

Banking Services Career Guidebook

2021



Connecticut State Department of Education

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The Banking Services Career Guidebook was created by Mr. William Kelly, senior vice president/east division leader for the Wells Fargo Commercial Banking Group. In his expansive banking career, Bill's role has included leading banking teams to assist corporate clients achieve their objectives by providing solutions focused on working capital and cash management operational efficiencies. As a University of Connecticut Encore! CT Fellow, Bill created the Guidebook to inspire students and provide insight into a rewarding career in banking services.

Overview

The **Banking Services Career Guidebook** (Guidebook) was created to assist students, families, teachers, and school counselors in building individualized student pathways that lead to careers in Commercial/Corporate Banking Relationship Management and Servicing and Operations. The Guidebook was designed to be used as a supplemental resource in support of the information found in the [Connecticut State Department of Education \(CSDE\) Career Clusters, Career Pathways, Sample Occupations, and Programs of Study](#) document.

Banking Services Careers Activities and Video Testimonials

There are many activities schools and districts may incorporate to introduce, engage, and immerse high school students in banking services career pathways. The chart below organizes experiences by exposure/awareness, engagement, and college/career readiness. Please note that the experiences are not organized by value as **all these experiences have value** when added to the curricula and all assist in establishing relationships with individuals in banking careers.

Experiences that Assist in Building Connections with Banking Individuals*

Exposure/Awareness	Engagement	College/Career Readiness
Banking-themed Events (e.g., career fairs, expositions, and open houses)	Classwork and Courses	Concentration/Pathway
Site Visits	Information Interviewing	Career and Technical Student Organizations (e.g., DECA)
Testimonials	Programs and Workshops	Dual Credit Programs
Speakers Representing Banking	Summer/Afterschool Programs	Work-based Learning Experiences (e.g., Mentorships, Internships and Pre-apprenticeships)

*Adapted from *Introducing Students to Manufacturing: Best Practices Guide and Program Resources* (CSDE, 2018)

Banking Services Career Job Profiles

When exploring careers, it is helpful for students to read current job profiles. Businesses write job profiles as part of the hiring process. A job profile helps applicants better understand the role and responsibilities associated with the available position as well as the experience, skills, and education necessary to be considered for the position. A job profile helps businesses screen job applicants before moving them to the interview stage of the application process. Appendix: Banking Services Careers Job Profiles and Job Descriptions of this Guidebook provides profiles and descriptions posted in 2021 by a large financial institution.

Informational Interviewing Steps

An informational interview is an informal conversation students have with someone working in a career of interest to them. It is an effective research tool and is best done after preliminary online research. It is not a job interview and the objective is not to find job openings. The informational interview helps students:

- Get firsthand, relevant information about the realities of working within a particular field, industry, or position. This kind of information is not always available online;
- Discover career paths, build confidence, and clarify career goals;
- Obtain information about a career field and the skills needed to do the job effectively;
- Get tips and insider knowledge about how to prepare for a particular career including mentoring, internship or employment opportunities;
- Learn what it's like to work at a specific organization; and
- Initiate a professional relationship and expand network of contacts in a specific career/field.

Informational interviews are designed for students to gather information about a particular occupation or career, not to obtain a job. It is an interview that the student initiates and leads. The student asks the questions. Many students may feel awkward reaching out to people they do not know. However, most people actually enjoy taking a few moments out of their day to reflect on their professional life and give advice to someone with an interest in their field.

The following Informational Interviewing Steps can be utilized by students to informally explore Banking Services Careers and can also be used for other career options exploration.

