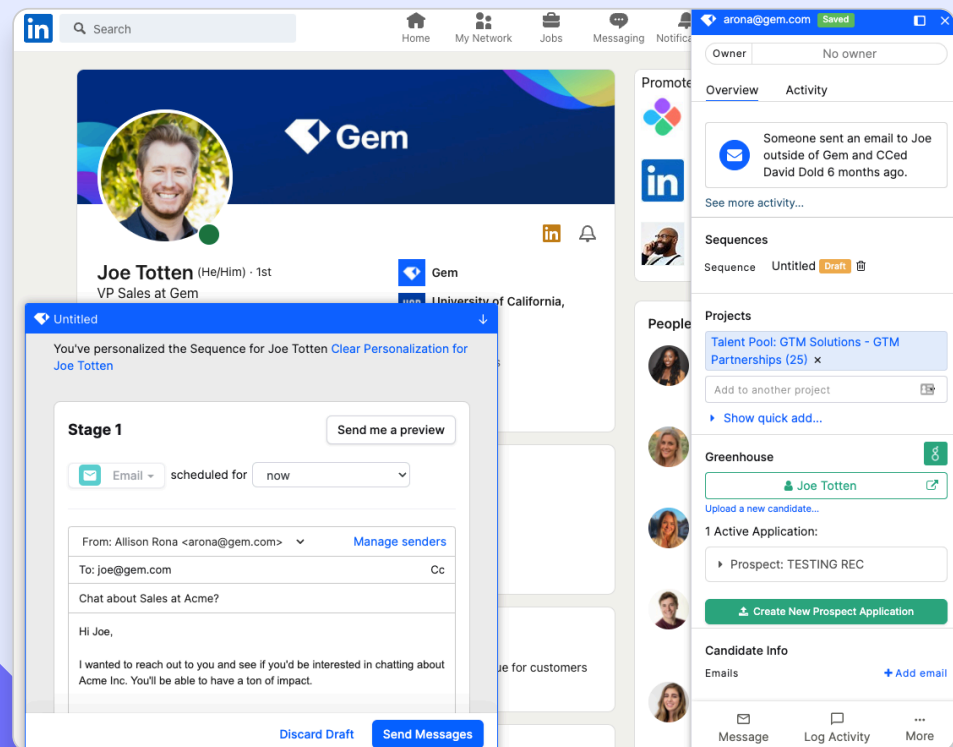
Dynamically maintain your CRM and talent pools

A huge priority during slowdowns be to ensure your CRM is complete, organized, and up-to-date. When it comes to data cleanliness, Gem's got you covered in a number of ways:

- **Data Refresh**, which automatically updates prospect information every 30 days so that profiles are always up-to-date. This way, recruiters won't have to manually refresh every profile when those reqs open up again.

- **Deep ATS integrations**. Gem automatically imports a new ATS candidate into your CRM (and reconciles any duplicates) when you view them on LinkedIn, your email, or your ATS. This gives you the confidence that your CRM contains everyone you've established a relationship with, giving you a deep talent network to draw from down the road.
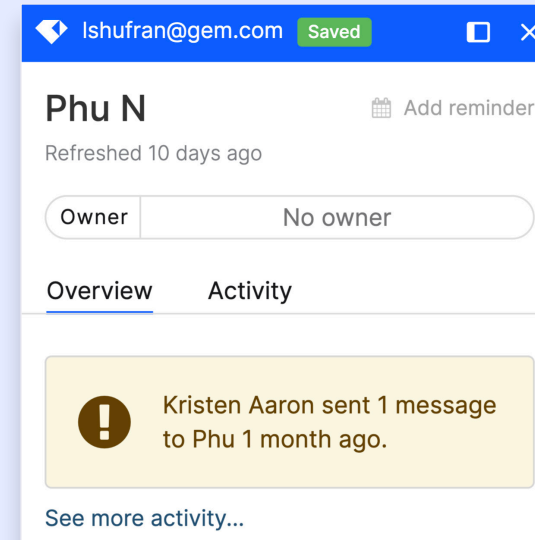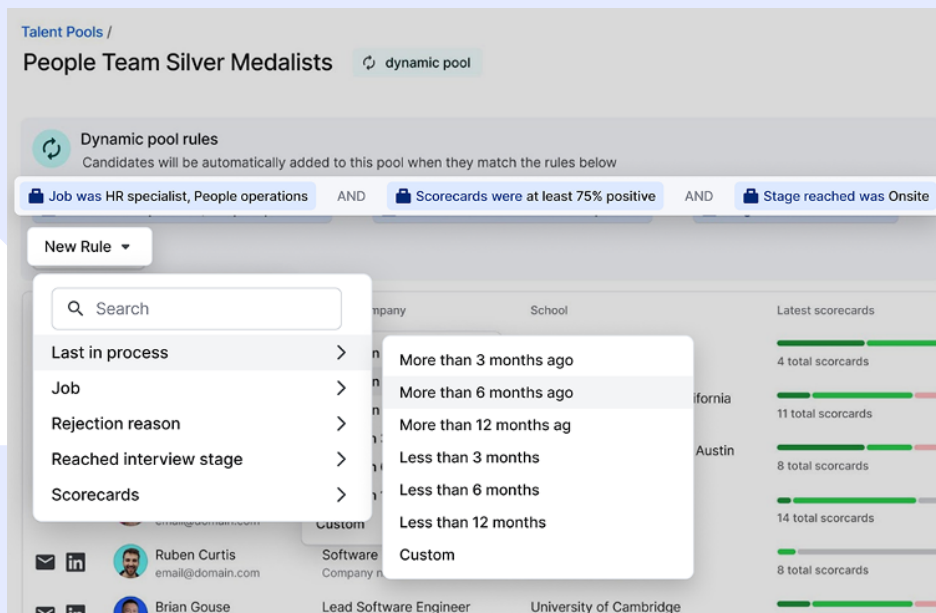
- **Talent pool automation**. Create a talent pool, define rules about who *qualifies* for it, and let Gem automatically route candidates to the right talent pool in your CRM. This happens every time you add a new candidate to Gem and every time a profile is refreshed (i.e., if a product manager moves from SF to NYC, they'll be routed to your NYC talent pool).

