BEST BANKS TO WORK FOR
WHAT COULD YOU DO IF YOUR PROCESSOR WASN’T IN THE WAY?

Take Control
Agile Processing is Smarter Payments

Learn more at i2cinc.com/credit
Contents

FEATURES

16 The Millennial Effect
By demanding such things as frequent feedback and flexible hours, young workers are bringing about positive change for employees of all ages

18 The Best Banks to Work For
Familiar names top our annual ranking of the nation’s most employee-friendly banks. Find out what these 60 banks do to keep their employees happy and engaged.

Briefings
6  Celeb Deposit Boost
8  Is Bitcoin Money?
9  Card Losses Spike

BankTechnology
10 The Data Game
Smart use of customer information comes down to the difference between cool and creepy

BankThink
46 To Recruit the Young
Millennial employees crave an inspiring workplace and an employer that acts on its values, Stephen Hahn-Griffiths writes

BackPorch
48 Quotes from Richard Davis, Warren Buffett, Marianne Lake and more

IN EACH ISSUE
4  Editor’s Note

American Banker (ISSN 2162-3198) Vol. 126 No. 9, is published monthly by SourceMedia, One State Street Plaza, 27th Floor New York, NY 10004. Subscription price: $120 per year in the U.S.; $139 for all other countries. Periodical postage paid at New York, NY and additional U.S. mailing offices. POSTMASTER: Send all address changes to American Banker, P.O. Box 47069, Minneapolis, MN 55447. Send editorial inquiries and manuscripts to American Banker, One State Street Plaza, 27th Floor, New York, NY 10004. This publication is designed to provide accurate and authoritative information regarding the subject matter covered. It is sold with the understanding that the publisher is not engaged in rendering financial, legal, accounting, tax or other professional service. American Banker is a registered trademark used here under license. © Copyright 2016 SourceMedia, Incorporated and American Banker. All rights reserved. www.americanbanker.com.
Pokemon Hunters Take Bait in Bank Branches

Branch traffic picked up right away after CenterState Banks placed “lures” to draw people playing the smartphone game Pokemon Go. It “blew our minds,” says Chris Nichols, CenterState’s strategy chief.

Branch of the Future Will Still Be a Branch

Fewer transactions are taking place in branches, but banks’ brick-and-mortar locations are more important than ever, bank consultant Dave Martin argues in a BankThink piece.

Let’s Make Sure Risk Managers Are Qualified

Lawyers have to pass the bar. But risk managers — who perform a crucial function inside banks — have no professional certification to ensure they are qualified, gripes Bob Mark at Black Diamond Risk.
INTRODUCING A NEW WAY TO
EXPAND YOUR MARKET SHARE

MEET YOUR CUSTOMERS WHERE THEY ARE WITH APPGEN™

Stay competitive in a rapidly changing industry with AppGen, a game-changing web services solution that allows banks to receive loan applications any time, anywhere.

Expand.
Grow your market share through a new channel to reach a wider, more mobile customer base any time of the day or night.

Deliver.
Identify new opportunities to market to your customers while providing the accessibility needed to meet their needs.

Optimize.
Intelligent application processes allow a loan request to be decisioned faster and easier than ever for the ultimate in efficiency.

Find out how AppGen can help you drive growth to your bank.
Call 855-852-0876 or visit bakerhill.com/AppGen
Editor’s Note
BY BONNIE McGEER

Being More Emotional Can Be A Good Thing

Too many banks leave their corporate culture on cruise control. So says Anthony Abbatiello, a principal in the human capital practice at Deloitte.

Unpacking the insight behind that statement can feel like a counseling session, mostly because it relates to the emotional landscape of an organization and how employees feel. Not many companies—our Best Banks to Work For being among the exceptions—focus on such squishy things from a business perspective. And maybe the squishiness is one reason why. “Corporate culture is often talked about as being fluffy and emotional,” Abbatiello says.

But as hard to measure as corporate culture can be, it is becoming increasingly important. A majority of top-level executives across industries (82%) believe culture is a potential competitive advantage, according to this year’s Human Capital Trends report from Deloitte. That’s up 9% from last year.

One trend driving this is the influx of millennials in the workplace. To this important demographic, putting “people over profits” matters, Abbatiello says. “What millennial values are and how those align with culture is the core of what’s going to attract talent, especially millennial talent and digital natives, to many organizations,” Abbatiello says.

He lists three steps to creating a corporate culture that will help businesses thrive. First is making sure that the strategy executives put in place properly aligns with the corporate culture.

“The second is around the emotional connectedness,” he says. “And the third is around the rigor you put into measuring that. And that emotional connection piece, we found that really to be the ‘X’ factor.”

Connecting with employees on a personal and an emotional level—so very Dale Carnegie—is a priority for those on our annual list of Best Banks to Work For. They are generous with time off for employees, show them appreciation regularly, encourage their feedback, keep them updated on company performance, and otherwise demonstrate to them that their thoughts and feelings—and their happiness—matter. They also argue passionately that all this translates into stronger business results.

And yet, they remain outliers in their business strategy. Despite many executives knowing that emotions are often the driving force of human behavior, in business, they are rarely, if ever, the focus.

“When it comes to the employee population, we stay away from that. We tend to be more medicinal and sterile in how we approach it,” Abbatiello says.

He advocates for a change in that approach.

To be most effective, every organization should have a mission, a reason for being with a vision behind it. The strategy is how you get there, how you accomplish that vision. The corporate culture is what enables the strategy. “It’s the values and behaviors that drive how work gets done inside the organization,” Abbatiello says.

This is how Abbatiello sees many companies go wrong. “C-suite executives develop strategies to address the opportunities in various areas of their business, but very often they leave their culture on cruise control, meaning they don’t actually evolve the values and behaviors of the organization to align with what they’re trying to accomplish as an organization in their strategy.”

One way that often plays out in banking is with the push to be innovative.

“What’s needed in that environment is a culture of collaboration—the ability to fail fast and often and know you’re going to be rewarded for it,” Abbatiello says.

But many companies—banks in particular—struggle to achieve that kind of cultural shift. The reason is that despite a new strategy and clear business goals handed down from the top, the values and behaviors within the organization remain unchanged.

Storytelling can help. Abbatiello gives as an example of a client that needed to spur innovation and, consequently, encourage more risk-taking. This required getting employees to really believe that it would be no big deal to fail sometimes.

So the company began to highlight examples of this in employee meetings. Those giving the presentations not only talked in detail about what went wrong, but how it made them feel. The tactic backed up words with action.

“Actually living that, telling that story and being a bit vulnerable in front of the organization helps make that emotional connection,” Abbiello says. “It helps people to hear that personal story of ‘I tried this idea and it failed. It failed miserably because I didn’t have the right team together, I didn’t have the right skills and capabilities, and our strategy was flawed. But I knew from that moment what we needed to put in place as we went to the next iteration of it.’”

The bottom line for Abbatiello is that feelings matter in creating a strong culture. And thanks to millennials, we might just see more such squishiness in the next iteration of the corporate world.
THE FUTURE OF MOBILE BANKING WILL BE BUILT ON A HIGH-PERFORMANCE NETWORK.

The future of banking is digital. In fact, 32% of adults currently use mobile banking, and that’s only expected to grow. While this new era of banking offers opportunities to increase revenue, it also comes with new layers of complexity. The expanding functionalities of mobile banking require a network that makes it all feel as seamless as the consumer expects. The Comcast Business high-performance, low-latency network solutions offer a level of customization that allows banks to focus on revenue, not the network. And with one of the nation’s largest advanced networks, it’s built to connect multiple locations so banks can meet the demands of the future. Visit business.comcast.com/financial-services or call 888-317-9627 to learn more.

INTRODUCING COMCAST BUSINESS ENTERPRISE SOLUTIONS
HE MAY BE CALLED KILLER MIKE, but he’s been a savior for some banks. Executives at several community banks owned or operated by minorities, including OneUnited Bank in Boston and Carver Federal Savings Bank in New York, said they got a windfall of deposits over the summer, coinciding with the launch of the Black Money Matters Project.

“I’ve been in banking since 1989 and I’ve never experienced anything like this,” said Thomas McLaurin, chief operating officer at the $389 million-asset Industrial Bank in Washington, D.C.

The project is not associated with the Black Lives Matter activist movement, although the two groups share similar goals. Michael Render, who performs under the name Killer Mike, and Usher Raymond, who goes by his first name, recently urged African-Americans to open accounts at black-owned banks and credit unions as a way to support the black community.

Killer Mike and Usher have also led an account-opening drive at the $404 million-asset Citizens Trust Bank in Atlanta. Following that drive, Citizens Trust received more than 8,000 new account applications as of mid-July.

For some of these banks, which are Minority-Owned Banks Get Assist from Celeb Appeals

Deposits surge with help of Black Money Matters drive

By John Reosti
Technology that will change the way you view lending.

Think Finance provides the tools, resources, and over 15 years of experience to enable your lending organization to serve consumers online. We are pioneers in the space and have consistently refined our approach through multiple credit cycles.

Cortex™, our turnkey, online lending platform, was designed to successfully help lenders reach consumers on the internet. Each lender is unique, and we provide a customized approach specific to their needs. Our experience in fintech and online lending blends key expertise in product design, loan origination, marketing services, risk decision analytics and loan servicing technology.

Learn more about Cortex and how Think Finance can help you build a successful online lending business. Visit us online at thinkfinance.com or give us a call at 888.377.1279.
top-heavy with loans and struggling overall, the deposit surge was timely.

In A pril the $622 million-asset OneUnited anno unced plans to close two California branches for financial reasons, and in mid-J uly it still had about $12 million of outstanding shares in the Troubled Asset Relief Program. But since the Black Money Matters effort began, OneUnited had brought in about $3 million in deposits, said Teri Williams, the bank's president.

“We’ve seen a big influx of applications online, and the line s have been out the door ” at the bank’s Los Angeles branches, Williams said. “W e’re t alking about what our staffing needs are going to be g oing forward. We didn’t see this coming.”

OneUnited introduced a pr omotion called Black Bank Challenge, urging individuals to open a checking or savings account and to ask 20 friends and associates to do the same. Williams’ ultimate goal is to collect $100 million, which she admits is a long shot.

“We’re using the $100 million figure as an xample of what’s possible,” Williams said. “W e want the comm unity to think about depositing money. It not only earns int erest, it ser ves a comm unity purpose. It helps bu y home s, inc rease jobs, start businesses and reduce unemployment. Anyone interested in helping the A frican-American comm unity c an deposit.”

OneUnited plans to use a por tion of the deposits to ex pand its e xisting pro grams with the T reasury Depar tment’s Community De velopment Finan cial Inst itutions Fund, s uch as mor tgage lending and affordable ho using projects in predominantly black and Hispanic neighborhoods.

As of mid-J uly, the $7.54 million-asset Carver said had collected about $2.4 million in new deposits, said Blondel P innock, chief lending officer.

She said many people r esponding to the Black Money Matters campaign likely chose Carver because it is well known in the black comm unity. “W e attribute this growth to the deep relationships we have built with our customers and comm unity par tners at a t ime when mes ses of social justice, community, and diversity have taken on renewed importance,” Pin nock said.

**Bitcoin Is Not Money**

**Florida judge tosses out AML charges, in a closely watched case**

BITCOIN IS PR OPERTY, NOT MONE Y, a Flor ida judge ruled thi s summer in a criminal case against a man accused of money la undering and unl eased mon ey -trans mision.

