

# McLagan Regional and Community Banking Survey

Delivering customized compensation data  
and analytics for enhanced decision-making



# A Customized Approach to Compensation Data

The rate and cost of turnover is higher than ever. Competing in this dynamic landscape requires comprehensive compensation market data.

We help banks and credit unions understand market pay practices and assess their competitive position. The Regional and Community Banking Survey is the largest U.S. compensation survey of its kind and provides customized and comprehensive data on salary, bonus, commissions, and long-term incentives for 850+ bank and credit union positions.



## Largest

Survey of U.S. banks above \$1B in assets



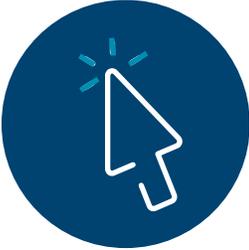
## Custom

Results show your firm compared to the market



## Specific

To your organization's size and structure



## Flexible

Interactive Excel tool to analyze market data

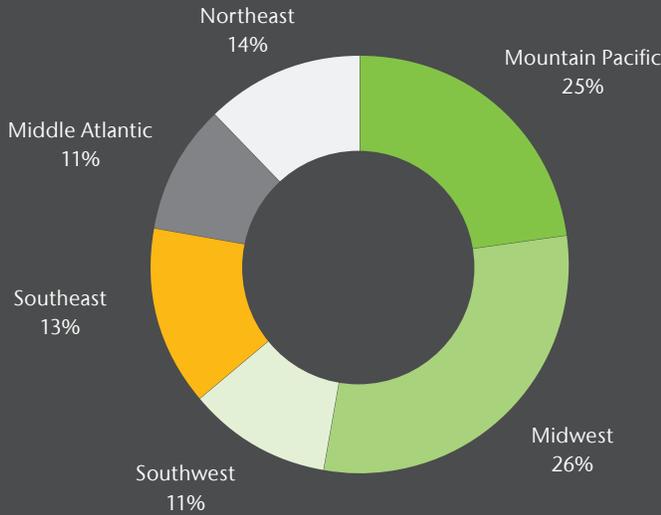


Participation in our **compensation survey** has grown each year. The survey has become the **largest in the country** for banks and credit unions over \$1 billion in assets.

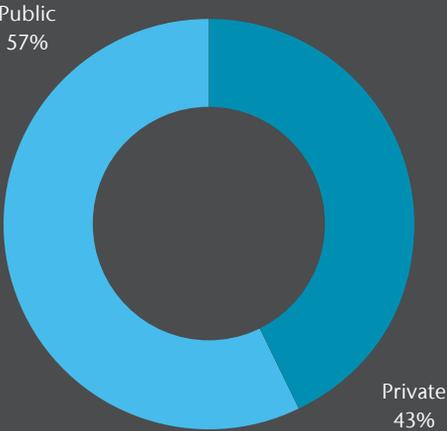
# 2019 Participant Statistics

	All Firms	Asset Size			
		<\$1B	\$1B - \$3B	\$3B - \$8B	\$8B - \$50B
<b>Size Metrics</b>					
Number of Firms	315	42	98	87	88
Median Number of Incumbents per Firm	573	125	309	671	2,297
Median Number of Branches per Firm	27	7	17	39	111
<b>Financial Metrics</b>					
Median Assets (\$000)	3,653,422	636,996	1,755,343	4,889,012	16,664,037
Median Revenue (\$000)	153,181	27,246	75,676	185,528	679,777
Median Net Income (\$000)	39,135	5,401	18,228	51,708	191,510
<b>Ownership</b>					
Number of Public Firms	180	16	43	54	67
Number of Private Firms	135	26	55	33	21

