



Pearl Meyer

2017 National Banking Compensation Survey



Go beyond the data with *the* definitive source for banking industry compensation information.



Our go-to source for competitive market data."



Reliable and current data to assist with our compensation planning initiatives."



The data I need to be market competitive."



Pearl Meyer's National Banking Compensation Survey

For more than 25 years, Pearl Meyer has been *the* definitive source of banking industry compensation data. Hundreds of institutions rely on us to guide their compensation strategy and decision making each year by working with our senior team of compensation consultants and survey experts.

COMPREHENSIVE

- 271 Positions
- 25,200 Employees
- **Exclusive Insight** into Peer Policies & Practices



CREDIBLE

- 330+ Institutions
- \$50M – \$10B in assets
- Rigorous quality assurance process



CUSTOMIZED

- Dedicated account manager
- Online tools for easy data submission and analysis



COST-EFFECTIVE

- Complimentary survey submission
- Participants save 57% off the survey report purchase price





COMPREHENSIVE

We provide one-to-one account support through our dedicated team of senior, banking survey experts. This customized approach helps you go beyond to understand how our data applies to your organization and its unique compensation needs.

Exclusive Insight

Streamlined Policies and Practices Information – the only industry source of insight into what your peers are doing, including:

- Short- and long-term incentive plan design
- Starting hourly rates for branch positions
- Bank & teller turnover rates
- Salary structure and merit increase budgets

New in 2017

- 271 total positions
- 140 new jobs including:
 - Information Technology – Information Security & Application Development
 - Human Resources – Compensation, Employee Relations
 - Head of Cash Management
- Additional leveling for certain key jobs, including:
 - Commercial Credit Analysis
 - Mortgage/Consumer Credit Analysis
 - Personal Banking
 - Commercial Loan Processing



Policies and Practices



Access to Detailed Data

330+
Participating
Institutions



271
Positions



25,200
Employees



Key Data Reported:

- Base Salary
- Short-Term Incentives
- Long-Term Incentives
- Total Cash/Target/Direct Compensation
- Mortgage Originator Compensation
- Commercial Loan Officer Compensation
- Miscellaneous Human Resources Practices





Job Positions

The positions highlighted in yellow are new to the 2017 report.

Executive Management

Chief Executive Officer
Chief Operating Officer
Chief Credit Officer
Chief Financial Officer
Chief Revenue Officer
Top Regional Banking Executive
Top Marketing Officer
Chief Administrative Officer
General Counsel
Chief Risk Officer
Top Human Resources Officer
Top Audit Officer
Chief Information Systems Officer

Staff / Administration

Administrative Officer
Assistant to President
Corporate Secretary
Executive Secretary
Administrative Assistant/Senior
Administrative Assistant
Recruiting Manager
General Clerk
Switchboard Operator/Receptionist
Human Resources Manager
Human Resources Generalist
Recruiter
Human Resources Assistant
HRIS Administrator
Benefits Manager
Benefits Specialist
Payroll Manager

Payroll Specialist/Clerk

Training Officer
Training Specialist
Marketing Manager
Product Manager
Market Researcher
Data Analyst/Specialist
Marketing Specialist/Coordinator
Purchasing Manager
Purchasing Assistant/Clerk
Facilities Manager
Facilities Supervisor
Facilities Assistant/Custodian
Risk Manager
Risk Analyst
Compliance Officer
Compliance Specialist
CRA Officer
Management Trainee
Quality Control Specialist
Bank Secrecy Act (BSA) Officer
Bank Secrecy Act (BSA) Analyst
Employee Relations Manager
Employee Relations Specialist
HRIS Manager
Compensation Director/Manager
Sr. Compensation Analyst
Compensation Analyst
Social Media Specialist
Program/Project Management
Head of Facilities

Investment / Wealth Management

Top Wealth Management Executive
Personal Investment Sales Officer (commissioned)
Personal Investment Sales Officer (non-commissioned)
Private Banking Officer

Financial Planner

Portfolio Manager

Finance

Top Bank Investment Executive
Bank Investment Portfolio Manager
Treasurer
Treasury Operations Manager
Finance Manager
Tax Manager
Sr. Financial Analyst
Financial Analyst
Controller
Assistant Controller
Accounting Manager
Accounting Supervisor
Staff Accountant
Accounting/Bookkeeping Clerk II
Accounting/Bookkeeping Clerk I
Bookkeeping Generalist

Audit

Audit Manager
Staff Auditor
Audit Assistant



Job Positions (continued)