The decision threw out the anti-mon ey-laundering charg es against Mich ell Espinoza. H e ha d been ar r ested a fter agreeing t o sell $30,000 of bit coin to an undercover de te ctive who declared he would use it in an illegal credit card scheme.

“The Flor ida leg islature ma y choose to do p the sale of bit coin int o a round h ole.” She said Espi noza ha d not en gaged in money la undering and y et trans mision because there was no third party involved.

“The def endant did not e nistrate cur-rency f or the purpose of t ransmitting same to a thir d party,” Pooler said. A s a result, she said, Espinoza did not en gage in the same t ype of t ransaction as a compan y lik e We stern U nion, w hich “takes money from person A, and at the direction of person B, transmits it to person B or entity B.”

Also, Espinoza did not charge a fee for the transaction, instead making money on a 15% spread between his buying and selling price for bitcoin. “The defendant so nely made a profit,” she said, “by selling his personal property.”

Pooler also struck do wn the state’s conten tion that Espinoza had not been arr ested as an unr egulated “payment instrument seller” by citing the IRS’s own categorization of bit coin as property. As a r esult, she said, bit coin could not be defined as a “payment instrument,” such as a check, warrant and money order.

Pooler also struck down money launder ing charges, concluding that the sale of bitcoin could not be categorized as a “financial transaction.” She said Espinoza had not par ticipated in la undering funds that h e ha d been obt ained ille gally, because in the de te ctive’s repre sentation the pur chase of c redit card information had not have d place yet.

The ruling has been vie wed as a vic tory for virtual currency groups that have condemned the mark ings of state rules.

“She’s tell ing the st ate of Flor ida, ’Hey listen, your laws are way too vague,‘ ” said Andrew Ittleman, the founder and par tner of Fuerst Ittleman David & Joseph.

— Lalita Clozel
and charged with money laundering and operating an unlicensed money-services business.

In her ruling, Pooler dismissed all charges, arguing that Florida's statutes on money laundering and money transmission could not apply to bitcoin without further clarification in state law.

She ruled that Espinoza had not engaged in money transmission because there was no third party involved. "The defendant did not receive currency for the purpose of transmitting same to a third party," Pooler said. As a result, she added, Espinoza did not engage in the same type of transaction as a company like Western Union, which "takes money from person A, and at the direction of person A, transmits it to person B or entity B."

Also, Espinoza did not charge a fee for the transaction, instead making money on a 15% spread between his buying and selling price for bitcoin. "The defendant solely made a profit," she said, by "selling his personal property."

Pooler struck down the state's contention that Espinoza could have acted as an unregulated "payment instrument seller" by citing the IRS's own categorization of bitcoin as property. As a result, she said, bitcoin could not be defined as a "payment instrument," such as a check, warrant and money order.

Pooler also struck down money laundering charges, concluding that the sale of bitcoin could not be categorized as a "financial transaction." She said Espinoza had not participated in laundering funds that had been obtained illegally, because in the detective's representation the purchase of credit card information had not yet occurred.

The ruling has been viewed as a victory for virtual currency groups that have condemned the murkiness of state rules.

"She's telling the state of Florida, 'Hey, listen, your laws are way too vague,'" said Andrew Ittleman, the founder and partner of Fuerst Ittleman David & Joseph. — Lalita Clozel

Card Loss Outlook Dims
Delinquencies spike at most of the leading U.S. issuers

THE POST-CRISIS ERA OF UNUSUALLY low loan losses in the credit card sector could be ending.

In the second quarter the percentage of loans at least 30 days late climbed at most of the country's largest credit card issuers — including JPMorgan Chase, Citi Group, Capital One, Discover and Synchrony Financial — from a year earlier.

To some extent, the spike in delinquency rates was to be expected. Credit card loans have been growing at a relatively fast clip, and losses tend to peak when new accounts are about two years old.

Because the industry had slower growth immediately after the Great Recession, it came as no surprise that loss rates were rising. At the same time, there are also signs that credit standards have loosened at some card issuers.

JPMorgan said during an earnings call that 20% to 30% of its new credit card customers had FICO scores below 700. The company did not say what the figure was previously, but suggested that the percentage has grown.

"Since the end of 2013, we made some changes to our credit box and our credit risk policies very, very thoughtfully," the chief financial officer, Marianne Lake, told analysts. "And we've been monitoring them very closely. And what we're seeing in terms of the loss rates and the seasoning of them is fully in line with our expectations."

Discover also acknowledged loosening underwriting standards as it pursues growth. The average FICO is slightly above 700 in its credit card business, though only marginally.

"The average FICO is slightly above 700 over the last few years," Chief Executive David Nelms told analysts. "But generally the quality of the composition of the customers is very consistent with what we've pursued in the past."

Banks are looking to build their credit card portfolios at a time when low interest rates are hampering other opportunities for growth, said Michael Taiano, an analyst at Fitch Ratings. "You are starting to see a little bit of loosening of underwriting standards," he said. "And that ultimately is going to lead to higher losses down the road."

— Kevin Wack

WE'RE AS SOPHISTICATED AS YOU NEED US TO BE.

At Vorys, we know how to handle all the complexities of the financial world. We also know how to be practical, straightforward and just get the job done. And we have developed a unique and effective interdisciplinary team approach to business that covers every facet of financial services in a cost-effective manner.

VORYS
Higher standards make better lawyers.

For more information, visit vorys.com/banking.

Vorys, Sater, Seymour and Pease LLP
52 East Gay Street, Columbus, Ohio 43216

Columbus  Washington  Cleveland  Cincinnati  Akron  Houston  Pittsburgh

SEPTEMBER 2016  AMERICAN BANKER  9
NETFLIX KNOWS WHAT ITS SUBSCRIBERS WANT TO WATCH NEXT, AIR LINES KNOW WHEN THEIR PASSENGERS ARRIVE AT THE AIRPORT AND FACEBOOK KNOWS, WELL, EVERYTHING. BUT ARE CUSTOMERS—WHO DON’T SEEM AT ALL BOtherED BY AMAZON SUGGESTING THEIR NEXT PURCHASE—SIMILARLY COMFORTABLE WITH BANKS USING THEIR DATA THE SAME WAY?

BANKS KNOW A TREMENDOUS AMOUNT OF PERSONAL INFORMATION ABOUT THEIR CUSTOMERS—WHAT BETTER INSIGHT IS THERE THAN HOW PEOPLE SPEND THEIR MONEY? BUT GIVEN THE AMOUNT OF TRUST THAT IS ASSUMED IN A BANKING RELATIONSHIP, THEY HAVE TO BE ESPECIALLY CAREFUL ABOUT SHOWING THEIR CUSTOMERS THEY KNOW THEM WITHOUT CREEPING THEM OUT.

Essentially, banks are held to a higher standard, so in looking to use data analytics to help their cross-selling efforts, better time pitches and show customers they know them, they have to do it in a way that feels convenient and comfortable, not like they are overstepping.

Research shows a majority of customers don’t mind if their bank uses their data in a way that adds value to their lives. But the challenge is finding the right way to do it.

Customers know banks have personal data mining and the ‘creepy’ factor

A lot of knowledge can be a bad or good thing for banks

By Robert Barba
Make sure your ducks are in a row for your digital banking conversion.

Q2, an ABA Endorsed Solution Provider for digital banking services, can provide you valuable insights on how to put your digital conversion plan together more efficiently.

Download the FREE Report.

Q2ebanking.com/conversion-ABA

Get closer to your customers, offer them more and anticipate their changing needs. Only Q2 has the most comprehensive and adaptable smart banking platform of its kind, backed by a culture of partnership and analytical intelligence, to help you stand apart, scale smart and grow beyond.

© 2016, Q2 Software Inc., a Q2 Holdings company. All rights reserved.
That willingness to share data is perhaps even more not evident given that the same survey found a quarter of respondents said their financial data had been compromised online in the past two years.

"Banks have more access to data than other companies, so it is the responsibility of the bank to ensure that it is used in a way that is not intrusive and does not feel "creepy,"" said Sandra Nudelman, the head of customer and marketing analytics for Royal Bank of Scotland in the United Kingdom.

"Our first layer of protection is from the bank the next day — they are used to follow up — it was able to get about 10%," Nichols said.

In line with that thinking, his bank uses its data much differently than in the past. "When I first started here six years ago, our use of data was very much focused on selling — meeting targets or whatever campaign was that month," Nellissen said. "We’ve completely changed the mindset."

Examples include warning customers who are drowning in debt. It sent them messages that they didn’t call on their financial troubles, but merely said, “We think we can help you” and invited them into a branch.

That cost us money,” Nellissen said, noting cases where people were in products with higher interest rates. "But the feedback was awesome. There were people who said, ‘We didn’t know how we were going to make it to the end of the month.’"

Propriety using data can also per haps make us feel as if we are being intrusive, or a more ast time better timed, said Chris Nichols, chief strategy officer at the $4 billion-asset CenterState Banks in Davenport, Fla.

A few years ago, CenterState’s approach to abandoned applications was to call the pot en tial borrower within a da y to follow up — it was able to get about 10% of those ap plicants to borrow. It consid ered the data and decided to take a more “contextual” approach.

For instance, small-business customers would abandon applications at the pot en tial borrower’s home — it asks for the three years of financial data likely don’t want to hear from the bank the next day — the are busy looking for the next cards, Nichols said. “Instead of hitting you right away, our data says to wait the next five days to allo w you to get the cards,” Nichols said.

Since this swit ched the thinking, the conversion rate rose to 30%, he said.

Nichols said the bank is also using analytics to do more “anticipatory banking” — watching growth rates to detect minor changes in customer behavior.

"If not now, when?"

Build on your experience in the banking industry and be your own boss with a franchise opportunity from The Interface Financial Group.

Get more information today at (800) 387-0860 x2 or ifgfranchise.com.
mine when a small business might need a line of credit or tracking life events to see when a retail customer might be looking to buy a house.

He said the user experience is key to making sure the message does not feel intrusive. “If presented right, it is not creepy. If it presented wrong, it can be,” he said. “No one gets creeped out when Amazon suggests something based on what others have bought.”

But banks are decidedly different from Amazon and many of the other companies lauded for their use of things like predictive analytics.

Although banks are reasonably judged across all digital experiences, Chase’s Nudelman says they have much more complexity to deal with than other types of businesses when using data.

“Our job is substantively harder than, say, Netflix when it comes to analytics,” Nudelman said.

“They have one channel and a massive inventory and use an algorithm to solve the simple problem of what you should watch next. We’ve got multiple channels, multiple objectives, multiple stakeholders and all of that has to work together and get solved simultaneously.”

Also, there are certain areas of data analytics that banks are avoiding – at least for now.

Geolocation is an area where banks are interested, but wary. Some banks are experimenting with beacons or considering ways to reward customers. It is also viewed as a likely fraud mitigation tool before one used for marketing purposes.

Using Facebook is an example of an area where CenterState sees opportunity that it is a voiding for now, Nichols said.

The company pondered incorporating the Facebook API into a project but some customers would not embrace it.

“Millennials may have used it,” Nichols said, “but the reality is I don’t know that we would have had the bandwidth available to use the data if there was great adoption.”

