

# NORTHWESTERN Banker Newsletter

Vol. 17 No. 4

Des Moines, Iowa

May 9, 1988

## Training, Keeping Good Loan Officers Crucial to Community Banks' Future

**T**HE CRITICAL need for well-trained commercial loan officers is underscored in two recent publications from Robert Morris Associates, the national association of bank loan and credit officers. Headquartered in Philadelphia, RMA publishes monthly *The Journal of Commercial Lending*.

From previous issues, RMA recently issued a book titled *Lender Liability* that presents ten articles containing a wealth of information on lender liability court cases and the legal grounds for those cases. Also included are guidelines, many of them from attorneys, for avoiding lender liability charges. RMA feels this collection will be useful to all bankers involved in commercial lending, from credit analysts up to policymakers.

In its April issue of *The Journal*, RMA presents a vibrant article by the well-known Dr. Paul S. Nadler, whose topic, "Keeping the Lenders in Community Banks," shows that the ability of community banks to hold on to their young talent is crucial to the survival and prosperity of community banks. Dr. Nadler is a professor of finance at the Graduate School of Management, Rutgers University, Newark, N.J., and

is widely known for his addresses at many banking conventions and schools.

In his copyrighted article in the *RMA Journal*, Dr. Nadler discusses why it is important for top management to nurture the talented loan officers at community banks. He also offers reasons these lenders should remain loyal to their community institutions.

"If the top management of a community bank wants to keep its talent—its young and aggressive loan officers, platform specialists, and the like—and not have these people jump ship for larger banks or nonbank opportunities, they will have to have an honest story to tell them," Dr. Nadler says. "This means assurance that these people will still be needed just as much if the bank is acquired and that they will continue to move up the ladder even if their bank does become part of a larger institution."

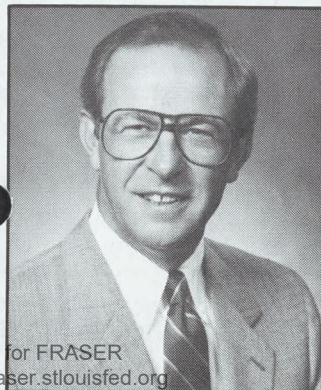
Dr. Nadler goes on to say that with community banks, "...the personality and local knowledge of the staff are far more important ingredients in the success of the organization" than anything else. In fact, he contends, "If the people running the acquired institution are let

go, the acquirer is throwing away the major asset that he paid so much to buy."

Dr. Nadler adds that top management of community banks have a strong selling point as they try to keep good young people. It is that the young people will probably learn more by remaining with their present organization than they would learn going to a major bank. "Here in their moderate-size organization they find that their talent is needed in many areas of the bank. Also, these young lenders learn how a bank really works when they are given a variety of tasks that use many facets of their talent."

In addition, Dr. Nadler says, "...the quality of life in a smaller community is generally much better than that in a larger city, commuting time is far less, costs of living are lower, and the fears that infect urban American life today are far less prevalent."

Dr. Nadler warns that the people in top management must be consistent if they want to sell this story that the young lenders are needed no matter what happens. "They cannot be hypocrites. If a promotion spot is available, it should go to someone already on staff. In addition, top managers must listen to the ideas of the young loan officers and, when possible, let them be implemented even though, in some instances, this is against the better judgment of the superior."



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Tom Quinlin

Dr. Nadler concludes that "... When the exhortations to remain in community banking and the story of the value of a career in an independent organization are presented, it is nice to know you are telling the truth." □

### Iowa News

DES MOINES: James B. Fogt has accepted a position with Krause Gentle Corporation and First Midwestern Financial Corporation as senior vice president and chief financial officer. Both of these currently Hampton-based firms will be relocating to West Des Moines on July 1. Mr. Fogt was formerly executive vice president and treasurer with First Interstate of Iowa, Inc. Prior to his ten years with that company, he was controller for Brenton Banks.

DUBUQUE: H. Bruce Brubaker has been elected vice president, consumer loan department at American Trust & Savings Bank. Prior to joining the bank, he was vice president and consumer loan manager for First National Bank of Decatur, Ill.

MARION: Among recent promotions at Farmers State Bank was the naming of Lorna M. Barnes to chief financial officer and vice president and Dwight J. Kelley to vice president and farm representative.

