

— *your guide to* —

USING YOUR TALENT CRM TO NURTURE TOMORROW'S TEXANS Candidate Relocation Management

These days, not everything is bigger in Texas. Employers in the Lone Star State are struggling to keep pipelines flowing with potential candidates.

How are you responding?



TEXAS'S TALENT TROUBLES

LET'S START WITH A LITTLE BACKGROUND...

While Texas may be among the most culturally and economically diverse states in the country, there's one characteristic shared by many of its cities: an extraordinarily tight labor market. Simply put, there's not nearly enough local talent to fill available jobs.

As of March 2019, all 4 of Texas's major urban areas registered unemployment rates between **2.7% and 3.7%.**

To close the gap, some recruiters have been taking advantage of domestic migration trends—Texas led all states in net domestic migration between 2010 and 2017—by relocating new hires. However, even regions experiencing considerable growth and perceived favorably as a place to live need to implement strategies designed to support relocation over the long term.

Americans put the brakes on moving.

On the surface, it looks as if moving for work in America is common. A Robert Half online survey of 5,600 U.S. workers and managers finds that when asked if they were open to relocating for a job, 62% of respondents say they would consider it. Yet, a closer examination of mobility trends and search activity reveals that “willingness to consider” doesn't necessarily translate into action.

ONLY
10%
OF AMERICANS
MOVED IN 2017

Census data indicates that roughly **10% of Americans reported moving in 2017**, a rate essentially half of what it was back in the 1940s when mobility tracking began. According to a 2018 Glassdoor analysis (“Metro Movers: Where Are Americans Moving for Jobs, And Is It Worth It?”) of site activity. Analysts found that only **28.5%** of Glassdoor users looked for work in a different city—a far cry from the six in 10 workers who say they're open to the idea of relocating.



AMONG ORGANIZATIONS WITH MORE THAN 5,000 EMPLOYEES, 21% SAY THAT RECRUITING EMPLOYEES TO RELOCATE HAS BECOME MORE CHALLENGING.

Part of the challenge may be the packages they're offering. Surprisingly, large organizations say that four percent of their employee relocations were not reimbursed while another 19% received only partial reimbursement.

Policies are most likely to cover:

- Travel expenses.



- Temporary housing.

- Housing goods shipping.



A DEDICATED NURTURING STRATEGY FOR PROSPECTIVE MOVERS

Given the increased pressure on recruiters to attract talent that's in short supply, many are turning to candidate relationship management (CRM) tools to nurture qualified candidates who express interest in their organization but aren't quite ready to change jobs, let alone make a move.

Those working at companies that rely on relocation to meet hiring demands can create a **Talent CRM program** tailored specifically to individuals who are open to relocation but need more time before a move is possible.

The **first step** is to define the target audience and determine how your organization's value proposition aligns with what the audience wants and needs in order to relocate. You can begin by determining the answers to a few essential questions:

Who are we talking to?



It's no secret that younger workers are more likely to relocate—a consistent finding among those who track mobility. Glassdoor's analysis supports this trend, as well as men being more likely to relocate than women. Education is also a factor as professionals with advanced degrees exhibit higher mobility rates. Finally, the discipline also makes a difference as tech and engineering workers are more geographically mobile than professionals in other fields.

Where are they arriving from?



Recruiters in Texas can take advantage of the state's favorable domestic migration trends by focusing their efforts on regions where people are most likely to arrive from. At the state level, California, Florida, Louisiana, Illinois and New York are the top sources of new residents based on 2017 American Community Survey data. Of course, it's helpful to look at what's happening regionally as the basis for determining marketing and outreach activities. For example, Glassdoor finds that while New York and Los Angeles are top feeders for both Dallas and Austin, Dallas is more likely to attract transplants from Chicago.

What are they looking for?



Salary is often the primary motivating factor in relocating for a new job, but influential aspects include career advancement and cost of living. Glassdoor also believes that culture can sway candidates as well. "Having a one-star higher overall Glassdoor rating (based on employee feedback) predicts that candidates will be 2.5 percentage points more likely to move for a job." Arriving at a deep understanding of target audience triggers will result in more relevant and persuasive messaging.

How does our offering measure up?



Once you've arrived at your target audience profile—and don't forget to tap into the perspectives and experiences of your organization's current transplants to build out your profile—map the strengths of your value proposition to candidate wants and needs. Identify the employer brand messaging and employee stories in support of your proposition, whether that's competitive pay and benefits, an appealing culture, a strong internal mobility program or lower cost of living.

Once you've developed the strategic framework for your relocation CRM program, it's time to implement outreach and nurturing activities.

While the activities will be tailored to your audience and your organization, here are a few ideas worth considering:

Filling Your Relocation Talent Pipeline

- Prompt out-of-market career website visitors who don't find a current opening to join your talent network.
- Always invite silver medalists and candidates rated as qualified but not selected to stay in touch for future relocation opportunities, as well as all candidates who dropped out of the hiring process because they decided the timing wasn't right.
- Regularly ask for out-of-market referrals from current employees. Having a friend already in the area can make relocation more appealing.
- Use your social channels to promote your network to out-of-market candidates.

Nurturing Candidates

- Further segment your relocation talent network members so that you can deliver the most meaningful messaging (e.g., younger candidates have different interests and needs than more experienced individuals who possess advanced degrees).
- Feature the successful experiences of recent transplants in your communications.
- Use video to bring various aspects of the location—from the office and campus to the community and local events—to life.
- Livestream Q&A sessions for out-of-market candidates, as well as their family members, on a regular basis.

Connecting with and nurturing talent are among a recruiter's greatest strengths.

Fostering long-term relationships with top candidates makes filling future openings more efficient and effective. Recruiters in Texas can expand their pipelines and deliver greater value through **Talent CRM programs** that leverage favorable domestic migration trends by staying in touch with prospective candidates who are open to relocation but still need more time before they're ready to make the move.



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