Location of Firm



Ownership



# We Work with Hundreds of Your Peers to Provide Comprehensive Data

## 2019 Participant List

Firm	Asset Size	State	Firm	Asset Size	State
1st Capital Bank	622,287	CA	BankPlus	2,761,289	MS
1st Source Bank	6,293,745	IN	Banner Bank	11,871,317	WA
Affinity Plus Federal Credit Union	2,176,291	MN	Baxter Credit Union	3,483,865	IL
Alerus Financial Corporation	2,179,070	ND	BECU	19,588,565	WA
Allegiance Bank Texas	4,655,249	TX	Bethpage Federal Credit Union	8,400,747	NY
Alliant Credit Union	11,226,544	IL	Black Hills Federal Credit Union	1,298,959	SD
Aloha Pacific Federal Credit Union	865,948	HI	BNB Bank	4,700,744	NY
Alpine Bank	3,706,400	CO	BNCCORP, Inc.	971,027	ND
Amalgamated Bank	4,685,489	NY	Boiling Springs Savings Bank	1,693,206	NJ
Amerant Bank	8,113,757	FL	BOK Financial Corporation **	38,020,504	OK
American Airlines Federal Credit Union	7,306,280	TX	BOU Bancorp, Inc.	1,425,023	UT
American Business Bank	2,157,443	CA	Bremer Financial Corporation	12,192,038	MN
American Eagle Financial Credit Union	1,809,998	CT	Broadway National Bank	3,653,723	TX
American National Bank of Texas	3,156,040	TX	Bryn Mawr Trust	4,652,485	PA
American River Bank	688,092	CA	Burke & Herbert Bank & Trust Company	3,006,709	VA
American Savings Bank	7,027,894	HI	Byline Bancorp, Inc.	4,942,574	IL
Ameris Bank	11,443,515	GA	Cambridge Savings Bank	3,883,772	MA
Amplify Federal Credit Union	957,527	TX	Cambridge Trust Company	2,101,384	MA
Androscoggin Bancorp, Inc.	1,050,684	ME	Camden National Corporation	4,297,435	ME
Apple Financial Holdings	14,307,238	NY	Canandaigua National Bank & Trust	2,862,493	NY
Arvest Bank	18,449,940	AR	Capital Bank, NA	1,074,501	MD
Associated Bank **	33,647,859	WI	Carolina Financial Corporation	3,790,748	SC
Atlantic Capital Bank	2,955,440	GA	Cashmere Valley Bank *	1,520,773	WA
Atlantic Union Bank	13,765,599	VA	Cass Commercial Bank	1,695,176	MO
Auto Club Trust, FSB	505,788	MI	Cathay General Bancorp	16,784,737	CA
Baker Boyer Bancorp	600,990	WA	CCFBank	1,287,924	WI
Banc of California, Inc.	10,630,067	CA	CDC Small Business Finance	—	CA
Bancorp, Inc.	4,437,911	DE	CenterState Bank Corporation	12,337,588	FL
Banesto USA	1,276,687	FL	Central Pacific Bank	5,807,026	HI
Bank Midwest	927,044	IA	Charter Bankshares	913,735	WI
Bank of Commerce Holdings	1,307,104	CA	Chemung Canal Trust Company	1,755,343	NY
Bank of Guam	1,888,372	GU	Chevron Federal Credit Union	3,335,459	CA
Bank of Hawaii	17,143,974	HI	CIT Group Inc. **	48,537,400	NY
Bank of North Dakota	7,015,834	ND	Citadel Federal Credit Union	3,373,519	PA
Bank of Oak Ridge	449,787	NC	Citizens Bank and Trust - FL	634,947	FL
Bank of Tampa	1,643,919	FL	Citizens National Bank of Meridian	1,349,161	MS
Bank OZK	22,388,030	AR	City Holding Company	4,899,012	WV
Bankers Trust Company	4,512,819	IA	City National Bank **	50,703,918	CA