**FTN Financial Portfolio Advisors**

*Fixed Income Portfolio Management Leaders*

Let us help you on your way to top quartile performance

- $30 Billion in Assets Under Management
- Fiduciary Relationship
- Transparency
- Alignment of Interests
- Performance & Stewardship
- Execution Power & Efficiency
- Proprietary ClearView Technology

To LEARN MORE, contact your FTN representative or visit www.ftnfinancial.com | 800.456.5460
financial services @ the speed of life®

09 : 41 : 00 PM
I owe my friend Julie sixty-five bucks for concert tickets.
09 : 42 : 00 PM
I paid my friend Julie sixty-five bucks for concert tickets.

Think it. Do it.
Money movement at the point of thought.

fiserv.com/speed
It was a millennial who helped Choice Financial figure out how to connect employees scattered among its 20 mostly rural branches in North Dakota and Minnesota.

Samantha Berg, Choice’s director of employee development, said that the Fargo, N.D., company had long wanted to foster closer relationships between its roughly 250 employees. But with branches in far-flung towns like Comfrey, Minn., and Dickinson, N.D. — nearly 300 miles from its headquarters — regular employee get-togethers were impossible.

Then Tim Heilman, its chief information officer, hit upon an idea: Equip bank employees with videophones. He initially suggested it to Chief Executive Brian Johnson in 2013 and, within a year, had received approval to supply 10 millennial employees with the phones as a test.

They took to the devices quickly — millennials “may not all be tech savvy, but they are all tech dependent,” Berg said — and today everyone at the $1.1 billion-asset company has a videophone and is required to use it whenever communicating with co-workers. The result is that Choice employees are starting to develop tighter, more meaningful relationships with each other, even at a distance.

That’s the type of fresh thinking millennials can bring to banks that are sometimes stuck on the way things have always been done. While it’s a demographic that comes with its challenges, Choice is among the banks finding millennials can be a huge asset, often in ways that make banks work better.

Some of the very challenges millennials introduce — whether it is pushing the limits on dress codes, seeking more benefits, demanding more flexibility, or asking for frequent feedback on performance — can turn banks into better places to work for employees of all ages.

Choice has made a conscious decision in recent years to hire more millennials, and many have already moved into managerial positions, thanks to a promote-from-within policy that comes with many hours of mentoring. Heilman was 26 years old when he began working at Choice in 2006, and was promoted to CIO four years later.

A comfort with technology is one advantage...
millenial hires. But some banks also are targeting millennials on the premise that they bring extra energy to the workplace — even if they have no financial training.

Benchmark Bank in Plano, Texas, is one example. Wendy Skorburg joined the $495 million-asset bank in 2008, after she graduated from divinity school. Skorburg, then 26, was new to the area at the time and applied at the bank just to have a job.

She ended up working in Benchmark’s internal auditing department, despite having no accounting training. The bank paid for the training she needed to become certified as a community bank internal auditor and today, at 33, she is senior vice president for risk management.

“We hire a lot of people right out of college — history majors, education majors — based on personality,” Skorburg said.

She highly recommends the approach to other banks. “Become willing to hire people with absolutely no experience. So many of our inexperienced hires prove to be incredible employees and have packed Benchmark with talent.”

Sammie Dixon, a millennial himself, founded Prime Meridian Bank in Tallahassee, Fla., in 2008. His now $264 million-asset bank has 57 employees, 41% of them millennials.

“I love hiring them — they’re optimistic,” Dixon said. “Older bankers, who’ve lived through the fiscal crisis, are afraid to try things.”

All new hires at Prime Meridian — even executives — start off as tellers. “We find that the best way to get people into the bank is to have them work as a teller for six months and cross-train them as personal bankers,” Dixon said.

He is well aware that millennials value mentorship and prestige promotions, and many of his hires have been given management posts after participating in a one-on-one mentoring program.

Happiness on the job and a sense of control over one’s work are often cited set, often in ways that make banks work better.

Some of the very challenges millennials introduce — whether it is pushing the limits on dress codes, seeking more benefits, demanding flexible schedules or asking for frequent feedback on performance — also can turn banks into better places to work for employees of all ages.

Choice has made a conscious decision in recent years to hire more millennial employees, and many have already moved into managerial positions, thanks to a promote-from-within policy that comes with many hours of mentoring. Hellman was 26 years old when he began working at Choice in 2006, and was promoted to CIO four years later.

A comfort with technology is one advantage banks cite for seeking out
as keys to attracting and retaining millennials, said Karyn Twaronite, a partner at EY who has done research on millennials in the workplace.

The top three reasons millennials quit their jobs are excessive hours, a lack of flexibility and a real or perceived penalty for taking advantage of flexible working hours, Twaronite said, citing findings from a recent EY survey of 10,000 millennials.

The high value that millennials put on flexible hours ties in with their desire to spend time with their children and partners and to achieve overall work-life balance, she said. “They want benefits like parental leave and 38% even say they’d be willing to move to another country to get it.”

These are values that resonate with many of our Best Banks to Work For. Benchmark even allows its controller, a millennial, to live and work halfway across the country in Pennsylvania, where her husband is employed.

Machias Savings Bank in Maine goes further than most with its flex-time policy, though. Millennials make up 39% of the workforce at the bank, which started offering “family flex time” to all staff in 2013 and doubled the amount of time awarded this year.

Now employees receive 16 hours of paid time off to spend with the family – beyond their normal vacation and sick days – said Danielle Caricofe, a senior vice president in human resources at the $1.2 billion-asset bank.

Employees are encouraged to use that time to go to their children’s athletic or school events. But, “we don’t narrow the scope of ‘family y o children,’ ” Caricofe said. “We know that family means something different to everyone, whether it be a spouse, child, parent, sibling or even a pet.”

The intent of the flex time policy is to promote work-life balance, she said. “We used to say that we encourage you to spend time with your families and have a healthy work-life balance,” Caricofe said. “Now we will pay you to do it.”

All courses are taught in a classroom by an instructor, but they are often available online as well. The courses are free and most are open to all Live Oak employees. While several courses can earn university credit, employees do not have to be working toward a degree to take one.

“The ultimate goal is that all employees at the bank have access to any career path they choose,” Mahan said.

Chairman and Chief Executive
James “Chip” Mahan teaches the “Like Oak Culture 101” course at Live Oak U.
Your Secret Is Out!

Your employees have spoken, and you’re the best of the best! We applaud your commitment to creating an inspired workforce. You’ve set an example—and the standard—for the industry. So, congratulations to this year’s Best Banks to Work For.
meal of their choice on their birthdays. Whether it’s pizza, salad, sandwiches or another favorite, the food is delivered to the office and colleagues join the celebration.

“On my birthday, we had breakfast burritos, fruit and smoothies for the office at headquarters – about 25 people,” Novakoski said.

One of its most popular annual events is “Bring Your Kids to Work Day.” Sons, daughters, nieces, nephews and grandchildren have breakfast together and listen to the monthly “telerap” hosted by Campbell ... er, Jerry. This live conference call updates employees on company and industry news and provides a forum for employee questions and customer feedback via submitted letters.

Emily Drouin, a loan quality control officer who has worked at HomeBanc for 10 years, brought her son Steven, age 9, to the daylong event recently. After the morning telerap, which was attended by about 25 other children, Steven said he learned that “rap” doesn’t only refer to music, but also to the sharing of business ideas.

“Banking is a lot harder and more interesting than I thought,” he said. “I like how it helps people.”

Bell State Bank & Trust
Fargo, N.D.
Assets: $3.9 billion
Employees: 657
President and CEO: Michael Solberg

Bell State Bank & Trust’s motto, according to President and Chief Executive Michael Solberg, is “Happy Employees, Happy Customers.”

So Bell State does plenty to try to make sure its employees are happy and, by all accounts, it succeeded spectacularly on May 6, the bank’s

Campfires Can Be Good for Leadership Lessons, Not Just Ghost Stories

FIRSTCAPITAL BANK OF TEXAS
Midland, Texas
Assets: $987 million
Employees: 188
Chairman: Ken Burgess Jr.

If roughing it together in the wilderness and cooking for one another build character and team spirit in schoolkids, scouts and soldiers, why shouldn’t they do the same for bankers?

In May, FirstCapital Bank of Texas picked 12 “up-and-comers” to join three senior executives on a two-day “YOUunique Leadership” camping trip in Palo Duro Canyon. Known to hiking enthusiasts as “The Grand Canyon of Texas,” Palo Duro is the second-largest canyon in the nation.

The outing gives employees experience in adjusting to changing circumstances, said Greg Burgess, FirstCapital’s chief credit officer and one of the senior executives who participated. It also helps them learn to work more effectively as a team – “not just as a group of individuals,” he said.

But the main lesson Burgess hopes they all take away is: “They are capable of more than they might have imagined.”

Employees from three of FirstCapital’s banking regions, Midland, Lubbock and Amarillo, embarked on the second annual outing.

On the first day, the group arrived and set up their tents. The Midland contingent provided tacos for dinner. After the meal, employees, along with Chief Operations Officer Tracy Bacon and Senior Vice President Katie Boyd, gathered to hear Burgess deliver a speech on “living intently.” The campers shared some laughs and retired to their tents.

After sunrise, the Amarillo employees made breakfast burritos and cinnamon rolls for everyone. The sun slowly climbed, casting light on the multicolored rock formations, steep mesas and far-reaching vistas. Despite temperatures exceeding 90 degrees, 10 participants embarked on a six-mile hike, while five opted for a two-mile trail. After hiking, the team gathered for a fajita lunch prepared by those from Lubbock, including Rudy McElroy, a personal banker.

McElroy cited “team camaraderie” as one of the highlights of the trip, along with the career insight he gained. “My biggest takeaway is the importance of strong mentors in one’s leadership growth.”

Events like these help define FirstCapital’s ethos, Burgess said.

So does how it is back at the office, with highlights like paid community service hours, job shadowing, roundtable discussions with employees, a “shout out” section in the weekly e-newsletter, and a sick leave “bank” where employees donate their time to others who may need it more.

“We’ve worked exceedingly hard over the past several years to create a culture where our team members not only enjoy coming to work each day, but look forward to being here,” Burgess said. — W.B. King
Committed to the unique debt financing needs of the banking industry

<table>
<thead>
<tr>
<th>Bank</th>
<th>Amount</th>
<th>Type</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cadence Bank</td>
<td>$175,000,000</td>
<td>10-Year Interest Rate Swap</td>
<td>March 2016</td>
</tr>
<tr>
<td>Sterling Bancorp</td>
<td>$110,000,000</td>
<td>Subordinated Bank Notes</td>
<td>March 2016</td>
</tr>
<tr>
<td>EverBank</td>
<td>$90,000,000</td>
<td>Subordinated Bank Notes</td>
<td>March 2016</td>
</tr>
<tr>
<td>Old National Bancorp</td>
<td>$75,000,000</td>
<td>Revolving Credit Facility</td>
<td>April 2016</td>
</tr>
<tr>
<td>Pinnacle</td>
<td>$70,000,000</td>
<td>Subordinated Bank Notes</td>
<td>March 2016</td>
</tr>
<tr>
<td>MainSource</td>
<td>$30,000,000</td>
<td>3-Year Term Loan</td>
<td>April 2016</td>
</tr>
<tr>
<td>Pacific Premier Bank</td>
<td>$15,000,000</td>
<td>Senior Revolving Credit Facility</td>
<td>January 2016</td>
</tr>
<tr>
<td>Anchor Bank</td>
<td>$15,000,000</td>
<td>Senior Term Credit Facility</td>
<td>April 2015</td>
</tr>
<tr>
<td>Anchor Bank</td>
<td>$12,000,000</td>
<td>Subordinated Bank Notes</td>
<td>October 2015</td>
</tr>
</tbody>
</table>

To find out how we can assist your institution, contact

Rich Raffetto, Executive Vice President
646.935.4511 | richard.raffetto@usbank.com

usbank.com/DFIServices
50th anniversary. Every full-time and part-time employee received a one-time cash bonus of $2,500 and $1,000, respectively. At a company party to celebrate the milestone, Bell State also gave away 50 massages and 50 televisions, each with a 50-inch screen.