- 1. Before the interview:** Develop a brief introduction of yourself and plan open-ended questions to ask. You can ask about such topics as the nature of the person's work, how

to get started in the field, things to do in high school or college to best prepare you for a career in a particular field. You may consider using some of the following questions:

- Describe your typical day.
- What training or education is required for this type of work?
- What do you wish you had known about your career field when you were in college?
- What jobs and experiences led you to your present employment?
- If you could do things over, would you choose the same path? What would you change?
- What part of your job is most satisfying? Most challenging?
- Are there specific skill sets or training that would make someone more competitive than the typical college graduate?
- What do you like most about the company/organization? What do you not like?
- What advice would you give someone entering the field?
- What are your main responsibilities as a...?
- What is a typical day (or week) like for you?
- What do you like most about your work?
- What do you like least about your work?
- What kinds of problems do you deal with?
- What kinds of decisions do you make?
- How does your position fit within the organization/career field/industry?
- How does your job affect your general lifestyle?
- What current issues and trends in the field should I know about/be aware of?
- What are some common career paths in this field?
- What kinds of accomplishments tend to be valued and rewarded in this field?
- What related fields do you think I should consider looking into?
- How did you become interested in this field?
- How did you begin your career?
- How do most people get into this field? What are common entry-level jobs?
- What steps would you recommend I take to prepare to enter this field?
- How relevant to your work is your undergraduate major?
- What kind of education, training, or background does your job require?
- What skills, abilities, and personal attributes are essential to success in your job/this field?
- What is the profile of the person most recently hired at my level?
- What are the most effective strategies for seeking a position in this field?

- What trade journals, magazines, or professional associations which would be helpful for my professional development?
 - If you could do it all over again, would you choose the same path for yourself? If not, what would you change?
 - I've read that the entry-level salary range for this field is usually in the range of ____? Does this fit with what you've seen? (Don't ask about a person's actual salary).
 - What advice would you give someone who is considering this type of job (or field)?
2. **After the Interview:** Be sure to thank the individual for their time and insight and plan to keep in touch. They likely will want to know that their time with you was valuable. If you want to continue to stay connected with the person and tap into the person's network/resources, maintain an ongoing professional relationship. This starts with a thank you e-mail or note, and then can be an occasional e-mail or phone call every few months. The thank you email or note may include:
- a. an expression of appreciation;
 - b. information they provided that was helpful to you;
 - c. if you took their advice, reach out to let them know the outcome; and
 - d. request to let you know if they think of anything else that they think might interest you.

Appendix: Banking Services Careers Company Overview, Job Profiles, and Job Descriptions

Banking Services Careers Company Overview

Help us build a better “banking institution”. It all begins with outstanding talent. It all begins with you. Commercial Banking provides financial solutions to businesses with annual sales generally in excess of \$5 million. Provides cash management services and digital channel capabilities for customers of Commercial Banking and Corporate & Investment Banking Also serves some Consumer and Small Business Banking and Wealth and Investment Management customers, and Auto Dealer Finance partner relationships in Consumer Lending.

Commercial Banking provides financial solutions to businesses with annual sales generally in excess of \$5 million. Our business lines are Commercial Capital, Middle Market Banking, and Treasury Management.

Employees support our focus on building strong customer relationships balanced with a strong risk mitigating and compliance-driven culture which firmly establishes those disciplines as critical to the success of our customers and company. They are accountable for execution of all applicable risk programs (e.g., Credit, Market, Financial Crimes, Operational, Regulatory Compliance), which includes effectively following and adhering to applicable “banking institution” policies and procedures, appropriately fulfilling risk and compliance obligations, timely and effective escalation and remediation of issues, and making sound risk decisions. There is emphasis on proactive monitoring, governance, risk identification and escalation, as well as making sound risk decisions commensurate with the business unit’s risk appetite and all risk and compliance program requirements.

Treasury Management Analyst Job Profile and Description

Treasury Management Analyst - the role provides cash management services and digital channel capabilities for customers of Commercial Banking and Corporate & Investment Banking. Also serves some Consumer and Small Business Banking and Wealth and Investment Management customers, and Auto Dealer Finance partner relationships in Consumer Lending. Provides sales support to the Treasury Management Sales Consultants supporting the Small Business (RBRM), Wealth, or Region Coverage line of business. Conducts necessary research and gathers prospect information to prepare Sales Consultants for sales calls. Assists with the development of sales proposals and pricing models. Provides post-sales customer service support including completion of all required implementation documents.