Firm	Asset Size	State	Firm	Asset Size	State
City National Bank of Florida	14,325,826	FL	First BanCorp – PR	12,243,561	PR
CoastalStates Bank	582,915	SC	First Bank - AK	566,710	AK
Columbia Bank – NJ	6,689,637	NJ	First Bank & Trust - SD	2,933,900	SD
Columbia Banking System, Inc.	13,095,145	WA	First Bank Financial Centre	1,177,084	WI
Comerica **	70,818,000	TX	First Bank of Highland Park	1,728,095	IL
Commerce Bank **	25,463,842	MO	First Business Financial Services	1,966,457	WI
Community Bank System, Inc.	10,607,295	NY	First Citizens Bank - NC **	35,408,629	NC
Community Trust Bancorp, Inc.	4,201,616	KY	First Commonwealth Bank	7,828,255	PA
Compeer Financial	20,754,237	WI	First Community Bank	1,091,595	SC
Consumers Cooperative Credit Union	1,231,505	IL	First Federal - Port Angeles	1,258,758	WA
Corporate One Federal Credit Union	2,664,332	OH	First Federal Sav. & Loan Assoc. of Lakewood	1,960,015	OH
Country Club Bank	1,419,839	MO	First Financial Bancorp - OH **	13,986,660	OH
CTBC Bank Corp.	3,452,768	CA	First Hawaiian Bank	20,695,959	HI
Customers Bank	9,833,425	PA	First International Bank & Trust	2,939,331	ND
CVB Financial Corporation	11,529,153	CA	First Internet Bank of Indiana	3,541,692	IN
D.L. Evans Bank	1,573,696	ID	First Interstate BancSystem, Inc.	13,300,200	MT
Dacotah Bank	2,577,174	SD	First Merchants Bank	9,884,716	IN
Dallas Capital Bank	853,699	TX	First Midwest Bank	15,505,649	IL
Denmark State Bank	506,202	WI	First National Bank Alaska	3,753,466	AK
Desert Financial Federal Credit Union	4,507,980	AZ	First National Bank in Sioux Falls	1,245,686	SD
East Boston Savings Bank	6,158,157	MA	First National Bank of Elk River	274,289	MN
East West Bancorp, Inc. **	41,042,356	CA	First National Bank of Omaha	21,582,885	NE
Eastern Bank	11,378,267	MA	First Northern Bank	1,249,845	CA
Easthampton Savings Bank	1,370,984	MA	First State Bank of the Florida Keys	960,847	FL
Eastman Credit Union	4,530,157	TN	First State Community Bank	2,470,741	MO
Elevations Credit Union	2,088,986	CO	First Technology Credit Union	12,179,508	OR
Elmira Savings Bank	590,040	NY	Firsttrust Savings Bank	3,458,196	PA
Emclaire Financial	898,875	PA	Florida Capital Bank, N.A.	407,529	FL
Ent Credit Union	5,567,860	CO	Flushing Financial Corporation	6,834,176	NY
Enterprise Bank & Trust Company - MA	2,964,358	MA	Frost Bank **	32,292,966	TX
Enterprise Financial Services Corp.	5,645,662	MO	Fulton Financial Corporation	20,682,152	PA
Evans Bancorp, Inc.	1,388,207	NY	Gateway First Bank	1,200,000	OK
Exchange Bank	2,653,960	CA	Georgia United Credit Union	1,359,039	GA
Fairfield County Bank	1,486,214	CT	Georgia's Own Credit Union	2,406,138	GA
Farmers National Banc Corp.	2,328,864	OH	Glacier Bank	12,115,484	MT
Financial Partners Credit Union	1,378,108	CA	Glenview State Bank	1,249,716	IL
Firefly Federal Credit Union	1,282,907	MN	Golden 1 Credit Union	12,255,270	CA
First Advantage Bank	664,599	TN	Great Southern Bancorp	4,676,200	MO

## 2019 Participant List

Firm	Asset Size	State	Firm	Asset Size	State
Great Western Bank	12,568,651	SD	Middlesex Savings Bank	4,838,114	MA
Guaranty Bank	965,138	MO	MidFirst Bank	17,253,182	OK
Hancock Whitney Bank	28,235,907	MS	Midland States Bancorp	5,629,526	IL
Hanmi Financial Corporation	5,502,219	CA	MidSouth Bank	1,743,398	LA
HarborOne Bank	3,653,121	MA	MidWest One Financial Group	3,291,480	IA
Hawaii Community Federal Credit Union	527,510	HI	Mills County State Bank	315,242	TX
Hawaii National Bank	639,045	HI	Minnwest Bank	1,987,488	MN
HawaiiUSA Federal Credit Union	1,684,183	HI	Mountain America Federal Credit Union	8,212,199	UT
Heritage Bank of Commerce	3,096,562	CA	Mutual of Omaha Bank **	8,516,051	NE
Heritage Financial Corporation	5,316,927	WA	MutualFirst Financial, Inc.	2,049,313	IN
Home Bank	2,153,658	LA	MVB Bank	1,747,884	WV
HomeStreet Bank	7,042,221	WA	National Bank Holdings Corporation	5,676,666	CO
Honolulu Federal Credit Union	257,879	HI	NBKC Bank	684,352	MO
Howard Bancorp, Inc.	2,266,514	MD	New York Community Bank **	51,899,376	NY
Hudson Valley Federal Credit Union	4,935,678	NY	Nicolet National Bank	3,096,535	WI
IBERIABANK Corporation	30,833,015	LA	North American Savings Bank	2,060,361	MO
IDB Global Federal Credit Union	564,476	DC	Northwest Bank – PA	9,607,773	PA
Independent Bank - TX	9,849,965	TX	Numerica Credit Union	2,267,006	WA
Independent Bank Corporation	3,353,281	MI	Ocean Bank	3,875,427	FL
Investors Bancorp, Inc. **	26,229,008	NJ	OceanFirst Bank	7,516,154	NJ
Investors Community Bank	1,521,027	WI	Old Second Bank	2,676,003	IL
IQ Credit Union	1,104,889	WA	Opportunity Bank of Montana	853,903	MT
Johnson Financial Group, Inc.	5,042,662	WI	Opus Bank	7,180,903	CA
Kinecta Federal Credit Union **	4,436,243	CA	Origin Bank	4,790,262	LA
Kirtland Federal Credit Union	789,505	NM	Pacific Mercantile Bancorp	1,349,338	CA
Lakeland Bank	5,806,093	NJ	Pacific Premier Bank	11,487,387	CA
Landmark Bank, N.A.	3,131,689	MO	PacWest Bancorp	25,731,354	CA
LegacyTexas Bank	9,051,142	TX	Park Bank	1,007,354	WI
Level One Bank	1,413,654	MI	Park National Bank	7,804,308	OH
Liberty Bank	5,093,375	CT	Patelco Credit Union	6,592,866	CA
Logix Federal Credit Union	6,019,062	CA	Peapack-Gladstone Bank	4,617,858	NJ
Luther Burbank Savings	6,937,212	CA	Pentagon Federal Credit Union	24,484,751	VA
Macatawa Bank	1,975,124	MI	Peoples Bank - IN	1,096,158	IN
Manasquan Savings Bank	1,339,140	NJ	Peoples Bank - OH	3,991,454	OH
Manufacturers Bank - CA	2,802,850	CA	Peoples Bank - WA	1,731,729	WA
Maspeth Federal Savings and Loan Assoc.	1,882,986	NY	People's United Financial, Inc. **	47,877,300	CT
MAX Credit Union	1,365,063	AL	People's Utah Bancorp	2,184,294	UT
Mechanics Bank	6,032,150	CA	PeoplesBank – PA	1,807,480	PA
Metropolitan Commercial Bank	2,180,728	NY	Pinnacle Financial Partners, Inc.	25,031,044	TN
Mid Penn Bancorp, Inc.	2,077,981	PA	PlainsCapital Bank	10,105,549	TX
MidCountry Bank	786,287	MN	Premier America Credit Union	2,673,523	CA

