

## Universal Banker (UB) Outline

### Kickoff

#### I. Establish a Mentor Relationship

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

- Is not the UB's direct leader
- Has worked or been trained on the teller line and 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 UB's opportunities
- Has experience mentoring employees or has gone through mentoring training

The initial mentoring meeting should begin within 2 weeks of the UB beginning the program. Subsequent meetings should be scheduled each week throughout the first 90 days. After the first 90 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 UB should also 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 UB through the various components. In addition, this point person will provide feedback on the UB's level of proficiency in each area and provide high level insight of the UB's strengths and opportunities revealed during the rotation.

### **I. Front-line Operations**

*Front-line transactions are at the core of most banking relationships. The accurate handling of transactions enables customers to have confidence in the institution. The conversations that take place during transactions can shine a light on opportunities for the institution to provide solutions and meet needs customers may not have realized they had.*

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

- Money handling – at the teller window
  - Features of U.S. currency
  - Proper storage and security of currency in cash drawers and vaults including security items such as dye packs and bait money
  - Properly adhering to dual control requirements
  - Counting and packaging currency
  - Identifying and handling altered and counterfeit currency
  - Identifying and handling mutilated currency
  - Buying and selling currency internally and externally
  - Handling foreign currency
  - Processing large cash transactions and CTR reporting
- Negotiating checks
  - Components of a check and the different types of checks
  - Identifying negotiability and acceptability of checks
  - Identifying and handling forged and altered checks
  - Types of endorsement types
  - Identifying and handling valid and forged signatures
  - Acceptable and unacceptable types of identification
  - Identifying and handling of forged and altered identification
- Deposit account transactions
  - Differentiating credits and debits
  - Funds Availability
  - Reviewing account statements
  - Bank rules for processing transactions on new accounts
  - Accepting cash, check and combo deposits into checking and savings accounts
  - Processing deposits with cash back
  - Identifying and handling check kiting
  - Processing withdrawals from checking and savings accounts
  - Capturing and releasing images and other document workflows

- Loan account transactions
  - Accepting loan payments
  - Processing withdrawals from lines of credit
  - Document workflows
- Miscellaneous transactions
  - Issuing cashier's checks and money orders
  - Processing credit card cash advances
  - Initiating wire transfers
  - Redeeming savings bonds
- Product consultation
  - Building customer rapport
  - Recognizing cues that indicate potential customer product needs
  - Familiarity with bank products and services and how they meet customer needs
  - Identifying which bank employees are experts on each of the bank's products and services and the procedure to match customers with those bank experts
- Recognition of fraud
  - Behaviors of con artists
  - Following guidelines for handling suspected con artists
  - Types of customer fraud including elder financial abuse
  - Types of internal fraud and guidelines for addressing internal fraud
  - Identifying situations requiring a SAR and completing a SAR
- Robbery and bank security awareness
  - Bank security devices
  - Types of robberies
  - Responsibilities before, during and after a robbery
  - Bomb threat procedures
  - Kidnapping threat procedures
  - Extortion threat procedures
  - Active shooter procedures
  - Fire and emergency evacuation procedures

## II. 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 UB 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 permit
  - 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

### III. 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 UB 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 UB 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

### IV. Back-office Operations

*Understanding how front-line and account opening transactions impact the work of back-office staff is critical to the UB having a strong collaborative relationship with those areas.*

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

- Fed Settlement
- Account reconciliation and balancing GLs
- Foreign currency processing
- Stop payments, hold orders and transfer requests
- 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
- Deposit corrections
- Preparing and researching levies and garnishments
- Assisting customers with debit card transaction research, Online Banking, Mobile Banking and Remote Deposit Capture

## **Post-Rotation Review**

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



## Professional Development

### Universal Banker Educational Options

#### Optional external education for the Universal 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
  
- **Front-line Operations Rotation**
  - a. **Reg U** - BSA/AML Awareness, Anti-money Laundering for Tellers, Awareness - Check 21, Currency Transaction Reporting, Customer Identification (CIP) Basics, Teller Training - Check Holds, Training - Check Fraud Awareness, ID Theft Red Flags Rule, Suspicious Activity Reporting
  - b. **TTS** – Deposit Compliance, Expedited Funds Availability Act Regulation CC, Frauds and Scams, Office of Foreign Assets Control, Wire Transfers, Accepting Negotiable Instruments, Bomb Threats and Other Security Issues, Cash Handling Skills, Fraud at the Teller Station, Handling Stop Payments, Issuing Negotiable Instruments, Robberies
  - c. **ABA** – Bank Teller Certificate, Savings Bonds
  
- **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 Boxes
  - d. **GSB** – HSA Training Seminar Series, IRA Training Seminar Series, IRA Transfers and Rollovers Seminar
  - e. **ABA** – Robbery and Bank Security
  
- **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

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

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

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## Activities to enhance learning from the Universal Banker track

- **Banking Basics**
  - Explain banking concepts learned to leaders in each department
  - Participate in a career day to explain banking to students
- **Front-line Operations**
  - Time how long it takes to count the teller drawer and attempt to beat that time each week
  - Review previously completed CTRs and SARs
  - Make a list of possible cross-sell opportunities based on customer conversations
  - During downtime, randomly complete, and have tellers complete, a robbery description form on a bank visitor
- **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**
  - Track each of the stages of the selling process of a recent purchase, or purchases, the banker personally made