Business Banking

Top Business Banking Officer
Business Banking Business Development Officer
Business Banking Officer
Community Relations Officer
SBA Loan Manager
SBA Loan Officer
SBA Loan Processor I/Closer
SBA Loan Processor II/Closer
SBA Credit Analyst
SBA Underwriter

Trust

Top Trust Executive
Sr. Trust Officer
Trust Officer
Trust Operations Manager
Trust New Business Officer
Trust Administrator
Trust Department Assistant

Operations

Sr. Operations Officer/Manager
Head of Cash Management
Operations/Services Manager – Centralized
Group Operations Manager
Operations Officer
Security Officer
Fraud Specialist
Cash Management Officer
Cash Management Officer/Manager
Cash Management Representative
Retirement Plans Manager

IRA Specialist

Retirement Plans Coordinator/Clerk
Electronic Banking Officer
Electronic Banking Specialist
ATM Supervisor
ATM Coordinator/Clerk
Operations Supervisor
Utility Representative
Sr. Operations Clerk
Operations Clerk
Image Processor
Proof Operator
Wire Transfer Clerk
Mail Clerk/Courier
Courier

Retail

Top Retail Banking Officer/Manager
Sr. Branch Administrator
Regional Branch Manager
Universal Banker – 4 Levels
Senior Teller/Customer Service Representative
Personal Banker
Senior Personal Banker
Retail Sales Manager
Top eCommerce

Branch Manager/Retail

Branch Manager (Lending/Bus. Dev't) – 3 Levels
Branch Manager (Non-Lending/Bus. Dev't) – 3 Levels
High School Branch Manager
Assistant Branch Manager
Senior Vault Teller

Vault Teller

Head Teller
Senior Teller
Teller – Standard
Teller/Customer Service Representative
Senior Teller/Premium Pay (no benefits)
Teller/Premium Pay (no benefits)
Retail Manager/Customer Service Mngr – 3 Levels
Operations Officer/Supervisor – 3 Levels
Customer Service Representative/Branch
Customer Service Representative II
Customer Service Representative I
Assistant Operations Officer/Supervisor
Call Center Manager
Call Center Specialist
Call Center CSR
Supermarket Banking Manager
Supermarket Banking Sales Representative
Safe Deposit Attendant

Lending

Chief Loan Officer
Lending Sales Manager (Business Development/Non-commissioned)
Business Development Officer
Top Residential Mortgage Lending Executive
Residential Mortgage Loan Officer (non-commissioned) – 2 levels
Mortgage Loan Officer (commissioned)
Mortgage Loan Originator (in house/non-commissioned)



Job Positions (continued)

Lending (cont'd)

Mortgage Operations Manager
 Mortgage Underwriter/Processor
 Mortgage Loan Processor
 Mortgage Closing Coordinator
 Sr. Underwriter (residential lending)
 Sr. Underwriter (commercial/industrial lending)
 Sr. Underwriter (commercial real estate lending)
 Sr. Underwriter Default
 Underwriter (residential lending)
 Underwriter (commercial/industrial lending)
 Underwriter (commercial real estate lending)
 Underwriter Default
 Secondary Market Officer
 Secondary Market Specialist/Coordinator
 Investor Reporting Specialist
 Indirect Lending Officer
 Trade Finance Manager
 Trade Finance Assistant
 Top Consumer Lending Executive
 Sr. Consumer Loan Officer
 Consumer Loan Officer
 Consumer Loan Administrator/Processor
 Top Commercial Lending Executive
 Group/Region Commercial Team Leader
 Sr. Commercial Loan Officer (commercial/industrial)
 Sr. Commercial Loan Officer (commercial real estate)
 Sr. Commercial Loan Officer Default
 Commercial Loan Officer (commercial/industrial)

Commercial Loan Officer (commercial real estate)
 Commercial Loan Officer Default
 Jr. Commercial Loan Officer (commercial/industrial)
 Jr. Commercial Loan Officer (commercial real estate)
 Jr. Commercial Loan Officer Default
 Sr. Commercial Credit Analyst
 Commercial Credit Analyst
 Commercial/Construction Loan Officer
 Commercial Loan Administrator
 Loan Processor
 Senior Loan Processor
 Note/Loan Service Department Manager
 Note/Loan Documentation Officer/Supervisor
 Note/Documentation Specialist
 Note/Loan Servicing Clerk
 Jr. Commercial Credit Analyst
 Jr. Mortgage/Consumer Credit Analyst
 Sr. Commercial Loan Processor
 Commercial Underwriting Manager
 Commercial Loan Processor
 Commercial Loan Servicer
 Credit Officer
 Sr. Credit Analyst
 Mortgage/Consumer Credit Analyst
 Credit Operations Specialist
 Credit Operations Manager
 Commercial Loan Portfolio Manager
 Loan Review Officer
 Loan Review Administrator
 Loan Servicing Officer
 Loan Servicing Supervisor
 Loan Servicing Clerk