WATERLOO: Tom McDermott, formerly president of Peoples Bank

& Trust of Waterloo, has joined The National Bank of Waterloo as senior vice president and head of the correspondent bank department. Mr. McDermott began his banking career in Fontanelle in 1955, then served from 1964 to 1970 in Fairberry, Neb. He then joined La Porte City State Bank and was appointed president there in January, 1987.

### Nebraska News

OMAHA: Aaron Hilkemann has been appointed vice president and director of internal audit for First-Tier Financial, Inc. He formerly was a senior manager for Peat Marwick Main & Co.

ST. PAUL: Eugene E. Oakeson, executive vice president of Citizens Bank & Trust, St. Paul, retired on March 31. He will remain with the bank as a director. Citizens Bank & Trust is observing its 100th anniversary this year, and marked the occasion with a free barbeque for the community on May 7.

### NBA to Sponsor D.C. Visit

Members of the Nebraska Bankers Association are encouraged to attend this year's NBA Washington Legislative Visit June 26-28. Headquarters for the gathering is Loew's L'Enfant Plaza Hotel. Registration fee is \$100 per banker and \$75 per spouse, and registration must be made by June 3.

The program follows:

Sunday, June 26

P.M.  
7:00 Registration, reception and briefing of issues.

Monday, June 27

A.M.  
9:00 Continental breakfast and ABA Dialogue.

P.M.  
12:30 Luncheon.  
2:30 Federal Reserve Board briefing.  
3:45 Dept. of Treasury briefing.  
6:30 Congressional Delegation Reception and Dinner.

Tuesday, June 28

A.M.  
8:30 Continental breakfast and FDIC briefing.  
10:30 Comptroller of the Currency briefing.  
P.M.  
12:00 Luncheon and wrap-up.

### Minnesota News

MINNEAPOLIS: Norwest Corporation announced on April 28 that its four Minnesota banking locations in Marshall and Worthington would be merged into a single bank effective May 1. The new bank is called Norwest Bank Minnesota South-west. Dan Gasper, president of Norwest Bank Marshall, will continue as president of the Marshall offices, and Gary M. Hoffmann, president in Worthington, will continue as president of the Worthington offices. The new bank has total assets of \$174 million.

### Illinois News

POCAHONTAS: The FDIC announced on April 25 that it has granted financial assistance under Section 13(c) of the Federal Deposit Insurance Act to Bond County State Bank, Pocahontas. The bank has been acquired by an investor group headed by Karl D. Tauber, an Illinois banker. The investors have acquired all of the bank's stock and have contributed \$450,000 to the bank's capital structure. The bank has assets of about \$6.6 million. The FDIC's assistance consisted of a cash infusion of up to \$450,000 to cover the deficit net worth of the bank; a guarantee of up to \$825,000 covering losses of principal and interest on loans outstanding at the time the agreement was consummated; and indemnity of up to \$150,000 to cover possible losses in contingent liabilities. The FDIC assumes none of the bank's assets.

It's easier to talk Iowa banking with people who live it — people like Donald H. Jordahl and the correspondent staff at Bankers Trust.

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# BANKERS FOR BANKERS<sup>SM</sup>

## Some special candidates from Robert Half's Banking Division

### Partial list of available Banking candidates.

**AG LOAN OFFICER.** Loan volume down? Here is the proven professional who can make the numbers roll in. Three plus years in the farm credit system, the last two developing a sophisticated calling program. Top notch ag skills, well versed in all types of farming. Meets customers well. CM01 \$23K

**OPERATIONS OFFICER.** Unusual capacity for problem solving. Spent two years in \$30M bank generating outside reports, overseeing tellers and producing call reports. Experienced with student loans and very professional. Can get things done needing little supervision. CM02 \$60K

**SR COMM'L OFFICER.** Take charge achiever. Set this manager loose and there's no telling where your organization can go. Tremendous performer increased commercial portfolio by 45% in just three years growing deposits by even more. Strong trainer in all phases of commercial and technically sound in all areas of management. CM03 \$60K

**LOANS/COLLECTIONS.** Small town banker well trained in consumer lending and collections. Diligent worker, not afraid to "burn the midnight oil." Here is an employee who earns their keep. CM04 \$20K

**COMMERCIAL LENDER.** Motivated manager who keeps the work flowing and the people going. Community active person who can identify and solve problems. With nine years of commercial lending and a current portfolio of over \$20M, this dealmaker is ready to move. CM05 \$51K