- **Bulk resume upload and parsing**. Resume parsing improved talent profile accuracy to 90+% on "current company" and "job" details after we enabled bulk resume parsing for our customers.

Use full-funnel pipeline data to optimize your hiring process

Recruiting teams often either don't have enough data or don't have the time to turn that data into actionable insights to improve their hiring processes. Slowdowns change that. Gem's Pipeline Analytics allows you to view your entire talent pipeline at glance. By taking Gem outreach data (send and reply) and juxtaposing it with your team's ATS stages, we give you a full-funnel view from initial outreach to offer-accept. Slice the data by any number of filters—recruiter, coordinator, source, rejection reason, gender, race/ethnicity, and more—to get granular about the parts of your process that need the most attention.

		Group by: Job ▾		Breakdown: None ▾		Metric: Passthrough rates ▾			
Job	Application Created	▽△	Pre-Interview	▽△	Phone Interview	▽△	Onsite	▽△	Offer	▽△	Hired ▾

Job	Application Created		Pre-Interview		Phone Interview		Onsite		Offer		Hired
55 total	5,464	—20%→	1,106	—53%→	584	—30%→	176	—23%→	41	—78%→	32
Software Engineering Internship (Waterloo) (closed)	49	—100%→	49	—100%→	49	—10%→	5	—100%→	5	—100%→	5
Customer Success Manager [4] (open)	596	—28%→	169	—44%→	74	—55%→	41	—7%→	3	—67%→	2
Software Engineer [95] (open)											
Technical Support Engineer [41] (closed											

		Group by: Coordinator ▾		Breakdown: None ▾		Metric: Passthrough rates ▾

Coordinator	Application Created		Pre-Interview		Phone Int				Offer		Hired ▾
10 total	5,466	—20%→	1,106	—53%→	584		—23%→	41	—78%→	32
Chelsie Chan	2,226	—18%→	392	—41%→	159		—14%→	11	—91%→	10
Gaia Uman Borrero	246	—25%→	61	—98%→	60		—90%→	9	—89%→	8
(no coordinator set)	75	—52%→	39	—69%→	27		—86%→	6	—83%→	5
John Jimenez	1,397	—16%→	228	—54%→	123		—22%→	5	—80%→	4
Linh-Chi Tran	1,251	—26%→	328	—57%→	188		—15%→	8	—50%→	4
Ariel Simental	5	—80%→	4	—50%→	2		—50%→	1	—100%→	1
Deborah From	218	—9%→	20	—20%→	4		—0%→	0		0
Caroline Stevenson	38	—68%→	26	—62%→	16		—20%→	1	—0%→	0
Spencer Bryant	2	—100%→	2	—50%→	1			0		0

Application groupings
- Who gets credit
- Source
- Source type
- Rejection reason
- Rejection type
- App custom field

Candidate groupings
- Recruiter (on candidate)
- ✓ Coordinator
- Gender
- Race/Ethnicity
- Candidate custom field
- Candidate tag

Gem

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

To learn more and see a demo, visit **gem.com**

Lauren Shufran, Author

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

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