COVER STORY

HEY NINETEEN!

FROM INTEREST RATES AND FUNDING CONCERNS TO BLOCKCHAIN AND CECL, WE ASKED TEN VETERAN INDUSTRY OBSERVERS TO PICK WHAT THEY EXPECT TO BE THE STORY THAT WILL HAVE THE BIGGEST IMPACT ON COMMUNITY BANKS AND CREDIT UNIONS IN 2019

> "IN THE PAST WHEN YOU APPLIED FOR A JOB, YOU WERE JUST SENDING YOUR RESUME INTO A BIG BLACK EMPTY HOLE. CANDIDATES ARE STARTING TO SPEAK UP AND FIGHT BACK."

DAVID PERRY
MANAGING PARTNER
PERRY-MARTEL INTERNATIONAL

THE TALENT TIGHTROPE

With record-low unemployment, organizations across a wide array of industries struggled to fill key positions in 2018. But companies hoping for an easier time of it in 2019 should instead be prepared for more of the same, with artificial intelligence and the candidate experience continuing to drive change in hiring practices. In fact, the relationship between AI and talent management in financial institutions could be a very interesting one in the year ahead, according to **David Perry**.

"I don't see AI making it any easier to recruit, and I don't see it replacing people in the next few years," explains Perry, a managing partner at consulting firm Perry-Martel International. "The best use of artificial intelligence right now is to augment what people are doing, and in many cases to assume some of the drudgery that very few people are content to deal with all day long."

Recognizing the power of AI to potentially augment the workforce of 2019, many organizations will be trying to augment their own teams to add employees with AI experience. However, with AI experts even more in demand than other tech staffers these days, Perry has some advice for those looking to hire in this area.

"I remember when Java first became popular," he recalls. "It had been out for less than a year, and everywhere you turned there were job ads for people with five to ten years of experience with Java, when Java had actually been mainstream for only about nine months. The moral of the story is that in order to find someone who can help you utilize AI, you may have to scale down your expectations."

Another driving force behind the battle for talent in 2019 will be the candidate experience, and if you're not sure exactly what that means or why it's important, it's probably time to get up to speed.

"The candidate experience is the same thing as the customer experience – the experience as a candidate from the website to the application to the phone screening to the interview," Perry explains. "In the past when you applied for a job, you were just sending your resume into a big black empty hole. Candidates are starting to speak up and fight back."

The combination of a tight hiring market and sites like Glassdoor – where candidates can share their experiences with other job hunters – has created a demand for more ease and open communication in the job hunt. That's why smart organizations are working to ensure that their online application processes are seamless and that they're practicing graciousness with applicants.

"With the fight for talent happening in all industries – and especially in tech-heavy industries – the competition is only going to get fiercer," Perry says. "A better candidate experience is one big way for companies to address the current market."