**CASHIER.** More than just a numbers cruncher! Here is a community person who enjoys small towns and small banks. Has done it all from the teller window to making the loans. Lending and operations skills are excellent. CM06 \$22K

**BRANCH MANAGER.** Thrives in environment that offers challenge opportunity. Creative manager who gets most out of self and people. Has made all types of loans, particularly capable in ag and commercial. Nowhere in lending this person wouldn't be comfortable. CM07 \$30K

**CREDIT ANALYST.** Written and oral skills above the rest. Polished professional with two years of credit analysis and very strong analytical background. Well versed in computer spreadsheet analysis and has worked with some very large commercial packages. CM08 \$26K

**AG LENDER.** Is your staff not performing up to par? Three year results oriented ag lender who thinks first and acts second. Wide range of abilities include cash flow knowledge, FmHA's and loan workout skills. Meets people well and makes customers feel comfortable. CM09 \$28K

**AG VP.** Department head or perfect #2. Keen sense of urgency, knows how to keep the good customers coming back for more. Over twelve years of banking in two of the best ag banks in the midwest. Enjoys smaller community living. CM10 \$35K

**AG/OPS.** Dairy lender with four years of experience offers inexpensive relief to your workload problems. Proven skills and abilities in customer calling and making quality loans. Needs little or no supervision and definite ability to run a bank someday. CM11 \$25K

**PRESIDENT.** Sensational track record of great earnings and credit quality! Promoted through the ranks of a holding co. now looking for challenging position running a bank. Five year return on assets of 1 + in last two banks. CM12 \$55K

**COMMERCIAL VP.** Commercial loan manager who has supervised four and a \$17M personal portfolio. Excellent track record of new business development plus interpersonal skills. CPA/MBA open to opportunity. CM13 \$42K.

## PARTIAL LISTING OF AVAILABLE BANKING CANDIDATES

**RETAIL LENDER.** Four years of retail lending including basic installment and small commercial. Profit oriented and hard-working. Desires smaller town environment and team approach. CM14 \$24K

**TRUST HEAD.** JD/creative thinker with top-notch management abilities. Able to take poor performing department to profit center status. Willing to put in time and effort to get job done. CM15 \$48K

**CONSUMER LENDER.** Examiner training. Moved into holding co. environment putting together floorplan deals and straight installment loans. Collections experience but has kept delinquency rate to a minimum. CM16 \$22K

**TRUST OFFICER.** Three years of estate planning, employee benefits work in large bank. Self starter with strong new business skills. Not afraid of going after any customer and will stand behind numbers. CM17 \$29K

**TRUST DEPT. HEAD.** Image, sales skills, product knowledge, legal training, experience—this pro's got it all. Seeking new hills to climb and new hurdles to jump. Team player who gets things done yesterday and doesn't miss a step. Paid for salary last year in first month by bringing in new fees. CM18 \$50K

**COMMERCIAL LENDER.** Trying to find quality commercial skills, formal credit training and big bank holding co. background? Why not hire someone who has beat them at their own game? Aggressive hard charger with three years of selling, servicing and satisfying new customers. Not afraid to start from scratch. CM19 \$30K

**PRESIDENT.** Tired of the same old excuses? "There just isn't anybody out there who can do the things you're asking." Well, there is! Detail oriented fast tracker can do it all, and has. In eight years of banking has completed commercial, ag real estate and consumer deals when nobody else could get them done. Created profit from loss and can do it for you. CM20 \$48K

**INVESTMENTS.** Presently running a \$1.5B portfolio in a regional bank. Six years of investment from initial training to running a department. Seeking more interaction with senior management team. CM21 \$55K

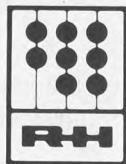
**AG OFFICER.** Do you want more for less? No nonsense lender with strong people and calling skills seeks new opportunity. Three years of lending in healthy ag bank. Built portfolio while remaining dedicated to keeping institution clean. CM22 \$24K

**PRESIDENT.** High performance executive with commercial and ag background in county seat bank. Efficient operator who knows how to motivate and when to eliminate. Can you use more profit but don't want to worry about losing control? This ten year plus banker is the professional for you. CM23 \$45K