Besides the surprises on special occasions, employees like Joe Ackerland enjoy ongoing support in the form of career development. “Bell has invested in me by sending me through the Dakota School of Banking,” said Ackerland, a branch manager who has worked at the bank for nine years. More recently, Ackeland expressed an interest in commercial lending, and Bell State responded by sending him to the Commercial Lending Academy at the University of Minnesota’s Continuing Education Center.

The result is that employees genuinely feel they matter, because the bank demonstrates this through meaningful action, rather than just paying lip service to the idea, said Steph Melgaard, a vice president and virtual bank services manager who has been with Bell State for two years.

“‘Happy Employees, Happy Customers’ is not just a poster that hangs in the breakrooms,” Melgaard said, “but truly the basis of how we do business.”

BENCHMARK BANK

Plano, Texas
Assets: $528 million
Employees: 74
Chairman and CEO: Mike Barnett

Benchmark Bank is willing to work with the people who work for it.

In November 2013, Courtney Thomas wanted to move to Pittsburgh because of her husband’s work, but felt conflicted since she was happy with her job at the Plano, Texas, bank.

She asked to work remotely and, within a week, Benchmark had shipped all of her computer equipment across the country, so she could have a workstation set up at her new home, Thomas said. She dials in for monthly management meetings and travels to Texas roughly once a quarter for exams, large audits or budget meetings.

“I’ve now been working remotely for two and half years,” she said. “It is things like this that make you really appreciate your employer.”

Thomas joined Benchmark in 2009 after graduating from the University of Texas at Austin with a degree in finance. She opted for a rotational work program, which allowed her to shadow employees at the bank’s mortgage and title companies.

“I didn’t really know what to expect,” she said. “I remember talking to several friends who didn’t particularly love their jobs out of college.”

But Thomas soon realized her strength as a credit analyst. This led to many professional stepping stones, such as the bank paying for her to attend the Graduate School of Banking in Colorado, a three-year virtual education program that includes two weeks every summer at a campus in Boulder.

“This was a wonderful opportunity that has helped me greatly within my role at the bank,” Thomas said.

Before being promoted to controller this year, Thomas held positions as a financial specialist, assistant vice president and vice president.

As she continues to grow at Benchmark, she plans to pay her experiences forward. “I wouldn’t be in the position I am today had it not been for those who took time out of their day to teach me,” Thomas said. “I didn’t just want to know how to do some job function, but really why we are doing it. I love to learn, and do my best to pass on that knowledge to others, like people have done for me.”

PINNACLE FINANCIAL PARTNERS

Nashville
Assets: $9.3 billion
Employees: 1,101
President and CEO: Terry Turner

Popular with employees: All employees, including part-timers, receive restricted shares of stock when they are hired and every year after that. This is to encourage them to act like owners in all aspects of their work.

Fitness/wellness program: An online portal that syncs to FitBit allows employees to track fitness goals while earning points that can be redeemed for gift cards, yoga mats and more.

Pinnacle Financial hosts annual family picnics for employees in each of its markets. This one took place in Nashville on the day before Easter.
Ideas that fuel your bottom line

When you do business with KeyBank Enterprise Commercial Payments, you realize the power of a dedicated team of experts focused on helping you run your business better every day. We’re leading the way with innovative, industry-specific solutions that will help you accelerate receivables, manage payables and streamline information management. It’s a progressive way to manage your company, so you can move forward with confidence.

Learn more about our approach to payments at key.com/ecp.
VERITEX COMMUNITY BANK
Dallas
Assets: $1.1 billion
Employees: 155
Chairman, president and CEO:
C. Malcolm Holland

Activity to relieve stress/promote fun:
When temperatures exceeded 108 degrees during a heat wave last year, Veritex hired a Kona Shaved Ice truck to visit all offices and give employees free icy treats.

Career development/training program:
A mentor program launched in 2014 gives interested branch managers the training they need to advance their careers. So far, two branch managers have been promoted because of their participation in the program.

PARAGON BANK
Raleigh, N.C.
Assets: $1.3 billion
Employees: 145
President and CEO: Robert Hatley

Popular with employees:
Employees dress up to participate in a Halloween costume contest, and children of employees and customers trick-or-treat at the bank during business hours.

Community service initiative:
One paid day off annually is given as a reward to those who donate eight hours of pay per month to the United Way.

MACHIAS SAVINGS BANK
Machias, Maine
Assets: $1.2 billion
Employees: 246
President and CEO: Lawrence Barker

The “Culture Club” at Machias Savings Bank is not a group of ’80s music fans.

It’s a committee – made up mainly of people who work in its human resources and marketing departments – that oversees the bank’s employee engagement initiatives, including its new Culture Champion program.

Through an open nomination process, everyone at the bank votes to recognize employees who stand out based on their attitude, the exceptional customer experiences they offer, their community involvement and their passion for Machias.

After the votes are tallied, 10 to 12 employees are invited to join the president and chief executive, Lawrence Barker, at an off-site retreat, where they can share their ideas on how to improve the bank’s culture. The inaugural event took place last year at the Hilton Garden Inn in downtown Portland, Maine. It included a half-day meeting, a cruise of the Portland harbor, dinner and an overnight stay.

Machias took the feedback it received seriously. “Employees brought up areas for improvement on a few of our internal processes and initiatives, which made its way into our business planning for 2016,” said Danielle Caricofe, the head of human resources.

Time off also proved to be a topic of interest at the retreat, and Machias ended up doubling the amount of ,ex time it gives employees to 16 hours this year as a result. The bank also added to its maternity and paternity leave for new parents.

Machias oﬀers its ,ex time as a way to help employees maintain better work-life balance, Caricofe said. Employees can use this paid time off – which is separate from the usual vacation and sick days – for when they need to miss work for, say, a family gathering.

Dean Clark, a vice president in business banking at Machias, said he sometimes uses the ,ex time to watch his son compete in golf. He is among the culture champions expected to be at the second annual retreat that was to take place in August this year, so his suggestions might be, uence changes meant to make the bank an even better place to work going forward.

In all, 11 employees were invited to join Barker and Caricofe at the New England Outdoor Center in Millinocket, Maine, for an itinerary of meetings and white-water rafting.

Barker said it is important to Machias to keep employees satisfied, enthusiastic and loyal. “Our family-ﬁrst philosophy is deep within our culture and has a huge impact on our employee engagement.” – W.B. King

Just Want to Be Loved? Maybe A ‘Culture Club’ Can Help
Pick One:

☐ Increase Efficiency
☐ Increase Certainty
☐ Increase Opportunity
☐ All of the Above

Fannie Mae Technology Solutions

You shouldn’t have to choose which benefits power your mortgage process. They’re all in reach when you use Fannie Mae Technology Solutions—our comprehensive suite of industry-preferred tools that helps you serve today’s homebuyers and grow your business.

Visit us online or contact your Fannie Mae representative to learn how our integrated originating, selling, and servicing technology platform helps you achieve more.

FannieMae.com/Solutions

© 2016 Fannie Mae
Never Mind Your Last Job. What Did You Wear Last Halloween?

12

AMARILLO NATIONAL BANK
Amarillo, Texas
Assets: $3.7 billion
Employees: 695
Chairman and president: Richard Ware

It took only a few minutes into the job interview for Corey Krusa to realize that Amarillo National Bank was not like other workplaces.

One of the first questions Richard Ware, the bank’s chairman and president, asked wasn’t about her references or past job experience. Instead, Ware wanted to know what she dressed as for Halloween last year.

It turns out Halloween is Ware’s favorite holiday and the Amarillo, Texas, bank goes all out to celebrate it every year, with employees not only dressing up, but putting on skits. Children are invited – even encouraged – to trick-or-treat at the branches.

Amarillo National is “the antithesis of average,” said Krusa, who is the senior vice president of personnel. She attributes its “very unique corporate culture” to the Ware family, which has owned the bank since it was founded in 1892 and now has a fifth generation of the family working there. “The Wares take our customers and their money very seriously, but not themselves,” she said.

One quirky difference at the $3.7 billion-asset Amarillo National—which might even make it unique in all of banking—is that nobody has a “chief” title. Even Ware forgoes the “chief executive” one.

Krusa said Ware enjoys a good laugh about it when asked. “In a family business, titles don’t matter anyway,” Ware tells people. “We all just work together.”

The bank began fostering a relaxed, fun atmosphere more than 20 years ago, after Ware met Herb Kelleher, the former chief executive of Southwest Airlines. Kelleher is well known for encouraging employees to inject fun into their work, such as by singing in-flight announcements to popular theme songs.

The Ware family also is fervently anti-bureaucracy. Memos have to be no longer than a single page long and meetings can’t run longer than 30 minutes. Krusa recalls a”director of celebrations,” who is needed a full-time person devoted to promoting fun. Since then it has had bankwide events a year in addition to corporate culture to the Ware family, which has owned the bank since it was founded in 1892 and now has a fifth generation of the family working there. “The Wares take our customers and their money very seriously, but not themselves,” she said.

One quirky difference at the $3.7 billion-asset Amarillo National—which might even make it unique in all of banking—is that nobody has a “chief” title. Even Ware forgoes the “chief executive” one.

Krusa said Ware enjoys a good laugh about it when asked. “In a family business, titles don’t matter anyway,” Ware tells people. “We all just work together.”

The bank began fostering a relaxed, fun atmosphere more than 20 years ago, after Ware met Herb Kelleher, the former chief executive of Southwest Airlines. Kelleher is well known for encouraging employees to inject fun into their work, such as by singing in-flight announcements to popular theme songs.

The Ware family also is fervently anti-bureaucracy. Memos have to be no longer than a single page long and meetings can’t run longer than 30 minutes. Krusa recalls a “director of celebrations,” who is needed a full-time person devoted to promoting fun. Since then it has had bankwide events a year in addition to corporate culture to the Ware family, which has owned the bank since it was founded in 1892 and now has a fifth generation of the family working there. “The Wares take our customers and their money very seriously, but not themselves,” she said.

One quirky difference at the $3.7 billion-asset Amarillo National—which might even make it unique in all of banking—is that nobody has a “chief” title. Even Ware forgoes the “chief executive” one.

Krusa said Ware enjoys a good laugh about it when asked. “In a family business, titles don’t matter anyway,” Ware tells people. “We all just work together.”

The bank began fostering a relaxed, fun atmosphere more than 20 years ago, after Ware met Herb Kelleher, the former chief executive of Southwest Airlines. Kelleher is well known for encouraging employees to inject fun into their work, such as by singing in-flight announcements to popular theme songs.

The Ware family also is fervently anti-bureaucracy. Memos have to be no longer than a single page long and meetings can’t run longer than 30 minutes. Krusa recalls a “director of celebrations,” who is needed a full-time person devoted to promoting fun. Since then it has had bankwide events a year in addition to corporate culture to the Ware family, which has owned the bank since it was founded in 1892 and now has a fifth generation of the family working there. “The Wares take our customers and their money very seriously, but not themselves,” she said.