Loan Clerk

Collections Officer/Manager
 Collector – 2 Levels
 Special Assets Manager
 Special Assets Officer
 Staff Appraiser
 Lending Generalist
 Top Asset-based Lending
 Appraisal Manager

Technology

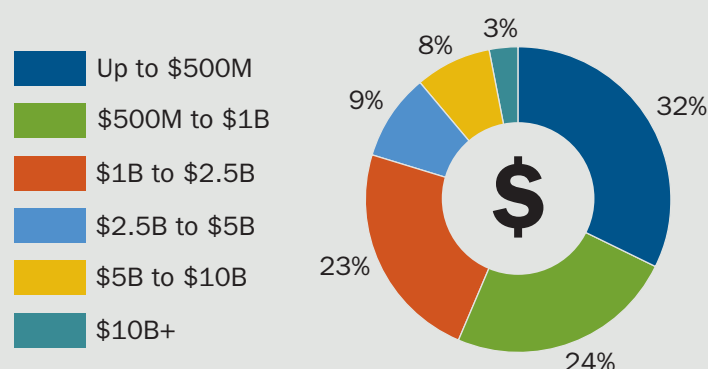
MIS Manager
 Systems Officer
 IT Manager
 Information Security Administration
 Applications Programmer/Analyst
 Database Analyst
 Technical Program/Project Management
 Core System Manager
 Senior Technology Generalist
 Technology Generalist
 Data Security Officer
 Network Manager
 Network Specialist
 Systems Analyst
 Information Technology Compliance Analyst
 Business Systems Analyst
 Online/Mobile Banking Manager
 Digital Marketing Manager
 Help Desk Coordinator
 Computer Operator



CREDIBLE



Participant Demographics by Asset Size



Who Participates?

Join over 330 institutions who rely on our in-depth data to make critical compensation decisions. Our participants represent a broad spectrum of financial institutions, including regional and community banks and credit unions across the U.S.

2016 List of Participants (alphabetical order)

1st Capital Bank	Avidia Bank	Bay Commercial Bank
1st Century Bank, N.A.	Ballston Spa National Bank	BayCoast Bank
1st Constitution Bancorp	Bank of Agriculture and Commerce	BBN
1st Security Bank of Washington	Bank of Clarke County	BDC Capital
1st Source Bank	Bank of Easton	Belmont Savings Bank
Abington Bank	Bank of Marin	Beneficial Bank
Adams Community Bank	Bank of New Hampshire	Berkshire Bank
Affinity Federal Credit Union	Bank of Richmondville	Beverly Bank
AgFirst Farm Credit Bank	Bank of Stockton	Blue Hills Bank
AgriBank	Bank of the Pacific	BNC Bancorp
Alden State Bank	Bank of the Sierra, Inc.	BOK Financial
American Business Bank	BankFive	Braintree Cooperative Bank
American River Bank	BankGloucester	Bristol County Savings Bank
American Savings Bank	BankNewport	Business First Bank
Anchor Bank	Bankwell Bank	C&F Financial Corporation
Asheville Savings Bank	Banner Bank	California United Bank
Athol Savings Bank	Bar Harbor Bank & Trust	Cambridge Savings Bank