Firm	Asset Size	State	Firm	Asset Size	State
PrimeLending **	10,105,549	TX	Tri Counties Bank	6,352,441	CA
Providence Bank & Trust	630,143	IL	TriState Capital Bank	6,035,655	PA
Purdue Federal Credit Union	1,192,590	IN	Triumph Bancorp, Inc.	4,559,779	TX
QCR Holdings, Inc.	4,949,710	IL	TrustCo Bank Corp NY	4,958,913	NY
Quontic Bank Acquisition Corporation	364,005	NY	Trustmark Corporation	13,286,460	MS
Redwood Credit Union	4,455,861	CA	TruStone Financial Federal Credit Union	1,389,689	MN
Renasant Corporation	12,934,878	MS	TTCU Federal Credit Union	1,884,764	OK
Republic Bank of Chicago	2,057,806	IL	Two Rivers Bank & Trust	837,918	IA
Ridgewood Savings Bank	5,534,383	NY	UMB Financial Corporation	23,351,119	MO
Rockland Trust Company	8,851,592	MA	Umpqua Bank	26,939,781	OR
Royal Credit Union	2,390,524	WI	UNIFY Financial Federal Credit Union	3,023,882	CA
Safe Federal Credit Union	1,052,862	SC	Union Savings Bank	2,159,424	CT
Salem Five Cents Savings Bank	5,010,771	MA	United Bank - CT	7,356,874	CT
Sandy Spring Bank	8,243,272	MD	United Bankers' Bank	913,246	MN
SchoolsFirst Federal Credit Union	15,206,283	CA	United Bankshares, Inc.	19,250,498	WV
Seacoast National Bank	6,747,659	FL	United Community Banks	12,573,192	GA
Security Financial Services Corporation	491,884	WI	United Nations Federal Credit Union	5,446,485	NY
Shore Bancshares, Inc.	1,483,076	MD	United Southeast Federal Credit Union	158,541	TN
Signature Bank – NY **	47,364,816	NY	University Federal Credit Union	2,400,657	TX
Silvergate Bank	1,999,812	CA	University of Hawaii Federal Credit Union	632,176	HI
Simmons First National Corporation	16,543,337	AR	Univest Financial Corporation	4,984,347	PA
South State Bank	14,676,328	SC	Valley National Bancorp **	31,863,088	NJ
STAR Financial Group	2,017,490	IN	Valley Republic Bancorp	779,854	CA
Star One Credit Union	8,568,235	CA	Vantage West Credit Union	1,973,949	AZ
State Bank of Southern Utah	1,080,838	UT	Virginia Credit Union	3,638,027	VA
State Employees' Credit Union	38,812,319	NC	Visions Federal Credit Union	4,187,734	NY
Sterling National Bank **	31,383,307	NY	VyStar Credit Union	8,284,204	FL
Stock Yards Bancorp, Inc.	3,302,924	KY	Washington Trust Bank	6,552,350	WA
SVB Financial Group **	56,927,979	CA	Washington Trust Company of Westerly	5,010,766	RI
Synovus Financial Corporation **	32,669,192	GA	Webster Bank **	27,610,315	CT
TCF National Bank **	23,699,612	MN	Wellesley Bancorp	869,482	MA
Technology Credit Union	2,735,042	CA	Westbury Bancorp, Inc.	816,297	WI
Territorial Savings Bank	2,069,206	HI	Western Alliance Bancorporation	23,109,486	AZ
Texas Capital Bank **	28,257,767	TX	Westerra Credit Union	1,539,995	CO
Texas Dow Employees Credit Union	3,270,024	TX	Westfield Bank FSB	1,428,437	OH
The National Bank of Indianapolis	2,154,490	IN	WestStar Bank	1,823,484	TX
TIAA **	36,899,806	FL	Wings Financial Credit Union	5,065,189	MN
TIAA Bank **	36,899,806	FL	Wintrust Financial Corporation	31,244,849	IL
Tioga State Bank	483,741	NY	Woodforest National Bank	5,923,725	TX
Tompkins Trust Company	6,758,436	NY	Zions Bancorporation **	68,746,000	UT
TowneBank	11,163,030	VA			