One quirky difference at the $3.7 billion-asset Amarillo National—which might even make it unique in all of banking—is that nobody has a “chief” title. Even Ware forgoes the “chief executive” one.

Krusa said Ware enjoys a good laugh about it when asked. “In a family business, titles don’t matter anyway,” Ware tells people. “We all just work together.”

The bank began fostering a relaxed, fun atmosphere more than 20 years ago, after Ware met Herb Kelleher, the former chief executive of Southwest Airlines. Kelleher is well known for encouraging employees to inject fun into their work, such as by singing in-flight announcements to popular theme songs.

The Ware family also is fervently anti-bureaucracy. Memos have to be no longer than a single page long and meetings can’t run longer than 30 minutes. Krusa recalls a “director of celebrations,” who is needed a full-time person devoted to promoting fun. Since then it has had bankwide events a year in addition to corporate culture to the Ware family, which has owned the bank since it was founded in 1892 and now has a fifth generation of the family working there. “The Wares take our customers and their money very seriously, but not themselves,” she said.

One quirky difference at the $3.7 billion-asset Amarillo National—which might even make it unique in all of banking—is that nobody has a “chief” title. Even Ware forgoes the “chief executive” one.

Krusa said Ware enjoys a good laugh about it when asked. “In a family business, titles don’t matter anyway,” Ware tells people. “We all just work together.”

The bank began fostering a relaxed, fun atmosphere more than 20 years ago, after Ware met Herb Kelleher, the former chief executive of Southwest Airlines. Kelleher is well known for encouraging employees to inject fun into their work, such as by singing in-flight announcements to popular theme songs.

The Ware family also is fervently anti-bureaucracy. Memos have to be no longer than a single page long and meetings can’t run longer than 30 minutes. Krusa recalls a “director of celebrations,” who is needed a full-time person devoted to promoting fun. Since then it has had bankwide events a year in addition to corporate culture to the Ware family, which has owned the bank since it was founded in 1892 and now has a fifth generation of the family working there. “The Wares take our customers and their money very seriously, but not themselves,” she said.

One quirky difference at the $3.7 billion-asset Amarillo National—which might even make it unique in all of banking—is that nobody has a “chief” title. Even Ware forgoes the “chief executive” one.

Krusa said Ware enjoys a good laugh about it when asked. “In a family business, titles don’t matter anyway,” Ware tells people. “We all just work together.”

The bank began fostering a relaxed, fun atmosphere more than 20 years ago, after Ware met Herb Kelleher, the former chief executive of Southwest Airlines. Kelleher is well known for encouraging employees to inject fun into their work, such as by singing in-flight announcements to popular theme songs.

The Ware family also is fervently anti-bureaucracy. Memos have to be no longer than a single page long and meetings can’t run longer than 30 minutes. Krusa recalls a “director of celebrations,” who is needed a full-time person devoted to promoting fun. Since then it has had bankwide events a year in addition to corporate culture to the Ware family, which has owned the bank since it was founded in 1892 and now has a fifth generation of the family working there. “The Wares take our customers and their money very seriously, but not themselves,” she said.
Did You Wear a Costume Last Halloween?

Never mind your last job. What about your last costume?

Employees at the northeast branch of Amarillo National Bank dressed as hippies to represent the 1970s during the bank’s annual costume contest.

The two men talked about corporate culture, and Ware decided the bank needed a full-time person devoted to promoting fun. Since then it has had a “director of celebrations,” who is responsible for planning about a dozen bankwide events a year in addition to handling charitable giving.

The Ware family also is fervently anti-bureaucracy. Memos have to be less than a page long and meetings can’t run over 30 minutes. Krusa recalls times when Ware’s father, Tol, who continued to work at the bank until he was 94, would abruptly stand up and leave the room if a meeting had gone on too long.

“Richard says a desk is a dangerous place to see the world,” said Krusa, who at first tried to get around the one-page memo rule by extending the margins until Ware called her on it. “He wants everyone to be making calls and going out into the community.”

Ware said the lack of bureaucracy helps Amarillo National distinguish itself. He sees it as a tangible way to reinforce with customers that the bank is a local institution serving the community, unlike other players that have entered the market through acquisitions.

Another way it does so is with charitable giving. Employee benefits include the bank donating $100 on behalf of every employee to a charity of their choosing.

Employees also have free access to two indoor gyms and one outdoor workout space, which the bank operates at a few of its Amarillo locations. One of the gyms has a full-time staff, offers 30 different classes, and boasts a swimming pool and a steam room.

Although such benefits can be costly – the fitness facilities and a wellness program cost about $1 million a year – his family is glad to pay, Ware said. Not only do some of the perks help reduce health costs for the self-insured institution, but the family prioritizes reinvesting back into the bank over anything else, he said.

Ware, who had dreamed of being part of Amarillo National since he was an 8-year-old boy setting up a bank in his parent’s basement, said he believes that treating employees like family translates into happy employees and better customer service. He points to the bank’s dominant market share – it has more than 60% of the deposits in its hometown, according to FDIC data – as proof that the business philosophy works.

“We are the luckiest people in the world to have a job that is so great and to be around people that are so much fun,” Ware said. – Jackie Stewart
through an intranet site. The reward for ideas that get implemented is a cash prize ranging from $25 to $1,000.

**Family-friendly benefit/practice:** When an employee gets married, Guaranty’s wedding gift is a week of paid time off to be used for a honeymoon.

---

**FIRST BANK & TRUST**

Brookings and Sioux Falls, S.D.

**Assets:** $2.1 billion

**Employees:** 492

**President and CEO:** Kevin Tetzlaff (Brookings bank unit) and Brian Thompson (Sioux Falls bank unit)

**Popular with employees:** Competition is fierce in the office door decoration contest at Christmastime.

**Career development/training program:** Employees with leadership potential participate in an 18-month training program that entails two days of sessions every other month. They present a project to senior executives at the end of the program.

---

**APOLLO BANK**

Miami

**Assets:** $548 million

**Employees:** 90

**Chairman and CEO:** Eduardo Arriola

**Popular with employees:** Employees compete in roughly six cooking contests a year for the chance to win a $25 gift card and bragging rights. Each competition, which is judged by coworkers, has a theme, such as a pumpkin-pie throw-down in the fall.

**Fitness/wellness program:** Chair massages, health fairs and biometric screenings are offered, along with a site that helps employees track the food they eat to ensure they are getting enough fruit and vegetables.

---

**UNIVERSITY OF LOUISVILLE fans at United Community celebrate Indiana victory over rival Kentucky.**

---

**UNITED COMMUNITY BANK OF WEST KENTUCKY**

Morganfield, Ky.

**Assets:** $233 million

**Employees:** 56

**CEO:** Garland Certain

**Popular with employees:** Once a month United Community hosts a potluck to celebrate employees’ birthdays.

**Activity to relieve stress/promote fun:** Employees and customers enjoy free popcorn every Friday.

---

**PEOPLES BANK**

Munster, Ind.

**Assets:** $868 million

**Employees:** 200

**President and CEO:** Benjamin Bochnowski

**Popular with employees:** During the summer months, employees from the human resources department deliver fresh fruit and ice cream to employees working at the bank’s 16 locations.

**Fitness/wellness program:** A health coach is assigned by the insurance carrier to help employees recognize potentials risks and improve their well-being.
Who will disrupt the disruptors?

EY’s Global Financial Services team can help you navigate disruption in banking with customer-centric business models. 

ey.com/us/banking #BetterQuestions

The better the question. The better the answer. The better the world works.
‘Shop Local’ Philosophy Wins Over Employees and Community

CHESAPEAKE BANK
Kilmarnock, Va.
Assets: $687 million
Employees: 212
Chairman, president and CEO: Jeffrey Szyperski

Chesapeake Bank has endeared itself to its community, and its employees, by rewarding those who support area businesses.

It has two initiatives to support this favorite cause. One encourages bank employees to eat and shop locally on a regular basis and publicize their purchases via a Twitter hashtag, #BuckStaysHere. The other is a promotion in which employees wearing their “Buck Stays Here” T-shirts get together to patronize a local business as a group on the third Thursday of the month.

Employees who participate in either effort are entered into a monthly drawing for a gift card redeemable at — where else? — a locally owned and operated business.

“There are so many employees that have adopted the program and think about shopping locally first before going online or to a big-box store,” said Jeffrey Szyperski, the bank’s chairman, president and chief executive.

Erin Hamlin, a business development officer at Chesapeake, said she enjoys supporting the participating businesses, which now number more than 300. She wants to do her part to improve the financial stability of the community.

The idea to push a shop-local theme came from a 2012 brainstorming session with members of Chesapeake’s marketing department. It grew from there, as they enlisted the help of branch managers and other employees to engage the business community and local chambers of commerce.

Now in its fourth year, the effort has evolved to include the bank branches creating a display where one local business each month can showcase its wares.

Szyperski said the focus makes a lot of sense for a community bank like Chesapeake. “We know that where entrepreneurs and small businesses thrive, communities prosper.”

— W.B. King

6/5/2016 2:40:56 PM
**KENTUCKY FARMERS BANK**

Ashland, Ky.

**Assets:** $181 million  
**Employees:** 62  
**Chairman and CEO:** April Perry

- **Activity to relieve stress/promote fun:** Employees participated in a six-week cooking class hosted at one of the bank’s locations with a full kitchen. The cost was minimal for employees to participate, and the instructor showed attendees how to prepare dishes in a healthier way.

- **Community service initiative:** The bank provides backpacks and other items to the Ashland Alliance Young Professionals BackPack Program, which ensures elementary school students in need receive school supplies and at least one new outfit.

---

**1ST NATIONAL BANK**

Berlin, Wis.

**Assets:** $365 million  
**Employees:** 93  
**President:** Tom Jensen

- **Activity to relieve stress/promote fun:** 1st National offers free 20-minute on-site chair massages every other week at its main location.

- **Fitness/wellness program:** Each month employees are encouraged to make a specific salad recipe or a personal favorite and then take a “salad selfie.” One winner is given a to-go salad container.

---

**1ST SUMMIT BANK**

Johnstown, Pa.

**Assets:** $950 million  
**Employees:** 176  
**President and CEO:** Elmer Laslo

- **Call him the mentor-in-chief.**

  While Elmer Laslo is officially the chairman and chief executive officer at 1st Summit Bank in Johnstown, Pa., he also doubles as the head of professional development. He leads orientation programs for new hires. He runs financial wellness seminars for employees who want guidance on saving, investing and managing their money. He even heads a formal mentoring program, routinely teaching classes with such titles as “Achieving Peak Performance,” “Interacting with Others” and “Effective Time Management.”

  It’s an unusual level of engagement for a bank CEO, and Polly Preivite, the senior vice president of operations, said it is part of what makes 1st Summit a special place to work. A typical class includes a mix of employees from multiple departments, ranging from entry-level tellers and back-office workers to senior executives.

  “Regardless of your position you are given the same attention from the CEO, and the same opportunity to grow and excel,” Preivite said. “We invest in everybody. Why wouldn’t you want to work here?”

  Laslo, who has been CEO of 1st Summit for 39 years, likes to say that he manages “by walking around.” Apart from leading many of the bank’s professional development efforts, he also makes regular visits to the branches and hosts monthly meetings of nonofficers to get feedback on how the bank could improve. These interactions “give me information as to what they are thinking,” Laslo said. “It makes me approachable so they are not afraid to make suggestions or voice concerns.”

