

Personal Banker (PB) Career Track

Kickoff

I. Establish a Mentor Relationship

Mentors provide the PB a safe environment in which s/he can ask questions, discuss observations, vent frustrations, and share ideas. Mentors can foster understanding, growth and development in a non-judgmental and constructive way.

Assess the PB's strengths and opportunities. Identify mentors for the PB to have 30-minute weekly calls/meetings with. Mentors should have the following qualifications:

- Is not the PB's direct leader
- Has worked or been trained in the opening of new accounts
- Is seen by most of senior leadership as being actively engaged, a strong leader, and a model of the organization's desired culture
- Has strengths in the areas of the PB's opportunities
- Has experience mentoring employees or has gone through mentoring training

The initial mentoring meeting should begin within 2 weeks of the PB beginning the program. Subsequent meetings should be scheduled each week throughout the first 60 days. After the first 60 days the mentoring meetings should be shifted to a monthly basis.

II. Banking Basics

Basic banking principles provide a core foundation for any banker. Understanding the industry, its history, and how each department contributes to the bank's success is a key part of the overall success of any rotational program.

Basic banking principles should include:

- The business of banking
- Bank departments and functions
- Bank competition
- Basic bank financials
- Deposit product and services
- Lending product and services

Specific to the institution, the PB should learn:

- Product and services offerings
- Organizational chart and departments
- Locations
- Policies and procedures
- Proper opening and closing procedures

Rotations

Assign a point person for each rotation who is responsible for moving the PB through the various components. In addition, this point person will provide feedback on the PB's level of proficiency in each area and provide high level insight of the PB's strengths and opportunities revealed during the rotation.

I. Account Opening Operations

Opening of new accounts is the best time to solution the customer's needs and is often the initial connection a new customer makes with the bank. If proper procedures are not followed, it can also expose the bank to significant risk.

The PB should be exposed to, and be able to accurately and consistently execute the following:

- Core system functions
- Account ownership types
- FDIC coverage
- Customer Identification Programs and Due Diligence
- Consumer accounts
 - Different types and benefits
 - Checking, Savings, Certificates of Deposit (CDs), Health Savings Accounts (HSAs), Individual Retirement Accounts (IRAs)
 - Requirements for account opening based on ownership type - Single Owner; Joint Tenancy; Multiple Owner; Fiduciary Accounts; Retirement Plans; Decedent Accounts
 - Types of POAs and what each permits
 - Documenting the account opening process
 - Explaining applicable policies and procedures
 - Providing new account materials to customers including check ordering when applicable
- Commercial accounts
 - Different types and benefits
 - Checking, Savings, CDs
 - Requirements for opening – complying with requirements based on business entities, identifying who has authority to open and transact on the account and business resolutions
 - Completing signature card contracts and proper account opening procedures for each type of business - Sole Proprietorships; General, Limited, and Limited Liability Partnerships; Limited Liability Limited Partnerships (LLLP); Limited Liability Company (LLC/SLLC); Corporations; Nonprofit associations and charitable organizations; Escrow/Agency/Intermediary; Interest on Lawyer Accounts; Public or governmental units
 - Documenting the opening process
 - Explaining applicable policies and procedures
 - Providing new account materials to customers
 - Addressing access after the death of a business account signer

- Opening safe deposit boxes
- Handling account maintenance
- Properly closing an account
- Recognition of fraud
- Resolving client queries and complaints
- Generating new business through new customer relationships and cross-selling additional bank products and services by effectively utilizing opportunity management, needs assessment, present/pitch, fulfillment and follow up
- Initiating stop payments, wire transfers, and telephone transfers
- Balancing and monitoring cash items and collection items
- Reviewing daily operations reports
- Evaluating customer requests for service charge refunds and processing necessary paperwork to refund customer service charges as necessary
- Facilitating IRA rollovers, transfers, and distributions
- Robbery and bank security

II. Consultative Selling

By understanding a customer's financial status, needs and goals the PB can best suggest product and service solutions. This active approach to meeting customer's needs can increase account balances, customer profitability, customer satisfaction and customer loyalty.

The PB should develop and be able to accurately and consistently demonstrate the following:

- Effective communication skills
- Self-motivation
- Establishing customer rapport
- Identifying customer needs
- Overcoming customer concerns
- Closing the sale

The PB should be aware of, and be able to consistently support customers through, the following stages of the Selling Process:

- Needs recognition
- Prepurchase search
- Purchase decision
- Postpurchase feelings

III. Back-office Operations

Understanding how new account openings and maintenance transactions impact the work of back-office staff is critical to the PB having a strong collaborative relationship with those areas.