\* Top management positions only.

\*\* Broader McLagan survey participant; firm may not be represented in all position groups.

# Compensation and Staffing Analysis

The survey includes a compensation and staffing analysis to provide better insight on how your firm compares to the market across a number of key metrics.

## Key benefits



**Market comparison** of headcount by infrastructure department.

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**Staffing profile** (mix of junior, intermediate, senior staff) in key business areas.

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**Analysis of headcount and salary** spend by department.

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**Incentive payout prevalence** and depth within the firm by salary range.

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**View your salary spend** as it relates to assets and revenue.

View your data in context of custom peer groups to get the information you need for strategic business decisions.

### Sample outputs



All data is illustrative.

# Unlocking Deeper Insights from Data

We're much more than a data provider. Our consultants specialize in providing custom, focused expertise to help our clients solve their most pressing human capital challenges. Our companion survey offerings include the FLSA Prevalence, Incentive Size and Depth Analysis, Salary Structure Diagnostic, and Corporate Title Analysis. These tools give you deeper understanding of your data supporting meaningful, data-driven business decisions.

## FLSA Prevalence

Classifying jobs and making exemption decisions requires a baseline understanding of how the market treats similar roles. With limited resources and time, understanding which jobs are at risk reduces time spent and lessens the load of a full job analysis. Our survey data supports a holistic, robust process for evaluating jobs and making informed decisions. You'll get a market-view of what your peers consider exempt and non-exempt positions.

Using this tool, you can answer questions like:

- What is the prevalence of exempt employees in the commercial lending space?

### Sample output

McLagan RCB - FLSA Prevalence										
Prevalence of Exempt Employees										
Sales & Relationship Mgmt and Portfolio Mgmt Levels										
12 - Chairman and/or CEO				08 - Expert						04 - Entry
11 - Senior Leadership Team or Equivalent				07 - Advanced						03 - Senior Support
10 - Managing Expert				06 - Experienced						02 - Intermediate Support
09 - Senior Expert				05 - Intermediate						01 - Junior Support
Sales & Relationship Management Levels				10	09	08	07	06	05	04
Commercial Banking										
Multi-Focus	SR.CMCM	Market	Prevalence	100%	92%	90%	80%	75%	60%	45%
			n	620	890	945	1200	915	475	130
			ABC Bank	Prevalence	100%	100%	90%	80%	70%	66%
			n	2	12	15	30	45	38	15
Commercial & Industrial (C&I) Lending	SR.CMCI	Market	Prevalence	100%	100%	90%	90%	80%	80%	--
			n	112	180	405	315	165	55	0
			ABC Bank	Prevalence	--	100%	95%	90%	85%	78%
			n	0	4	22	30	60	25	0
Commercial Real Estate Lending	SR.CMCR	Market	Prevalence	100%	95%	95%	93%	91%	85%	38%
			n	128	186	260	295	116	65	18
			ABC Bank	Prevalence	100%	--	90%	80%	70%	66%
			n	1	0	25	24	32	27	21

All data is illustrative.



## Incentive Size and Depth Analysis

Incentives play an important part in your total employee compensation package. With this analysis, you will get a snapshot view of your incentive practices, including prevalence and payouts, as compared to the market.