  Laslo also wants employees to see 1st Summit as a fun place to work. Four times a year, the bank hosts outings that are designed partly to recognize employees for jobs well done, but also to give them a chance “to let their hair down and enjoy each other’s company,” Laslo said. The biggest event is a picnic, held every August, that includes a softball game and other outdoor activities and is followed by an awards ceremony.

  Few CEOs have been on the job as long as Laslo. At the time he took the helm nearly 40 years ago — when he was just 28 – 1st Summit had a handful of branches and just $17 million of assets. He has since built it into a $950 million-asset institution with 16 locations in five western Pennsylvania counties, all without ever making an acquisition.

  Laslo attributes that growth in large part to the bank’s efforts to create a fun, nurturing work environment.

  “People see 1st Summit Bank as a company that not only cares about its customers, it cares about its employees,” he said. “They can see that happy employees make for happy customers.”

  Its efforts also are paying off for shareholders. The bank has for years been among the most profitable in the country in its asset class, even posting double-digit returns on equity during the height of the financial crisis. It recently placed No. 22 in American Banker’s ranking of the top-performing community banks based on three-year return on average equity. — Alan Kline
FIRST BANK FINANCIAL CENTRE
Oconomowoc, Wis.
Assets: $983 million
Employees: 299
President and CEO: Mark Mohr

Fitness/wellness program: An annual wellness fair provides biometric screenings and health risk assessments while vendors offer massages, yoga instruction and healthy eating tips.

Community service initiative: Employees raise money for local cancer centers through an annual Lake Walk for Cancer in May.

ORIGIN BANK
Ruston, La.
Assets: $3.8 billion
Employees: 662
President and CEO: Drake Mills

Fitness/wellness program: Employees at Origin (formerly called Community Trust Bank) earn wellness points by participating in a variety of activities, such as 5K races and wellness exams. Those with high scores receive gift cards.

Bonus/incentive program: Each department creates their own goals and annual bonuses – usually ranging from 4% to 20% of an employee’s salary – are calculated based on meeting those goals.

CENTRAL BANK
Lexington, Ky.
Assets: $2.2 billion
Employees: 511
Chairman, president and CEO: Luther Deaton

Popular with employees: Employees can get interest-free loans to buy computers and fitness equipment.

Community service initiative: In partnership with the Kincaid Scholarship Fund, Central Bank donates $50,000 annually to help local students in need attend college.

FIRST INTERNET BANK
Indianapolis
Assets: $1.5 billion
Employees: 169
President and CEO: David Becker

Fitness/wellness program: The annual “Freeze” campaign encourages employees to avoid weight gain during the holidays. Those who are successful receive a cash bonus.

Community service initiative: Each employee can donate up to $300 to a charitable organization of their choosing, with the bank funding the donation.

Sustainability initiative: To encourage employees to drink more water and reduce waste, First Internet provides branded reusable water bottles.

Employees at the Germantown branch of First Bank Financial deliver art supplies to a local preschool.

Employees at the Germantown branch of First Bank Financial deliver art supplies to a local preschool.
Set your course for a NEW immersive conference experience.

Let BAI Beacon be your guide forward on the most important issues impacting financial services. Engage in dynamic learning experiences and explore industry innovations—not in theory, but in action—that solve real problems and drive positive change.

EXPLORE the latest innovations in action, solve real problems and drive positive change in financial services, including the U.S. premiere of FinTechStage, led by co-founders and industry innovators, Lazaro Campos and Matteo Rizzi.


ACT and leverage your onsite experience and digital connections to content and peers year-round to confidently power smart business decisions and inspire your organization.

View the full Agenda and Register Today at BAIBeacon.com
CIVISTA BANK
Sandusky, Ohio
Assets: $1.5 billion
Employees: 335
Chairman and CEO: James Miller
- Activity to relieve stress/promote fun: To foster team-building, Civista sends employees who work in the same department out together after hours for dinner or bowling.

CITY BANK
Lubbock, Texas
Assets: $2.5 billion
Employees: 658
President and CEO: Cory Newsom
- Popular with employees: Employees team up by branches and departments to develop a theme for the Halloween costume contest.
- Community service initiative: Over 170 employees, including the CEO, take turns delivering Meals on Wheels to residents in the community three days a week.

EVERGREEN BANK GROUP
Oak Brook, Ill.
Assets: $707 million
Employees: 99
President and CEO: Darin Campbell
- Popular with employees: The bank provides employees with free standing desks. These desks allow employees to move from a sitting to a standing position and work di"erent muscles.

FIRST HORIZON NATIONAL CORP.
Memphis, Tenn.
Assets: $26.8 billion
Employees: 4,236
Chairman, president and CEO: D. Bryan Jordan
- Community service initiative: First Horizon hosts an annual financial literacy essay contest for students in grades six to 12. Twelve winners receive tickets to an NBA game, a financial literacy book and $100 to save or invest.
- Bonus/incentive program: The Diamond Circle recognizes and rewards top sales performers and includes an annual incentive trip. Those who qualify can take a guest on an all-expense-paid, five-day trip to the celebration at a resort destination.

Training Employees to Soar at Community Bank
- Roughly once a quarter, senior executives at Community Bank in Brandon, Miss., take a select group of up-and-coming managers on a three-day retreat.

  The trips—which have involved visiting the bank’s branches, playing basketball and skiing in Colorado—are part of a management training course known as the Falcon Program that took off in 2012.

  “The underlying theory in the Community Bank business model is that good people in a happy workplace are the most effective instrument a bank can have,” said Charles “Chuck” Nicholson, its chief executive.

  The Falcon initiative was developed by Nicholson along with Thomas Colbert, senior board chairman, and Freddie Bagley, board chairman.

  Executives who show aptitude, dedication and promise are selected for the program. Participants are required to read leadership books, such as “Good to Great” by Jim Collins, and share feedback that has parallels to Community Bank, among other activities.

  “This program is a succession plan for the next wave of leadership for the bank,” said Justin Martin, who was named president and CEO of Community Bank’s Ellisville location in 2015. He was among six students in the inaugural class.

  “Mr. Colbert, Mr. Bagley and Mr. — Nicholson are huge mentors of mine,” said Martin, who is 35. “For them to spend time with young bankers in this organization is frankly pretty cool. We learned so much.”

  Martin also appreciates that the executives are open to answering questions and o"ering career guidance. “Some bankers may never see their CEO or their chairman, but I can pick up the phone and have a conversation with them at the drop of a hat,” he said. - W.B. King
Creating Confidence. The financial and banking services you provide for your customers are based on security and trust. Our cash center solutions and services bring reliability to your cash services and utmost security to your highly complex cash center workflows. From compact desktop counters to remote services, we streamline your cash processes. Trust in over 30 years of experience and market leadership, helping you to deliver maximum quality to your customers. www.gi-de.com

“Banking services are our business. And G&D gives us the reliability we need.”
THE BANKERS BANK

Oklahoma City
Assets: $270 million
Employees: 71
President and CEO: Don Abernathy

- Popular with employees: Employees look forward to jean days on Fridays and the occasional chance to wear a favorite sports team shirt.

- Fitness/wellness program: The bank has exercise room with an elliptical machine, treadmill and ab machine.

BANKPLUS

Ridgeland, Miss.
Assets: $3 billion
Employees: 812
President and CEO: William Ray

- Popular with employees: Employees have the option to take their families to a minor league baseball game and sit in the BankPlus suite.

- Fitness/wellness program: “Healthy You Day” is a day off for employees to get their annual physical.

HOMETOWN BANK

Roanoke, Va.
Assets: $493 million
Employees: 101
President and CEO: Susan Still

- Community service initiative: Employee fundraisers last year helped create the HomeTown Community Fund, and going forward employees will be able to direct contributions from the fund to local charities of their choice.

- Bonus/incentive program: HomeTown employees who offer ideas to cut costs are given a percent of any quantifiable amount of money saved.

CENTIER BANK

Merrillville, Ind.
Assets: $3.2 billion
Employees: 758
President and CEO: Mike Schrage

- Popular with employees: Employees have the option to take their families to a minor league baseball game and sit in the BankPlus suite.

- Fitness/wellness program: “Healthy You Day” is a day off for employees to get their annual physical.

FIRST GREEN BANK

Orlando, Fla.
Assets: $411 million
Employees: 89
Chairman: Kenneth LaRoe

- Fitness/wellness program: A personal trainer teaches classes twice a week at one of the bank’s branches and is available to all employees for consultations.

- Employee recognition/appreciation program: Monthly staff meetings end with “shout outs” where any employee can recognize someone else for a work-related accomplishment.

ALLEGIANCE BANK

Houston
Assets: $2.2 billion
Employees: 303
Chairman: Steven Retzloff

- Fitness/wellness program: Allegiance provides a medical concierge service to all employees on site or in their homes.

- Community service initiative: The bank partners with a local television station to sponsor a program that highlights achievements in high school sports.
AMERICAN BANKER

SUBSCRIBE TODAY

by visiting www.AmericanBanker.com/Subscribe

• American Banker Research: Issues + Actions – A Bimonthly report series showing how financial executives and their institutions are responding to, and capitalizing on, the fundamental forces that are changing the industry. (premium subscription only)

• Morning Scan Plus- Our premium e-newsletter delivers the latest banking headlines from the major dailies, along with selected articles from American Banker, directly to your inbox. (premium subscription only)

• Full access to our award winning financial news and analysis.

• Insights from a range of banking professionals, including financial market analysts.

• Exclusive coverage of regulatory and enforcement issues.

• Customizable banking news email alerts.

• Essential data and rankings on an array of industry metrics.

• Full access to American Banker from your mobile device with our app.

• Any easy-to-read PDF version of the daily print edition sent to your inbox.
First Busey Goes from Good to Great with Employee Engagement

The payoff for investing in employees can be quick and First Busey Corp. is a case in point.

Two years ago, the Champaign, Ill., company was doing financially, but there was a feeling among some senior managers that its performance — and its standing with customers — could improve even more if they made an effort to increase employee engagement.

So in 2014 First Busey created a new “associate experience” team and tasked it with creating a more nurturing workplace.

The team, led by Chief Branding Officer Amy Randolph, first polled employees to find out what First Busey could be doing better. What it learned was that they craved professional development and wanted the company to take more interest in their overall health.

At the time, First Busey “had zero training and development programs,” said Randolph, but since then it has created formal programs targeting senior executives, up-and-coming leaders and lower-level workers. It also developed a customer service academy, from which the first class of students just graduated.

Roughly half of the company’s 1,300 employees are now participating in some type of training, Randolph said.

The wellness front, First Busey began offering health, fitness and nutrition counseling, increased the contributions it makes to employee health savings accounts, and built a gleaming new health and wellness center at its headquarters.

Randolph said that 73% of employees have undergone health assessments so far and 61% are “actively engaged” in its wellness programs.

The workplace improvements appear to have had a meaningful impact on employees’ attitudes toward First Busey and, in turn, customer satisfaction. When the company — a newcomer to this year’s ranking of Best Banks to Work For — first looked at employee engagement levels, the results were underwhelming. The employee survey, designed by the Gallup Organization, is largely a measure of how valued employees feel — sample question: “Has a supervisor recognized you in the last 12 months?” — and the company’s 2014 score of 3.88 (out of five) was below the industry average. By the end of 2015, the score had increased to 4.15, comfortably above the industry average of 4.05.

“Our second scores were high because we did what we said we were going to do,” Randolph said. “We took the feedback very seriously.”