The Treasury Management Sales Analyst will support one or more Treasury Management Consultants within an assigned geography. This person assists with selling Treasury Management solutions and managing various steps of the sales process such as pre-call and post-call sales activities and proposal recommendations. Conducts necessary research and gathers prospect/customer information to prepare Sales Consultants for sales calls. Assists with the development of sales proposals and pricing models. Provides post-sales customer service support including completion of all required implementation documents.

Responsibilities include:

- Assist with driving new sales opportunities by identifying client needs and performing prospect research
- Deliver client-focused solutions when preparing pricing proposals, presentations, and relationship reviews
- Assist with all pricing functions such as new pricing requests, exception pricing and annual price reviews
- Coordinate and negotiate with internal partners to ensure on-time delivery of client requests
- Maintain accurate sales pipeline and ensure key relationship systems are kept current
- Support divisional initiatives/projects impacting the portfolio as needed
- Develop a working knowledge of all Treasury products, systems and processes
- Consult with clients on the phone, via email, in person, and via video conference

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escalation and remediation of issues, and making sound risk decisions. There is emphasis on proactive monitoring, governance, risk identification and escalation, as well as making sound risk decisions commensurate with the business unit's risk appetite and all risk and compliance program requirements.

Required Qualifications - 1+ year of experience in one or a combination of the following: sales, sales support, general banking, or direct client contact; or a BS/BA degree or higher

Desired Qualifications

- Sales or client support experience
- Knowledge and understanding of general banking
- Experience with treasury management products and services

Other Desired Qualifications

- BS/BA degree or higher
- Treasury management experience
- Business-to-business sales experience
- Client facing experience
- Excellent verbal, written, and interpersonal communication skills
- Ability to develop partnerships and collaborate with other business and functional areas
- Ability to motivate staff to prioritize work, meet deadlines, achieve goals, and work under pressure in a dynamic and complex environment
- Ability to work effectively in a team environment
- Intermediate Microsoft Office (Word, Excel, Outlook, and PowerPoint) skills
- Outstanding problem solving skills
- Intermediate negotiation skills
- Proven to be a self-starter
- Strong analytical skills with high attention to detail and accuracy

Wholesale Relationship Associate Job Profile and Description

Wholesale Relationship Associate - Responsible for supporting a moderate to large and/or complex portfolio of customers and shares leadership roles with relationship managers and/or customer support managers in managing a portfolio of accounts. Independently and proactively handles customer issues, monitors overdrafts, confirms additional source of funds and partners with office management in the decision making process; evaluates profitability and risk of designated portfolio; provides alternative pricing structure. Monitors accounts/portfolios/loan bookings to assure compliance with regulatory and company requirements; communicates regulatory and company requirements, tracks compliance and reports/escalates identified issues for resolution. Helps with customer onboarding, due diligence and other associated risk management matters where required. Acts as the customer's main point of contact for operational questions. Manages "owning the customer experience" approach and effectively executes on all standard protocols regarding interactions with customers. Conducts customer courtesy calls, by phone and in-person, to build relationships and identify cross-sell opportunities.

Required Qualifications - 3+ years of account relationship management support experience, customer service experience or a combination of both demonstrated through work or military experience

Desired Qualifications

- Customer service focus with the ability to listen to customer needs and recommend solutions
- Knowledge and understanding of Anti Money Laundering (AML) and Bank Secrecy Act (BSA)
- Ability to work effectively, as well as independently, in a team environment
- Ability to identify cross-sell opportunities and participate in moderately complex customer transactions
- Treasury experience
- Ability to manage client relationships
- Excellent verbal, written, and interpersonal communication skills
- Intermediate Microsoft Office (Word, Excel, and Outlook) skills
- Strong attention to detail and accuracy skills
- Strong organizational, multi-tasking, and prioritizing skills
- Face-to-face customer service experience
- Knowledge and understanding of business banking compliance controls, risk management, and loss prevention