### What you'll get:

- Actual 2019 short-term (cash) incentives and long-term (equity) incentives.
- Break out by position groups, i.e., sales and relationship management roles, or across all firm employees.
- View of your firm versus the market based on survey levels and or salary range.

### Using this tool, you can answer questions like:

- How far down in the organization do long-term incentives get paid?
- How large are the short-term incentives for entry level commercial lenders?
- How does the prevalence of incentives differ between front office and back office positions?

### Sample output



# Unlocking Deeper Insights from Data

## Salary Structure Diagnostic

For most financial services roles, salaries represent the majority of pay for an employee. Regular maintenance of your salary structure is critical to ensuring your firm is aligned to the market, that you are controlling costs appropriately, and clearly communicating how employees advance in their career.

Having a consistent annual review process in place reduces administrative burdens and enables HR to proactively focus on addressing key problem areas.

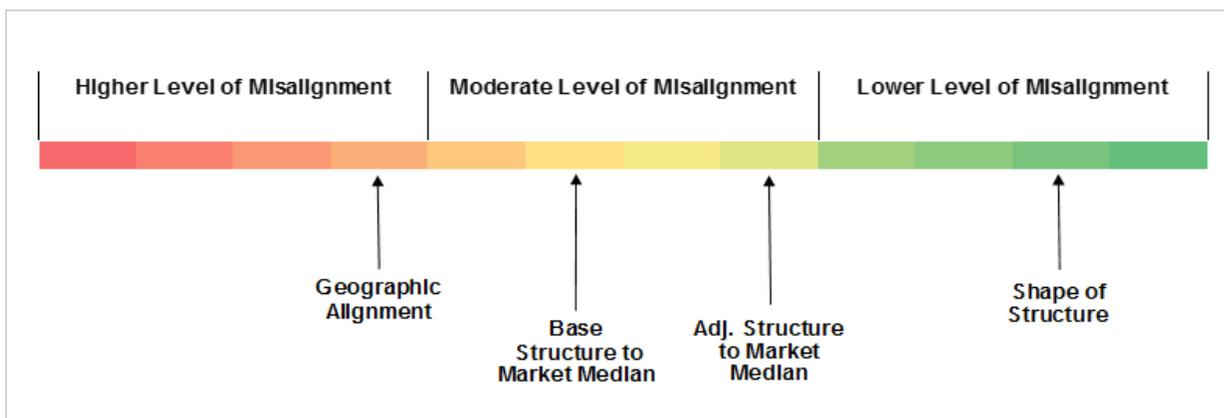
Our exclusive Salary Structure Diagnostic tool does the heavy lifting for you to address:

- Your current salary structure
- Your compensation strategy and competitive positioning
- Cost of labor in your office locations
- Market salary range movement

Using this tool, you can answer questions like:

-  Is my structure in line with the market?
- How much are salary ranges moving each year?
- How are my employees positioned within the current structure?

Sample output



The custom analysis found in the diagnostic provides the market intelligence that you need to evaluate your salary structure and determine the best course of action.

All data is illustrative.



## Corporate Title Analysis

Titles such as EVP, SVP, and VP are highly prevalent in the banking industry and facilitate a shared understanding of seniority, both with employees and to your customers.

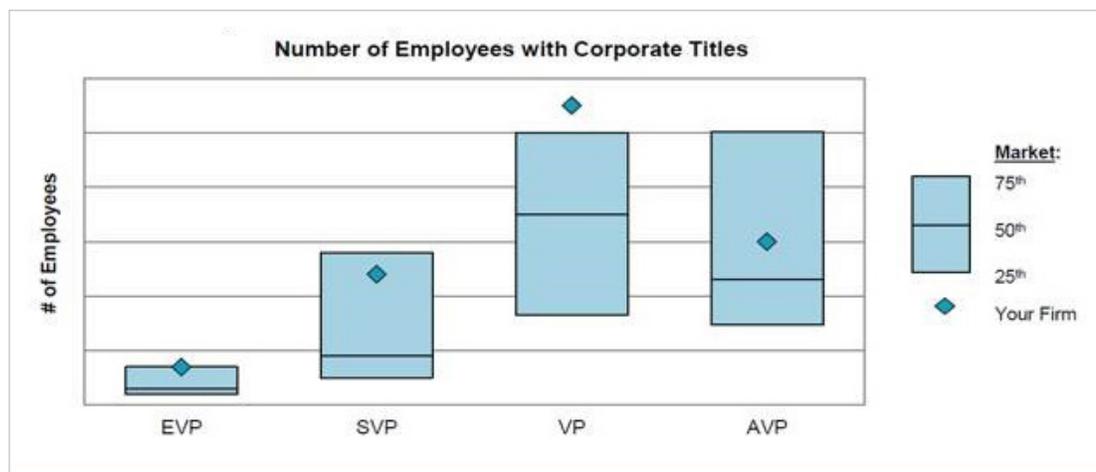
Powered by our [Regional and Community Banking Compensation Survey](#), this analysis provides a customized view of your titles compared to the market and includes:

