

10TH Annual

Total Rewards Symposium 2024



d. hilton associates inc.

The Impact of AI in ER

The Evolution of Candidate Sourcing

Jessica Jarman, SVP and Jasmine Morehead, AVP



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Jessica Jarman, CDR

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BEST BOOK

Outlander Series, Diana Gabaldon
Night at the Stadium, Phil Bildner

BEST POD

Punk Rock HR
Crime Junkie

BEST BINGE

The Real Housewives
The Traitors

Senior Vice President

D. Hilton Associates, Inc. (13 years)

Henderson State University

MBA

Henderson State University

BSBA, Marketing

AIRS

Certified DEI Recruiter



Jasmine Morehead, SHRM-CP

AVP/Recruiting

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BEST BOOK

The Four Agreements, Don Miguel Ruiz
The Giver, Lois Lowry

BEST POD

The Nicole Walters Podcast
HR Besties Podcast

BEST BINGE

Real Housewives
Big Brother

AVP/Recruiting

D. Hilton Associates, Inc. (3 years)

Lamar University

BS, Public Health

SHRM

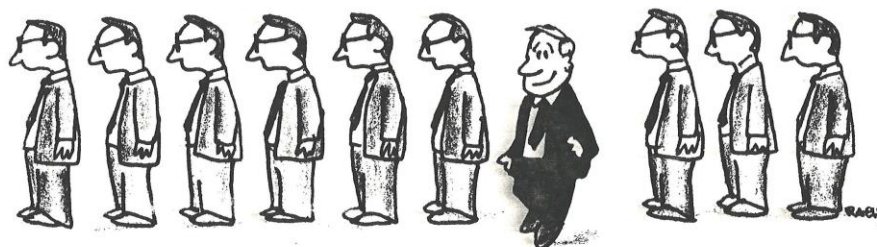
SHRM – Certified Professional



Origin
Today
Future

RECRUITING THE RIGHT CEO

An investment in the future



By David M. Hilton

Recruiting the right credit union chief executive officer could be the most important investment decision a board of directors must make. Because of the profound impact this person has on every area of the credit union's operation, the more planning you do and the better you understand what the credit union needs, the better your chances for success.

When you consider that your choice in a CEO will affect every operational and financial aspect of the credit union for many years to come, it's easy to understand why CEOs are known to make or break the organization. For that reason, choosing the chief executive should be approached as if it were a long-term, high-yielding investment in your credit union's future.

The right CEO will find ways to maximize income, cut needless expenses and strengthen the variety of services offered by your credit union. He or she will seek new ways to penetrate the credit union's

existing and potential marketplace by keeping one eye on the needs of the membership and the other on the surrounding competition. The right CEO is a leader, a planner, a technician and a diplomat. As a well-rounded, all-purpose businessperson in an age of specialization, the right CEO is difficult to replace.

The right CEO is a leader, a planner, a technician and a diplomat.

In making the best recruitment choice, you will need a comprehensive plan that is similar in depth to those used in building projects or data processing conversions. Your plan should consist of more than drafting and placing an advertisement in a trade publication or a local newspaper. It should help you to answer the question, "What are the qualifications that are necessary in our next CEO?"

Matching goals and achievements

During the very early stages of the recruiting process, it will be worthwhile for you to prepare the following lists of information about your credit union. They are designed to help you compare the credit union's goals and successes with the achievements of the CEO candidates whom you will consider during your search.

- A comparative list of current credit union services and those offered three years ago;
- A comparative list of current statistics (assets, shares, loans, net income, regular reserves, undivided earnings, number of members and number of employees) and those statistics from three years ago;
- A list of long-term (one year or more) goals that you would like to see accomplished at your credit union; and
- A list of actions and projects to be immediately dealt with by the new CEO.

The comparative lists of services and statistics will help you evaluate the growth patterns of your credit union over the last few years. The most qualified candidates will be those who had similar experience with new services, expanded membership and finan-

December 1985/Reprinted with permission of
the Credit Union Executives Society

David's
First Article

VOLUNTEER '85/Vol. 3

How did you apply
to your current or
most recent
position?



Time for a live poll! Pull out your phones and let's see
how your career journey started—cast your vote now!



**How did you apply to your
current or most recent position?**

① Start presenting to display the poll results on this slide.



How It All Started!

Job Postings

Manual Applications

Initial Screening/Interviews

Negotiation

Onboarding

Post-Pandemic Recruiting Trends

Remote Work Acceptance

Flexibility/Work-Life Balance

Digital Recruiting Tools

Soft Skills Emphasis



Inside the Modern Recruiting Process



Future Trends in Recruitment

Job Posting, Sourcing, and Applications

Candidate Screening and Virtual Interviews

Candidate Experience and D&I Efforts

Reference Checks, Offers, and Onboarding

Assessment Tools/AI Integration

AI in Recruitment



AI in Recruitment



Efficiency and Speed
Data-Driven Decision Making
Cost Effectiveness
Scalability
Enhanced Candidate Insights
Compliance/Consistency

AI in Recruitment



Potential for Bias in Algorithms
Over-Reliance on Automation
Manipulation by Candidates
Data Privacy/Security Concerns
Risk of Overlooking Diversity
Ethical Concerns
Difficulty in Assessing Leadership



What's been your role in strategic planning over the years?

- **Led** Finance, Accounting, and Deposit Operations teams at XYZ Credit Union.
- **Supervised, coached, and motivated** a team of cost accountant, financial analysts, and a secondary market analyst.
- **Executed BTFP/Overnight arbitrage opportunity** to optimize financial strategy.
- **Managed net interest margin** by setting yields and rates through pricing committee leadership at ABC FCU.
- **Led the search, vendor selection, and implementation** of a new ERP Accounting System.

Please describe your leadership style and how do you like to be managed?

- Transformational Leadership: I focus on empowering and inspiring my team to achieve their best by fostering a culture of growth and innovation.
- Coaching Approach: I prioritize mentoring my team members, helping them develop their skills and encouraging continuous improvement.
- Open Communication: I value transparency and open dialogue, ensuring team alignment and understanding.
- Results-Driven: I align goals with the credit union's strategic objectives and support a data-informed decision-making process.
- Preferred Management Style: I appreciate a management style that values *trust* and *autonomy*, while providing *constructive feedback* and *strategic guidance* to help me align with organizational objectives.

What organization or competitor concerns you the most in the financial services industry?

- **Rapid technological advancements by fintech companies.**
- **Cybersecurity threats and potential breaches** in the financial sector.
- Increasing **regulatory demands and compliance** requirements.
- **Macroeconomic factors** impacting interest rates and profitability.

Strategies for Fair and Honest Recruitment



Assess Authenticity and Fit

Multi-Layered Screening Process

Skills and Practical Tests

Focus on Soft Skills/Ethical Judgment

Reinforce Mission Alignment

Strategic Conversations

How are we preparing for the future of work?

What tech investments are we making in recruitment?

Are recruitment strategies aligned with our DEI goals?

Are we competing for top talent in financial sector?

How are we developing internal talent to meet future needs?

What are we doing to stay ahead of compliance and regulatory changes in hiring?

What role does employer branding play in our recruitment efforts?

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