2016 List of Participants (continued)

Canandaigua National Bank & Trust	Country Bank (MA)	First Citizens Federal Credit Union
Cape Ann Savings Bank	Country Bank NY	First Commercial Bank
Capital Bank	D.L. Evans Bank	First Commonwealth Bank
Capital Bank Financial Corporation	Darien Rowayton Bank	First Community Bank (Santa Rosa, CA)
Carver Federal Savings Bank	Dean Bank	First Community Bank (SC)
CenterPointe Community Bank	Dedham Institution for Savings	First County Bank
Central Valley Community Bank	Dickinson Financial Corporation	First Federal Savings & Loan Association of San Rafael
Century Bancorp, Inc.	Dime Bank	First Federal, Port Angeles
Charles River Bank	Eagle Bank	First Financial Bank
Chelsea Groton Bank	East Boston Savings Bank	First Interstate Bank
Chino Commercial Bank, NA	East Cambridge Savings Bank	First National Bank of Northern California
Citizens & Northern Bank	Eastern Bank	First Northern Bank of Dixon
Citizens Business Bank	Easthampton Savings Bank	First United Corporation
City National Bank of Florida	Edgartown National Bank	First Western Financial
Claremont Savings Bank	El Dorado Savings Bank, F.S.B.	Five Star Bank (CA)
Clinton Savings Bank	ESL Federal Credit Union	Floridian Community Bank
CNB Bank	Esquire Bank NA	Flushing Savings Bank
Coastway Community Bank	Essex Savings Bank	Fremont Bank
CoBank	Evans National Bank	Friendly Hills Bank
Coconut Grove Bank	EverTrust Bank	Fulton Financial Corp
Collinsville Savings Society	Exchange Bank	Fulton Savings Bank
Colonial Co-operative Bank	F.N.B. Corporation	GBC International Bank
Colonial Federal Savings Bank	Fairfield County Bank	Genesee Regional Bank
Columbia Bank	Farm Bureau Bank	Goal Structured Solutions
Columbia Bank (WA)	Farm Credit Bank of Texas	Golden Valley Bank
Commerce Bank	Farm Credit West	Grandpoint Bank
Community 1st Bank	Farmers & Merchants Bank of Long Beach	Granite Bank
Community Bank of Santa Maria	Farmington Bank	Greater Hudson Bank
Community Bank of the Bay	Federal Savings Bank	Greenfield Cooperative Bank
Community Bank, N.A. (NY)	Fieldpoint Private Bank & Trust	Greenfield Savings Bank
Community Business Bank	First Bank	Hampton Roads Bankshares, Inc.
Community West Bank, NA	First Business Financial Services, Inc.	
Connecticut Community Bank, N.A.	First Choice Bank	
Connecticut Mutual Holding Company		



2016 List of Participants (continued)

Hanover Community Bank	Mechanics Bank (CA)	Northern Bank
Harbor Community Bank	Mechanics Cooperative Bank (MA)	Northfield Bank
HarborOne Bank	Merchants Bank	Northwest Community Bank
Haverhill Bank	Metropolitan Commercial Bank	Norway Savings Bank
Heritage Bank	Middlesex Savings Bank	Norwood Bank
Heritage Bank of Commerce	Midland States Bank	Oak Valley Community Bank
Heritage Oaks Bank	Milford Federal Savings & Loan Association	Old National Bancorp
HomeStreet Bank	Millbury Federal Credit Union	Opus Bank
HomeTrust Banking Partnership	Mission Bank	Orange County Trust Company
Idaho First Bank	Mission National Bank	Oregon Bancorp, Inc.
Institution for Savings in Newburyport	Mission Valley Bank	Oriental Bank
Ion Bank	Monson Savings Bank	Pacific Coast Bankers' Bank
Jeanne D'Arc Credit Union	Montecito Bank & Trust	Pacific Mercantile Bank
Jeff Bank	Mutual Bank	Pacific Premier Bank
Jewett City Savings Bank	Mutual of Omaha Bank	Pacific Valley Bank
Kearny Bank	MVB Financial Corp.	Paragon Bank
Kitsap Bank	National Bankshares	Park Sterling Corporation
Ledyard National Bank	National Grand Bank of Marblehead	Passumpsic Savings Bank
Lee Bank	National Iron Bank	Pathfinder Bank
Legacy Texas	Navy Federal Credit Union	Patriot Bank, N.A.
Leominster Credit Union	Needham Bank	Pawtucket Credit Union
Lewis & Clark Bank	New England Federal Credit Union	Pentucket Bank
Liberty Bank	New Hampshire Mutual Bancorp	People's Bank of Commerce
Litchfield Bancorp	New Resource Bank	PeoplesBank
Lowell Five	New York Business Development Corporation	Pinnacle Bank
Macon Bank	New York Community Bancorp, Inc.	Piscataqua Savings Bank
MainSource Financial Group Inc.	NewDominion Bank	Plumas Bank
Malaga Bank FSB	Newtown Savings Bank	Preferred Bank
Mansfield Bank	North Community Bank	PriorityOne Bank
Marblehead Bank	North Easton Savings Bank	Provident Savings Bank FSB
Marine Bank & Trust Company	North Middlesex Savings Bank	Quontic Bank
Marlborough Savings Bank	North Shore Bank	Radius Bank
Martha's Vineyard Savings Bank		Randolph Savings Bank
Mascoma Savings Bank		Reading Cooperative Bank