- Number of unique titles used and number of employees with each title
- Title depth within the organization
- Corporate title alignment across functional area of responsibility
- Salary ranges by title
- Administration guidelines

Using this tool, you can answer questions like:

- What is the typical salary range for each type of corporate title?
- What is the prevalence of the VP title across sales & relationship management positions?

Sample output



# 2020 Positions

The following pages show the 2020 position coverage for the Regional and Community Banking Survey for the job families below. For each position listed, multiple benchmark levels are available.

Executive Levels:	Professional Levels:	Professional Levels:	Support Levels:
Chairman and/or CEO	Senior Expert	Experienced	Senior Support
Senior Leadership Team	Expert	Intermediate	Intermediate Support
Managing Expert	Advanced	Entry	Junior Support

## Leadership

Chairman (Non-CEO)*	Chief Lending Officer*	Head of Mortgage Business*	Head of Retail Banking*
Chairman & Chief Executive Officer*	Chief Strategy Officer*	Head of Consumer Business*	Head of Capital Markets*
Chief Executive Officer*	Head of Commercial Lending*	Head of Consumer Lending*	Head of Member Services (Credit Unions Only)*
President (non-CEO)*	Head of Commercial Real Estate*	Head of Treasury & Cash Management Services*	
Chief Operating Officer*	Head of Business Banking*	Head of Wealth Management*	
Subsidiary Banking President*	Head of Small Business Administration Lending*	Head of Trusts & Estates Business*	
Regional Banking President*	Head of Commercial Finance*	Head of Insurance Business*	
Market Banking President*	Head of Equipment Leasing and Finance*	Head of Credit Cards*	
Chief Administrative Officer*		Head of Sales*	
Chief Banking Officer*			

## Sales & Relationship Management

<b>Commercial Banking</b> Multi-Focus Commercial & Industrial (C&I) Lending Commercial Real Estate Lending Business Banking Agricultural Financing Small Business Administration International Banking Sales Support	<b>Construction Lending</b> <b>Mortgage Banking</b> Consumer Direct Sales Retail Sales Wholesale Sales Secondary Marketing Sales Support <b>Consumer Banking</b> Consumer Lending <b>Treasury &amp; Cash Management</b> <b>Financial Advisory / Brokerage</b> Financial Advisory Client Service & Sales Support - Brokerage	<b>Wealth Management</b> Private Banking - All Client Segments Trusts & Estates Investment / Portfolio Management Client Service & Sales Support - Private Banking <b>Insurance</b> Validated Producer Non-Validated Producer Account Management / Customer Service <b>Credit Card</b> <b>Business Development</b> <b>New Member Development (Credit Unions Only)</b> <b>Deposit Officer</b>
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## Portfolio Management - Lending

**Commercial Lending**  
**Commercial & Industrial Lending**  
**Commercial Real Estate Lending**

## Branch Delivery

<b>Branch Leadership</b> Regional Management Branch Management Assistant Branch Management	<b>Branch Group Services</b> Operational Branch Support Sales Excellence Learning & Development Customer Experience	<b>Branch Sales</b> Personal Banker - Licensed Personal Banker - Non-Licensed <b>Teller</b> <b>Branch Customer Service</b> <b>New Accounts Representative</b> <b>Universal Banker</b>
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## Client Service Delivery

**Contact Center Sales**  
**Contact Center Service**  
**Digital Banking Support**

## Digital

**Head of Digital\***  
**Channel / Product Management**

**Digital Operations**  
**Digital Transformation**

\* Indicates Leadership position

## 2020 Positions

### Technology

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#### Chief Technology Officer\*

Multi-Area - Multi-Focus

#### Application Development & Support

Application Development  
Application Maintenance & Support  
Web / Mobile Development

#### Data Analytics

Multi-Focus  
Business Intelligence  
Data Analytics  
Database Administration / Design  
Data Governance  
Data Quality

#### Engineering / Systems Administration

Help Desk & Desktop Support

#### IT Security

Multi-Focus  
Chief Information Security Officer\*  
Program Office - Business Systems Analysis