The PB should be exposed to, and able to explain how new account openings and maintenance transactions impact the following:

- Fed Settlement
- Account reconciliation and balancing GLs
- Stop payment, hold orders and transfer requests processing
- Research requests
- Account maintenance
- Handling incoming and outgoing wire transfers
- Processing of various reports including, but not limited to, CTR, returned item, overdraft, maintenance reports
- Preparing and researching levies and garnishments
- Assisting customers with debit card transaction research, Online Banking, Mobile Banking and Remote Deposit Capture

IV. Front-line Operations

Understanding how transactions are processed on the accounts that are opened or maintained is critical to the PB having an appreciation for how customer transactions can be impacted by what happens during the account opening and maintenance processes.

A PB should be exposed to, and able to execute or explain, the following:

- Core system transactions
- Image capture
- Customer needs identification
- Recognition of fraud

Post-Rotation Review

Assess the PB's strengths and opportunities. Review the feedback from each rotation area with HR, Training, mentors and the PB's leaders. Provide feedback to the PB and build out a development plan for any identified areas of opportunity.

Personal Banker Educational Options

Optional external education for the Personal Banker track

- **Banking Basics Section**
 - a. **OBL** – POB Remote Course, Banking 101 Seminar, Essentials of Banking Series
 - b. **Regulatory University (Reg U)** – Awareness-Ethics, Sexual Harassment, Diversity in the Workplace, Awareness-Physical Security
 - c. **TTS** – Fundamentals of Banking I & II, Deposit Products and Services
 - d. **ABA** – Banking Fundamentals, Banking Basics Suite

- **Account Opening Operations Rotation**
 - a. **OBL** – Ohio Deposit Account Documentation, IRA Contributions, IRA Principles, IRA Procedures, Life Cycle of a Deposit Account, Bank Security Conference
 - b. **Reg U** – Anti-money Laundering for Personal Bankers, Awareness-Truth in Savings Act, Customer Identification Basics, FDIC Insurance Basics, ID Theft Red Flags Rule, Regulation D, Reporting Elder Financial Abuse, FCRA for Information Furnishers-Basic
 - c. **TTS** – Deposit Products and Services, Handling Stop Payments, Simple IRA Basics, Health Savings Accounts, New Account Opening, Safe Deposit Boxes, Expedited Funds Availability Act Regulation CC, Federal Deposit Insurance Corporation, Truth in Savings Regulation DD, Frauds and Scams, Office of Foreign Assets Control, Wire Transfers, Bomb Threats and Other Security Issues, Handling Stop Payments, Robberies
 - d. **GSB** – HSA Training Seminar Series, IRA Training Seminar Series, IRA Transfers and Rollovers Seminar
 - e. **ABA** – Robbery and Bank Security

- **Back-office Operations**
 - a. **TTS** – Regulation E Error Resolution, Remote Deposit Capture

- **Consultative Selling Rotation**
 - a. **TTS** – Diagnosing Customer Needs, REAL Sales Series, SIMPLE IRA Basics
 - b. **GSB** – Customer Experience Management-Lead It or Lose It
 - c. **ABA** – Bank Sales and Service (Expanding Customer Relationships), Essential Selling Skills Bundle, Relationship Sales Suite

For questions regarding any of the educational options listed in the section above, please go to www.ohiobankersleague.com or contact any of the following members of the OBL Professional Development Team:

- Sarah Husk, shusk@ohiobankersleague.com, 614-340-7610
- Julie Kiplinger, jkiplinger@ohiobankersleague.com, 614-340-7612
- Susan Poling Jones, spoling@ohiobankersleague.com, 614-340-7611
- Megan Peiffer, mpeiffer@ohiobankersleague.com, 614-340-7618

Activities to enhance learning from the Personal Banker track

- **Banking Basics**
 - Explain banking concepts learned to leaders in each department
 - Participate in a career day to explain banking to students

- **Account Opening Operations**
 - Role play the account opening process with a senior banker
 - Review account opening documentation for a new account opened by another banker and explain the reason behind everything completed

- **Consultative Selling**
 - Shadow on the front-line and make a list of possible cross-sell opportunities based on customer conversations
 - Track each of the stages of the selling process of a recent purchase, or purchases, the banker personally made