2016 List of Participants (continued)

Redding Bank of Commerce	Stafford Savings Bank	Torrington Savings Bank
Redwood Capital Bank	Standard Bank	Trustmark National Bank
Relyance Bank, N.A.	Start Bank	Union Bank
Renasant Bank	State Bank Northwest	Union Savings Bank
Rhinebeck Bank	Suffolk County National Bank	United Business Bank
Riverview Community Bank	Sugar River Bank	United Community Banks, Inc.
Rollstone Bank & Trust	Summit Bank (CA)	United Overseas Bank
RTN Federal Credit Union	Summit Bank (OR)	United Security Bank
Salem Co-operative Bank	Summit State Bank	Unity Bank
Salem Five	Sun National Bank	USNY Bank
Salisbury Bank and Trust Company	Talmer Bancorp	Valley Business Bank
Sandy Spring Bank	The Adirondack Trust Company	Valley Republic Bank
Sanford Institution for Savings	The Bank of Bennington	Walpole Co-operative Bank
Santa Cruz County Bank	The Bank of Canton	Washington Business Bank
Savers Bank	The Bank of Guam	Washington Savings Bank
Savings Bank of Danbury	The Cape Cod Five Cents Savings Bank	Washington Trust Bank
Savings Bank of Mendocino County	The Cooperative Bank	Watertown Savings Bank
Savings Institute Bank & Trust	The First Bank of Greenwich	Webster First Federal Credit Union
Scott Valley Bank	The First National Bank of Suffield	Webster Five Cents Savings Bank
Seacoast Commerce Bank	The First, N.A.	Westfield Bank
Sharon Credit Union	The Guilford Savings Bank	Westfield Bank FSB
Sierra Vista Bank	The Lyons National Bank	Westfield Group
Simsbury Bank	The Milford Bank	Weymouth Bank
Skagit Bank	The Milford National Bank and Trust Company	Willamette Valley Bank
Solvay Bank	The Savings Bank	Winchester Cooperative Bank
South Shore Bank	The Village Bank	Winchester Savings Bank
Southbridge Credit Union	The Washington Trust Company	Winter Hill Bank
Southbridge Savings Bank	Thomaston Savings Bank	Yampa Valley Bank
Spencer Savings Bank	Tompkins Trust Company	
St. Mary's Credit Union		

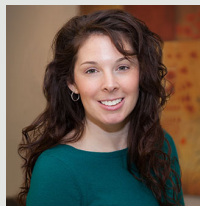


CUSTOMIZED

Our senior team of banking industry and survey experts is one phone call away to walk you through the survey submission process and to help you customize and analyze the data Pearl Meyer provides.



Dedicated Team of Account Managers



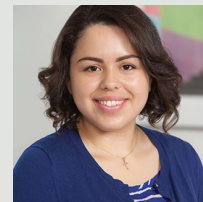
Heather Vaillancourt
Banking Survey
Operations Manager