#### Program Office

Program Office - Project Management  
Program Office - Business Systems Analysis

#### Quality Assurance

#### Technology Infrastructure

Data Center & Computer Operations  
Telecommunications & Network Administration

#### User Analytics & Experience

### Operations

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#### Head of Operations\*

Multi-Area - Multi-Focus

#### Loan Operations

Multi-Focus  
Loan Documentation & Processing  
Loan Closing  
Loan Servicing  
Post Closing / Loan Funding

#### Commercial Banking Operations

Small Business Banking Operations

#### Treasury & Cash Management Operations

#### Mortgage Banking Operations

#### Consumer Banking Operations

Deposits

#### Wealth Management Operations

#### Trust Administration

#### Credit Cards Operations

#### Quality Control

ATM Management

Fraud

### Finance

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#### Chief Financial Officer\*

Controller\*

#### Chief Accounting Officer\*

#### Accounting

Multi-Focus  
Financial Planning & Analysis

#### Corporate Tax

Multi-Area

#### Finance Operations

Accounts Payable & Receivables

#### Reporting

### Internal Audit

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#### Head of Internal Audit\*

Multi-Area

### Treasury / Investment Office

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#### Treasurer\*

Head of Investment Office / CIO\*

Treasury / Investment Office

### Underwriting, Credit & Workout

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#### Chief Credit Officer\*

#### Head of Underwriting & Credit Review\*

#### Credit Review / Underwriting

Multi-Focus  
Commercial Banking  
Mortgage Banking

#### Appraisal

Commercial Real Estate  
Mortgage Banking

#### Collateral

#### Workout / Distressed Asset Management

Multi-Focus  
Commercial Banking  
Mortgage Banking / Consumer Banking  
REO (Real Estate Owned)

#### Collections

Multi-Focus  
Mortgage Banking

\* Indicates Leadership position

## 2020 Positions

### Risk Management

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<b>Chief Risk Officer*</b> Multi-Area - Multi-Focus Operational Risk Management Analytics, Modeling, & Reporting	<b>Credit Risk Management / Loan Review</b> Multi-Focus Commercial Banking Mortgage Banking
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### Human Resources

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<b>Chief Human Resources Officer*</b> Multi-Area - Multi-Focus Reward Employee Relations	<b>HRIS</b> <b>Payroll</b> <b>Talent Acquisition</b> <b>Learning &amp; Development</b>
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### Communications

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<b>Multi-Area - Multi-Focus</b> <b>External Communications</b> Investor Relations
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### Marketing

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<b>Chief Marketing Officer*</b> Multi-Area - Multi-Focus Product Management / Development	<b>Product Marketing</b> Digital Marketing <b>Creative Services</b>
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### Legal

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<b>Chief Legal Officer / General Counsel*</b> Attorney Paralegal
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### Compliance, AML, & Control

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<b>Chief Compliance Officer*</b> Compliance Bank Secrecy Act Community Reinvestment Act Compliance
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### Corporate & Business Administration

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<b>Head of Corporate &amp; General Services*</b> <b>Corporate Secretary*</b> Multi-Area - Multi-Focus <b>Business Resilience &amp; Security</b> Corporate Security Business Continuity	<b>Ancillary Support</b> Facilities Management Imaging & Records Mail Distribution <b>Corporate Real Estate</b> <b>Corporate Relations</b> Community Relations	<b>Corporate Strategy</b> <b>Project Management</b> <b>Sourcing / Procurement</b> <b>Administrative Support</b> Executive Assistant Administrative Assistant
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\* Indicates Leadership position

Our team specializes in providing customized, **focused expertise for regional and community banks and credit unions** to help our clients solve their most pressing talent challenges.



# Contacts

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## About McLagan

McLagan provides tailored human capital expertise to financial services firms across the globe. Since 1966, we have partnered with the largest and smallest financial services firms to help them make data-driven decisions to hire, retain, and engage the top talent for keeping the global economy running. Our compensation surveys are the most comprehensive, in-depth source of rewards data covering over 150 countries from more than 2,500 clients. Our consultants work with hundreds of firms annually to design total rewards programs and benchmark financial performance for boards of directors, executives, employees, and sales professionals. McLagan is a part of Aon plc (NYSE: AON). For more information, please visit [mclagan.aon.com](http://mclagan.aon.com).

## About Aon

Aon plc (NYSE:AON) is a leading global professional services firm providing a broad range of risk, retirement and health solutions. Our 50,000 colleagues in 120 countries empower results for clients by using proprietary data and analytics to deliver insights that reduce volatility and improve performance. For further information on our capabilities and to learn how we empower results for clients, please visit <http://aon.mediaroom.com>.

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