Other Desired Qualifications

- Experience with partner/collaboration efforts with Commercial Banking Group and/or a Wholesale group
- Extensive knowledge and understanding of commercial or specialty group servicing operations

Treasury Management Consultant Job Profile and Description

Treasury Management Consultant - Experienced sales consultant position responsible for development and retention of TM business for an assigned customer base, geographic area, market segment, or series of product lines. This position partners with relationship managers and business bankers in a consultative selling role and is responsible for meeting annual sales goals and sales activity targets by developing and executing a strategy to retain and fully penetrate existing relationships. Develops sales plans for territory and key customer accounts and analyzes customer needs. Provides training on TM products and services to relationship managers and business bankers as needed. Increased autonomy in managing assigned territory, requiring minimal assistance from management. Actively shares knowledge and market experience with peers, less experienced team members, and is a participant in TM initiatives. May also be responsible for mentoring less experienced sales consultants.

Required Qualifications - 3+ years of experience in one or a combination of the following: sales, business development, or treasury management

Desired Qualifications

- Strong knowledge and understanding of treasury management product and services
- Excellent verbal, written, and interpersonal communication skills

Other Desired Qualifications

- Ability to actively participate on client calls and make presentations
- Ability to be proactive, innovative, and creative in meeting customer and enterprise needs
- Ability to be successful in a cross-sell and multi-level sales environment
- Strong knowledge and understanding of treasury management products and services
- Ability to deliver dynamic presentations to business clients

Job Expectations - Ability to travel up to 25% of the time

Commercial Relationship Manager Job Profile and Description

Commercial Relationship Manager - Most senior level position focused on middle market commercial banking relationship management for the market. Duties include: representing the bank in developing and maintaining client relationships with the most important/key clients and generating revenues; actively participating in the completion of major transactions with the top management officer of the bank; originating, structuring and executing the largest most complex transactions related to Investment banking, traditional commercial lending and/or their credit related products.

Required Qualifications - 5+ years of account relationship management experience

Desired Qualifications

- Account relationship management experience
- Comprehensive knowledge and understanding of commercial or specialty group: lending, loan servicing, products, and credit practices
- Comprehensive knowledge and understanding of negotiating: interest rates, price, terms, and collateral requirements
- Comprehensive knowledge and understanding of risk management
- Experience consistently delivering strong sales performance
- Excellent verbal, written, and interpersonal communication skills
- Strong organizational, multi-tasking, and prioritizing skills
- Established network in the local market
- Strong credit analysis skills

Other Desired Qualifications - 5+ years strategic sales planning or direct prospecting experience with middle market sized firms

Job Expectations - Ability to travel up to 25% of the time

Regional Coverage Business Relationship Manager Job Profile and Description

Regional Coverage Business Relationship Manager - The Regional Coverage Business Relationship Manager serves our customers in a centralized environment/location and provides customer relationship management through convenience channels such as phone and email. Effectively pursues, manages, and grows profitable account relationships with low to moderate complex business needs for businesses up to \$50MM in sales size. Ensures the overall success & growth of an assigned portfolio by deepening relationships of existing customers and managing risk. Continually partners with existing customers in order to fully understand their businesses, objectives, strategies, and challenges. Proactively assesses their financial needs for the purpose of formulating a business plan and delivering an effective variety of financial products and services in order to help the customer succeed financially. Understands, supports, and may perform effective financial analysis in the areas of credit, cash flow, and collateral. Effectively partners with other Bankers and lines of business to deliver the full complement of “banking institution” products and services. May structure and complete straight forward secured and unsecured business loans.