Sue Brown
Associate Survey
Account Manager



Andrew Guigno
Survey Account
Manager



Itala Keller
Associate Account
Manager



Wyatt Allread
Associate Account
Manager



Jordan Gagnon
Associate Survey
Account Manager

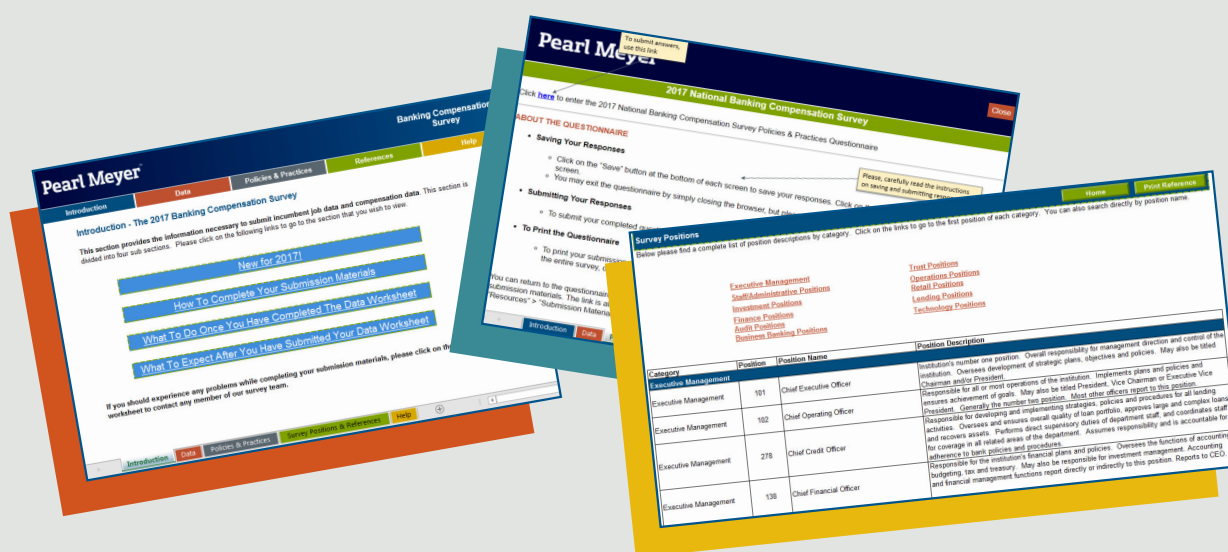


Mary Hutchings
Senior Survey
Account Manager

Pearl Meyer



Streamlined, Secure Client Portal



COST-EFFECTIVE

We offer an affordable solution to your banking compensation data needs for a competitive price of just **\$495**.

National Banking Survey Pricing

No Cost	Survey Submission
\$495	Participating Institutions
\$1,150	Non-Participating Institutions

Participating institutions
receive 57% off!





Contact Us

To learn more about our National Banking Compensation Survey or to participate, please reach us:

By email: survey@pearlmeyer.com

By phone: 508-460-9600

Or contact Heather Vaillancourt,
Banking Survey Operations Manager:
heather.vaillancourt@pearlmeyer.com; 508-630-1497

To learn more about our banking compensation consulting services:

Go to: www.pearlmeyer.com/banking

Or email: banking@pearlmeyer.com

You May Also Be Interested In

Pearl Meyer has a suite of banking surveys in addition to our National Banking Survey.

■ State Reports

- California
- Connecticut
- New York
- Massachusetts



■ Regional reports

- Northeast (MA, RI, CT, ME, VT, NH, and NY)
- North Northeast (NH, ME, VT)

■ Banking Board of Director Survey

■ Banking Benefits and Human Resources Policies Survey





About Pearl Meyer

(www.pearlmeyer.com)

Pearl Meyer is the leading advisor to boards and senior management on the alignment of compensation with organizational and leadership strategies, making pay programs a powerful catalyst for value creation and competitive advantage. Our survey team provides organizations with accurate, on-point information supporting effective business decisions. Pearl Meyer's global clients stand at the forefront of their industries and range from emerging high-growth, not-for-profit, and private companies to the Fortune 500 and FTSE 350. The firm has offices in New York, Atlanta, Boston, Charlotte, Chicago, Houston, London, Los Angeles, and San Francisco.

About Pearl Meyer's Banking Compensation Consulting

(www.pearlmeyer.com/banking)

Pearl Meyer's National Banking Team has in-depth and diverse experience, based on long-term client relationships. We understand the business, regulatory and talent challenges of the industry and the ways in which compensation can play a role.

Our work starts by studying your institution's business strategy, leadership approach, and ownership structure. We take the time to listen to your compensation objectives and desired outcomes. Risk mitigation, regulatory compliance and governance are built into the design process. We use this process with the intent of developing compensation plans that achieve results and create a competitive advantage for your business.

Pearl Meyer's Banking Survey Suite

(www.pearlmeyer.com/banking-salary-surveys)

Pearl Meyer has been managing surveys specific to the banking industry for 25 years. Using the most advanced programming and algorithms to ensure confidentiality and accuracy, the banking survey suite includes the Banking Compensation Survey, the Banking Benefits and Human Resources Policies Survey, and the Banking Board of Directors' Survey.

- **Banking Compensation Survey** data can be obtained in the following ways to offer you the most relevant targeted and industry-wide data:
 - **Single state reports** for California, Connecticut, New York, and Massachusetts
 - **Regional report** for the Northeast (that includes, MA, RI, CT, ME, VT, NH, and NY), and a regional report for the North Northeast (that includes NH, ME, VT)
 - **National banking report** that offers compensation information from banks throughout the country.
- **Banking Board of Director Survey** provides the most relevant information available on board of directors' compensation and governance practices.
- **Banking Benefits and Human Resources Policies Survey** is the definitive source for the most current information on benefits programs and human resources policies including PTO programs, health and dental insurance, flexible spending accounts, and short- and long-term disability plans.



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