The $5.5 billion-asset First Busey — which operates two bank units, Busey Bank, based in Champaign, and the recently acquired Pulaski Bank, based in St. Louis — also has seen a big bounce in its net promoter score, a measure of customer loyalty and satisfaction. Its score in 2014 was 24 out of 100, just slightly above average for the banking industry. Its score is now at 37.7; the industry average as of October 2015 was 23, according to an analysis of net promoter scores by the Temkin Group, a customer experience research and consulting firm.

Randolph said it is no coincidence the bank’s standing with customers — could improve even more if they made an effort to increase employee engagement levels. “Good service starts with how we treat each other,” she said. — Alan Kline
OLD POINT NATIONAL BANK

Hampton, Va.
Assets: $897 million
Employees: 272
Chairman, president and CEO:
Robert Shuford Sr.

Popular with employees:
Employees with excellent attendance for six months can earn extra time off.

Activities to relieve stress/promote fun:
The bank organizes golf days for employees to meet after work and play a few rounds together.

WASHINGTON TRUST BANK

Spokane, Wash.
Assets: $5.2 billion
Employees: 894
Chairman and CEO: Peter Stanton

Popular with employees:
Use of corporate cars for appointments during the day is a popular perk for employees that carpool or take public transportation to work.

Fitness/wellness program:
Washington Trust offers on-site yoga and barre classes every Friday at its headquarters.

NORWAY SAVINGS BANK

Norway, Maine
Assets: $1 billion
Employees: 275
President and CEO: Patricia Weigel

Popular with employees:
An annual employee banquet recognizes individual and team accomplishments. The event is organized by a team of employees who decide the theme, entertainment and raffle prizes.

Fitness/wellness program:
A fitness room at the main office is available to all employees for $1 per week.
How Old National Makes Employee Wishes Come True

Sometimes what makes a bank a great place to work has nothing to do with the job itself.

Roderick Earley, a scored credit analytic manager at Old National Bank, discovered this a few years ago while struggling to find a way to help his daughter, Kristen.

She had been diagnosed with Type 1 diabetes in 2010, and it was determined she also had Asperger’s syndrome about a year later. She was not doing well at school and had become a target of bullying because of her insulin pump.

Earley knew that getting a diabetic alert dog – a type of assistance animal that can alert their owners whenever blood sugar levels become too high or too low – could help Kristen not only medically but also emotionally. The problem was the $25,000 price tag to purchase one of these highly trained animals.

Earley applied to Old National’s “One Wish” program, hoping for $100 toward the goal. Instead, the committee granted him $1,000.

But the assistance didn’t end there. Some of his coworkers hosted bake sales to raise additional money, while others – including people Earley hadn’t even met – sent him donations.

“It was humbling,” Earley said. “It brings tears to your eyes when you are going through something like that.”

Kristen, now 16, is thriving, with the help of Jackson, her diabetic alert dog. She is the president of her 4-H club and gets excellent grades in school. Earley, who has worked for Old National for more than 20 years, credits the turn-around to the assistance he received that allowed him to afford Jackson.

“The bond between them is unbelievable,” he said of his daughter and her dog, a catahoula. “She has become a lot more outgoing where she was so introverted before. He helped do that.”

Old National, which is based in Evansville, Ind., started its wish program about a decade ago, after Chairman and Chief Executive Bob Jones joined the bank. Jones had wanted to ensure that employee needs, both professional and personal, were being met.

The idea of granting wishes was suggested by a wealth management employee who had read about an insurance company doing something similar. Though the spelling looks odd, the One Wish program uses a capitalized “O” and “N” as a hat tip to the name of the bank.

“It’s really family helps family,” Jones said. “You just hire the right people and let them do what’s natural. The basic human tenet of life is to help each other and, if you create a culture where everyone feels like they are part of a team, you will naturally help those who are challenged. We have a lot of great people with huge hearts.”

Initially the program helped employees who had more of a want, like buying a special sewing machine to make blankets for a children’s hospital, said Amy Casavant, who has unusual title of volunteer and work life programs manager. But once the recession hit, the initiative shifted to helping coworkers who had a dire need, including making mortgage payments or replacing a water heater.

A committee with representatives from different business lines and regions decide who to assist using money that comes from contributions by the bank and its employees. About 30 wishes are granted each year, and 267 wishes totaling more than $155,000 have been granted since October 2006.

Sometimes the program is used as a springboard to rally additional support for an employee. For example, the One Wish program granted financial assistance to an employee who had a house fire, while coworkers volunteered for several days to help clean up.

“When I call folks to let them know they are being helped, nine out of 10 times they cry,” Casavant said.

“These are tears of relief. I appreciate the opportunity to do that.”

— Jackie Stewart
How Old National Makes Employee Wishes Come True

“Great people with huge hearts,” Casavant said. “You just hire the right people and let them do what’s natural.

“When I call folks to let them know they have a wish, it’s emotional. Sometimes they cry, ‘Wow! We’re being helped,’ Casavant said. ‘Nine out of 10 times, they’ll say, ‘Wow, we’re being helped!’”

The hand that helps... At the start of the recession, the ONe Wish program focused on helping coworkers. “But once the recession hit, the initiative shifted to helping coworkers of coworkers,” Casavant said.

The kickoff: The ONe Wish program was launched in 2006. The bank, now part of Carolinas Healthcare System, has granted more than 2,600 wishes in 10 years at a cost of $155 million. The program uses the $5 million allocated each year to its employees’ wish list.

The bank often buys blocks of tickets to sporting events, which it then distributes to employees.

Wish program grant: For an employee. For example, the ONe Wish program grant for an employee. For example, the ONe Wish program grant for an employee. For example, the ONe Wish program grant for an employee.

Wish program grant: For an employee. For example, the ONe Wish program grant for an employee. For example, the ONe Wish program grant for an employee. For example, the ONe Wish program grant for an employee.

A committee with representatives of different business lines and regions decides who to assist using money that comes from contributions by the bank and its employees. About 30 wishes come from contributions by the bank.

A “fun committee” organizes events such as pingpong tournaments and wacky hat day.

The bank often buys blocks of tickets to sporting events, which it then distributes to employees.

The bank’s owners deliver homegrown vegetables to all locations for employees and customers. The bank often buys blocks of tickets to sporting events, which it then distributes to employees.

Fitness/wellness program: A wellness room is open to employees for stretching and relaxing.

THE MUNCY BANK AND TRUST COMPANY

Muncy, Pa.
Assets: $375 million
Employees: 89
President and CEO: Daniel Berninger

Popular with employees: Employees bring dishes to share for monthly luncheons.

Activity to relieve stress/promote fun: Employees walked in the Little League World Series Grand Slam Parade. They decorated a float and handed out baseballs and water bottles to the crowd.
**AMERICAN SAVINGS BANK**

Honolulu  
**Assets:** $6.1 billion  
**Employees:** 1,162  
**President and CEO:** Richard Wacker

- **Popular with employees:** Employees earn points for years of service and for completing health and wellness challenges. The points can be redeemed for gift cards and other prizes.

- **Career development/training program:** Each year, a group of high-potential employees are sent to either the Barrett School of Banking or the Pacific Coast Banking School. Both offer two-year graduate-level programs.

- **Bonus/incentive program:** A profit-sharing program paid out more than $1.7 million to employees last year.

---

**FIRST PREMIER BANK**

Sioux Falls, S.D.  
**Assets:** $2 billion  
**Employees:** 339  
**CEO:** Dana Dykhouse

- **Popular with employees:** For more than 20 years, First Premier has provided scholarships to high school seniors. Last year, 15 of the 31 $1,000 scholarships awarded went to children of bank employees.

- **Activity to relieve stress/promote fun:** Unique sales meetings help foster teamwork. One example is an exercise in a corn maze meant to highlight a healthy approach to organizational change.

---

**Random Acts of Kindness Boost Morale for Employees at Citizens Bank of W. Va.**

Citizens Bank of West Virginia in Elkins boosts morale by having employees deliver surprise gifts of thousands of dollars each year to residents of its hardscrabble town (pop. 7,000).

The Random Acts of Kindness program also raises the bank’s local profile.

“My favorite event was two years ago, when we showed up unannounced at the local Catholic Charities office on the week of Thanksgiving,” said Thomas Derbyshire, the bank’s president and chief executive.

There was a line of people a block long waiting for help at the overburdened charity’s food bank, when bank employees showed up to hand over a $1,000 check to help pay for food assistance for the holiday, he said.

Another time, Derbyshire and other bank employees who served in the military showed up at a local senior center on Veterans Day and handed out $50 bills to elderly vets. It was a way of saying, “Thanks for your service,” Derbyshire said, “so that they could take their spouses out to a nice dinner.”

The banks began its series of random acts of kindness in 2014. A bank committee — including Derbyshire, Executive Vice President Nathaniel Bonnell, Senior Vice President and Marketing Officer Kathy Leombruno and two bank staff members — comes up with the event ideas.

Citizens Bank also likes to (pleasantly) surprise its own employees. Each month, Leombruno said, features some unexpected fun event like a tailgate grill in the bank parking lot or an ice dunk of the president. Employees also might get surprise gift cards to local stores when they do something noteworthy.

“Our motto here is to do three things: Work hard, take pride, and have a little fun while you’re working,” Derbyshire said. “It kind of takes the pressure off people.” — Dave Lindor
In|Vest New York has attracted a who’s who of more than 700 technology and strategy decision makers from across the wealth management ecosystem.

Due to popular demand, we’re heading to London on November 15 for In|Vest Europe to bring together the thought leaders behind the digital innovations in European Wealth Management.

REGISTER NOW  www.Invest.Events Or Call +1 212-803-8775
Marketplace Showcase

Welcome to the premier monthly showcase of products, services and solutions for the Banking and Financial Industry

LEGAL – FOUNDATION NOTICES

NOTICE
The annual report of THE STONE FAMILY FUND INC. for the calendar year ended December 31, 2015 is available at its principal office located at c/o A Pomerantz, 188 Minna Street #27A, San Francisco, CA 94105, for inspection during regular business hours by any citizen who requests it within 180 days hereof. The Principal Manager of the Foundation is Alan Pomerantz.

LEGAL – FOUNDATION NOTICES

CRA INVESTMENTS

CRA QUALIFIED INVESTMENTS IN YOUR ASSESSMENT AREA

Contact: Kenneth H. Thomas, Ph.D.
510-233-5299 510-463-6179
Ken@CommunityDevelopmentFunds.com

Consider the objectives, risks, and charges carefully before investing; the Prospectus contains this and other information about the investment company. A Prospectus may be obtained from www.communitydevelopmentfunds.com and it should be read carefully before investing.