Required Qualifications - 2+ years of experience in one or a combination of the following: business banking, sales, or credit-related experience

Desired Qualifications

- Experience building and maintaining effective relationships with customers and internal partners
- Strong prospecting, sales, negotiation, and influence skills
- Ability to work effectively in a team environment
- Excellent verbal, written, and interpersonal communication skills
- Basic Microsoft Office (Word, Excel, Outlook, and PowerPoint) skills
- Effective organizational, multi-tasking, and prioritizing skills
- Commercial credit underwriting experience
- Strong attention to detail and accuracy skills
- A BS/BA degree or higher in business administration, economics, accounting, finance, or other business related field
- Strong prospecting, negotiation, and influencing skills

Commercial Banking Credit Analyst Job Profile and Description

Commercial Banking Credit Analyst - Responsible for conducting credit investigations and analyzing complex and diverse credit information for companies and industries. Functions include but not limited to:

- Analyzing loan requests including analyzing borrower information/financial statements
- Collateral and tax returns to determine ability to pay
- Providing support to calling officers or account representatives and coordinating activity in support of credit approval process

Required Qualifications - 3+ years of credit analysis experience demonstrated through work or military experience

Desired Qualifications

- Intermediate Microsoft Office skills
- Good analytical skills with high attention to detail and accuracy
- Excellent verbal, written, and interpersonal communication skills
- A BS/BA degree or higher
- Knowledge and understanding of commercial credit: risk
- Strong commercial credit analysis skills
- Knowledge and understanding of underwriting or evaluating commercial credit

Treasury Management Sales Delivery Control Senior Associate Job Profile and Description

Treasury Management Sales Delivery Control Senior Associate - The Control team is responsible for partnering with their relevant business group to develop and maintain a strong control environment leading to the early identification and sustainable mitigation of operational risk. This position specifically supports the Treasury Management Sales Delivery life cycle, including components of Sales, Pricing, Contracts, and Implementation. The team focuses on five areas: Risk Identification & Assessment, Control Design & Evaluation, Issues & Control Deficiencies, Control Governance & Reporting, and Control Programs. Provides consultation, expertise, and strategic direction in the control design to effectively mitigate risks. Gathers and analyzes data to understand and diagnose issues; designs appropriate reporting and metrics to inform and monitor the health of the operational risk and control environment. Leads and influences the design and implementation of business controls programs and complex initiatives generally spanning multiple business lines. Consults with business groups to assess the issues and assist with the development of corrective action plans. Builds and maintains partnerships with the business, Corporate Risk, Audit, Legal, and regulators. Responsibilities include: Developing and maintaining partnerships with the business process owner by consulting and providing expertise in the control design to effectively mitigate risks, including design of effective means of measurement. Engaging in the development and implementation of new controls, action plans, and root cause analysis. Supporting the evaluation and design of appropriate metrics to inform and monitor the health of the operational risk environment. Identifying gaps and areas of improvement in existing processes and recommending improvements. Supporting a strong risk management culture through the implementation of key risk management programs into the standard operating framework of the business.

Required Qualifications - 5+ years of experience in risk management or 5+ years of financial services industry experience, of which 3+ years must include direct experience in risk management

Other Desired Qualifications

- Certified Treasury Professional (CTP) designation a plus.
- Solid Treasury Management experience (including the products, operations, processes, customer interactions and where risk manifests), preferably which would include accountability for compliance, operational risk management, or a combination of both
- Hands on style; proven ability to structure tasks or projects, execute and achieve targeted results and develop and manage associated goals and plans
- Knowledge of Business Process Management (BPM) and/or with managing changes to products/processes

- Proven track record of prioritization and follow-up skills, and the ability to meet deadlines with quality deliverables.
- Intellectual curiosity with proven ability to learn quickly through others as well as to conduct their own research and analysis.
- Strong meeting facilitation skills particularly for meetings with participants who are participating by phone and via screen sharing.
- Ability to execute in a fast-paced, high demand, environment while balancing multiple priorities
- Ability to interact and lead discussions comfortably with senior levels of management
- Ability to work collaboratively and build relationships across a large number of stakeholders
- Ability to articulate and document complex concepts in a clear, concise manner
- Advanced Microsoft Office skills (Word, Excel and PowerPoint) and Visio

Job Expectations - Ability to travel up to 5% of the time