Distributed by Futures Funds Distributors LLC

Visit us at www.AmericanBanker.com/Magazine

SUBSERVICING

The Name You Can Count On in Loan Servicing

www.cenlar.com
1-888-SUBSERVE (782-7378)

THE NATION’S LEADING SUBSERVICER

Dovemuehle Mortgage, Inc. 847.550.7550
Index of Advertisers

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>PHONE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAI</td>
<td><a href="http://www.BAIbeacon.com">www.BAIbeacon.com</a></td>
<td>33</td>
</tr>
<tr>
<td>BAKERHILL</td>
<td><a href="http://www.bakerhill.com/AppGen">www.bakerhill.com/AppGen</a></td>
<td>3</td>
</tr>
<tr>
<td>CARDTRONICS, INC.</td>
<td>800-809-0308</td>
<td>C3</td>
</tr>
<tr>
<td>COMCAST CORPORATE</td>
<td><a href="http://www.businesscomcast.com/financial-services">www.businesscomcast.com/financial-services</a></td>
<td>5</td>
</tr>
<tr>
<td>COMPUTER SERVICES INC.</td>
<td><a href="http://www.csweb.com">www.csweb.com</a></td>
<td>19</td>
</tr>
<tr>
<td>CY</td>
<td><a href="http://www.cy.com/us/">www.cy.com/us/</a> banking</td>
<td>29</td>
</tr>
<tr>
<td>FANNIE MAE</td>
<td><a href="http://www.FannieMae.com/Solutions">www.FannieMae.com/Solutions</a></td>
<td>25</td>
</tr>
<tr>
<td>FISERV</td>
<td><a href="http://www.fiserv.com">www.fiserv.com</a></td>
<td>14-15</td>
</tr>
<tr>
<td>FTN FINANCIAL</td>
<td><a href="http://www.ftnfinancial.com">www.ftnfinancial.com</a></td>
<td>13</td>
</tr>
<tr>
<td>G&amp;D</td>
<td><a href="http://www.gi-de.com">www.gi-de.com</a></td>
<td>35</td>
</tr>
<tr>
<td>HSBC BANK USA</td>
<td><a href="http://www.us.hsbc.com">www.us.hsbc.com</a></td>
<td>C4</td>
</tr>
<tr>
<td>INTERFACE FINANCIAL GROUP</td>
<td>800-387-0860</td>
<td>12</td>
</tr>
<tr>
<td>i2c, INC</td>
<td><a href="http://www.i2cinc.com/credit">www.i2cinc.com/credit</a></td>
<td>C2</td>
</tr>
<tr>
<td>KEYBANK</td>
<td><a href="http://www.key.com/ecp">www.key.com/ecp</a></td>
<td>23</td>
</tr>
<tr>
<td>Q2 EBANKING</td>
<td><a href="http://www.q2ebanking.com/conversion-ABA">www.q2ebanking.com/conversion-ABA</a></td>
<td>11</td>
</tr>
<tr>
<td>THINK FINANCE</td>
<td><a href="http://www.thinkfinance.com">www.thinkfinance.com</a></td>
<td>888-377-1279</td>
</tr>
<tr>
<td>US BANK</td>
<td><a href="http://www.usbank.com">www.usbank.com</a></td>
<td>21</td>
</tr>
<tr>
<td>VORYS, SATER, SEYMOUR &amp; PEASE, LLP</td>
<td><a href="http://www.vorys.com/banking">www.vorys.com/banking</a></td>
<td>9</td>
</tr>
</tbody>
</table>

Advertising Contacts

PUBLISHER
MA/MAIDATLANTIC/ SOUTHEAST
DAVID CLEWORTH
6774 Betsy Kerrison Parkway
Johns Island, SC 29455
Tel: 843.640.3713
Fax: 843.640.3966
david.cleworth@sourcemedia.com

NY/NJ/CT/PA
LIESBETH SEVERIENS
One State Street Plaza
New York, NY 10004
Tel: 212.803.8691
Fax: 646.264.6800
liesbeth.severiens@sourcemedia.com

WEST
SARA CULLEY
173 Spreading Oak Drive
Scotts Valley, CA 95066
Tel: 831.438.8408
Fax: 831.438.8407
sara.culley@sourcemedia.com

SERVICE
DIGITAL ACCOUNT MANAGER
NATALIE FLEYSHER
One State Street Plaza
New York, NY 10004
Tel: 212.803.8305
natalie.fleysher@sourcemedia.com

CUSTOMER SERVICE
SOURCEMEDIA
One State Street Plaza
New York, NY 10004
Tel: 800.221.1809
Fax: 212.292.5216
custserv@sourcemedia.com

MIDWEST/SOUTHWEST
JEFF DEMBSKI
95 Revere Dr., Suite C
Northbrook, IL 60062
Tel: 847.498.4520
Fax: 847.498.5911
jeffrey.dembski@sourcemedia.com

CLASSIFIED ADVERTISING
JOANNE KAO
One State Street Plaza
New York, NY 10004
Tel: 212.803.8325
Fax: 212.843.9672
joanne.kao@sourcemedia.com

Visit our website at www.americanbanker.com/conferences for more information on these events or to register.
BankThink

BY STEPHEN HAHN-GRIFFITHS

Will Your Workplace Work for Millennials?

When it comes to fulfilling their life goals and career ambitions, the idea of a career in banking isn’t exactly at the top of the list for most millennials. They came of age in the wake of the Great Recession and have developed a hardened skepticism about banks.

To attract millennials as employees, it’s going take more than a promise of work-life balance. Banks will need to rely on the emotional halo of a brand and purpose, live their core values and offer a unique work culture.

Why is this key? Because for millennials in particular, an appreciation of the workplace is becoming increasingly critical to how they evaluate a company’s reputation.

And relative to other industries, banking has historically ranked at the bottom of the list in terms of workplace merits, based on research conducted by the Reputation Institute.

But two banks in particular can be models for those that hope to do better. As evidenced by our most recent study of U.S. bank reputations, Regions Bank and KeyBank stand out from their peers as being the two institutions viewed most positively by customers and noncustomers in terms of their workplace. Inspired by strong leaders, these banks have taken proactive steps in recent years to create a rewarding workplace environment and have demonstrated the high regard for and corporate social responsibility issues.

Off the 33 banks evaluated in the study, Regions, based in Birmingham, Ala., has the best overall score this year in the workplace category, and is the only bank strongly recognized for demonstrating concern for the health and well-being of its employees. This is a testament to its commitment to creating an empathetic work environment, developing caring and highly ethical leaders, and taking meaningful action in support of employees and the communities they live in.

With a philosophy of putting people first, Regions encourages a shared passion between employees and its organizational mission. In 2012, a group of Regions employees created an online platform called seeethegood.com in an effort to share stories that exemplify their experience at work, and to highlight the “good work at work” Regions is doing. Actions such as these are highly attractive to millennials, who see the organization as serving a higher purpose that transcends just making money.

KeyBank has made it a top priority to develop a high-performing and diverse workforce. A diversity and inclusion council it created in 2012 is tasked with advancing this goal.

Today, the Cleveland-based bank’s leadership team includes a significant number of women and minorities, and women also represent the majority of the board of directors. The aura of inclusiveness and diversity is a big draw to would-be millennial employees—and a powerful employee retention tool as well.

So it is no coincidence that both Regions and Key not only lead the banking industry in terms of perceptions of their workplace, but are also two of the most reputable U.S. banks overall among millennials and the general public.

What this tells us is that for millennials perceptions of the workplace can provide banks with a competitive advantage. It also suggests that banks committed to investing in people and creating an appealing workplace culture will most likely reap the dividends of an elevated financial return on their reputation.

The idea of a bank actually banking on its people can become a differentiator in the financial services industry. □

Stephen Hahn-Griffiths is a vice president at the Reputation Institute.

OPINION
For more viewpoints on industry issues, visit the BankThink page on AmericanBanker.com

ILLUSTRATION BY JOSUE EVILLA
Join us at the world’s premiere event to hear thought leaders cover legal, regulatory & operational issues associated with the use of e-signed records.

BILL ATLEE  
Co-Founder  
iPipeline

KEVIN BAER  
Managing Director/Founding Partner, Mpact Group

DAVID BRINKMAN  
CEO, AssureSign

JOHN JEVIN  
Senior Director  
Information Technology, Senior Supplemental Insurance, Aetna

JOHN LEVY  
EVP, IMM

KEN MOYLE  
Managing Director  
K6 Partners

MARGO TANK  
Partner  
BuckleySandler LLP

REGISTER NOW & SAVE

www.americanbanker.com/conferences/esra/ | (212) 803-8775
BackPorch

TIM WELSH
“The scary thing for everyone is that Amazon is now offering student loans. How far is it for Amazon to launch a robo?”
Industry consultant, citing a partnership Wells Fargo has to offer student loans to Amazon Prime customers as an example of how quickly the fintech space is evolving

WARREN BUFFETT
“Guidance can lead to a lot of malpractice.”
Berkshire Hathaway’s chairman, urging companies to discontinue quarterly earnings guidance to avoid distorting management’s priorities

JENNY KNOTT
“Banks are so stressed now. Surviving with the current margins isn’t going to be achievable, and regulation is still coming.”
CEO of post-trade risk at Icap, explaining why some Wall Street firms need to reinvent themselves

RICHARD DAVIS
“Our knuckles are white, but we’re still hanging in there.”
U.S. Bancorp’s CEO, talking about how hard it is to grow revenue with rates at historic lows

MARIANNE LAKE
“It’s growing like a sunflower.”
JPMorgan Chase’s CFO, rebutting an analyst who said the company’s commercial real estate loan book was growing like a weed

VIKRAM PANDIT
“It’s a once-in-a-lifetime shift. The architecture in banking is evolving from conglomerates into smaller, nimbler, specialized providers. This isn’t just technological — it’s a shift in business models.”
Former Citigroup CEO, on how market forces are reshaping the banking industry

PHIL ANGELIDES
“There is always a clear and present danger of that type of behavior returning.”
The Financial Crisis Inquiry Commission’s former chairman, warning that the recklessness and fraud of the crisis era could resurface in the banking industry

BARBARA BYRNE
“Come back to my industry. We’re managing lots of kids — some of them are in their 50s.”
Vice chair of investment banking at Barclays, joking about how she urges stay-at-home mothers to return to their banking careers

DANIEL FRISCHBERG
“It’s state-sanctioned loan-sharking.”
Bankruptcy lawyer, describing New Jersey’s student loan program

JENNY KNOTT
“Banks are so stressed now. Surviving with the current margins isn’t going to be achievable, and regulation is still coming.”
CEO of post-trade risk at Icap, explaining why some Wall Street firms need to reinvent themselves

PHIL ANGELIDES
“There is always a clear and present danger of that type of behavior returning.”
The Financial Crisis Inquiry Commission’s former chairman, warning that the recklessness and fraud of the crisis era could resurface in the banking industry

DANIEL FRISCHBERG
“It’s state-sanctioned loan-sharking.”
Bankruptcy lawyer, describing New Jersey’s student loan program
Allpoint is proud to welcome Centier Bank to the world’s largest surcharge-free ATM network!

Contact us today to learn more about the benefits of participating in a worldwide surcharge-free ATM network!

e: info@allpointnetwork.com  p: 800.809.0308  w: allpointnetwork.com/fi/AmericanBanker
MAKING THE WHOLE WORLD THE RIGHT PLACE AT THE RIGHT TIME.

When opportunity comes fast, you have to be able to act fast, even when your cash positions are as global as your business.

HSBC has Global Relationship Managers strategically located on the ground where over 90% of the world’s payments and cash flows originate. And with online and mobile services worldwide, you have complete control and visibility over your day-to-day liquidity. Across time zones, no matter what time it is, up-to-the-minute access gives you the opportunity to seize opportunity.

Search HSBC Cash Management and become a part of our global network. Where ambition connects with opportunity.

United States persons (including entities) are subject to US taxation on their worldwide income and may be subject to tax and other filing obligations with respect to their US and non-US accounts. US persons and entities should consult a tax advisor for more information. Trade and supply chain transactions may be subject to credit approval. Other restrictions, including specific country regulations may apply. Foreign currency exchange rates may apply to certain trade transactions.

HSBC Bank USA, N.A. Member FDIC. Equal Credit Opportunity Lender.
Copyright 2016. ALL RIGHTS RESERVED.