**OPERATIONS/AUDIT.** Beef up your staff! Clearly one of the best detail people around. This CPA has three years in audit and two years in operations of a high return \$10M bank. High image pro who can do it all. CM24 \$35K

**AG VP.** Seeks department head type position. More than just a lender, has great track record of overcoming the odds. Currently deadended, not looking for the world, just a better opportunity. Portfolio of \$5.5M consisting of both cash crop and livestock, computer skills. CM25 \$30K

FOR FURTHER INFORMATION ON THESE CANDIDATES CONTACT KURT ROSENCRANTS



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## BANKERS AVAILABLE

### AG LOAN OFFICER

1. "Will hit the ground running as ag lender ... can talk to anyone at their level — attorneys, farmers, etc. ... aggressive, self-motivated and an achiever; one of the best!" were comments from two references regarding this young man. Has advanced steadily with FDIC over the past two years; now ready to begin banking career. Makes an excellent impression in person — a real go getter. Farm background, MBA Finance. **\$24-\$28,000.**

### LOAN OFFICER/BRANCH MANAGER

2. His background proves his ability and determination: worked full time while putting himself AND wife through college, and handled his share of responsibilities in raising three kids! Worked as ag lender in bank for two years, and is now branch manager of \$15mm office, in charge of all loans (ag, commercial, installment, mortgage) plus oversees operations. References rave: "I've seen 7 br. mgrs. come and go over the past 15 years but none have impressed me like him. Really took on a big job and has done it extremely well; the regional supervisors have been amazed at his accomplishments. A hard-working, results-oriented young man, mature beyond his years." Wants to move back to midwest as soon as possible. (Had 10 interviews and 7 offers before accepting his current position.) B.S. Ag Business from IA State. **\$28,000.**

### AG LENDER/FARM MANAGER

3. "An ACE HIGH ag man," states former supervisor of this four-year Farm Credit employee. "A diligent worker, very intelligent, particular about his work and completely dependable. Most important to his success is his ability to establish rapport with people; his friendliness and sense of humor puts people at ease." Spent 1 year as trainee in ag bank before joining FCS, and 3 years as salesman during college. B.S. Bus. Admin. Real Estate Broker & Senior Appraiser designation. **\$27-\$30,000.**

### A.V.P./AG

4. Has gained seven years banking experience at a very young age. Started as bookkeeper and teller and spent the past four years in all facets of ag lending. Former employer relates; "Doesn't miss a thing in analyzing and documenting loans. Our holding company really valued his opinion and skills. He's a top-notch, experienced banker with much to offer; your clients will be impressed if they give him the opportunity to interview, and whoever hires him will be pleased." A very charismatic individual. Graduate Ames Ag Credit School. **\$25,000.**

### AG TRAINEE

5. Recently completed extensive 4 mo. internship in \$50mm bank. The head of the ag dept. states, "By far the best of the numerous students in the program. Has common sense to retain

and apply what he's learned. His attitude and personality make him enjoyable to have around." B.A. business econ. (3.0 GPA). **\$16-\$18,000.**

### LOAN OFFICER

6. ISU graduate with five years of experience in banking. Attended numerous banking schools. Does a tremendous job on the computer according to references. "Never sits still, is always doing something ... has respect for his superiors ... a good company man," expounded a former supervisor. Astute in all areas of lending. **\$28,000.**

### LOAN OFFICER

7. "Number one man in our computer area ... excellent in documentation, credit analysis and decision making," according to immediate supervisor. Over three years of banking experience. Good in business development ... relates very well to customers and peers. Business Administration major. **\$22,000.**

### AG LOAN TRAINEE

8. Outstanding individual for entry level position. ISU graduate with FmHa part time experience. Sharp, knows ag, and is motivated. Cashflows, financing statements, etc. are all part of this party's expertise. **\$19,000.**

### LOAN OFFICER

9. Farm Credit background ... two years experience. BA degree in ag business. Has gained a large amount of credit knowledge in the field in a very short time because of the portfolio he is responsible for. Reference indicated, "He's as thorough a loan officer as you will find ... an 'i-dotter and t-crosser.' Really analyzes to the fullest extent and makes a decision based on numbers." Has seen past mistakes made by previous lenders and draws from that experience to prevent the same mistakes from happening again. **\$22,000.**

### ASSISTANT VICE PRESIDENT

10. Six years of lending experience with a major holding company. "Professional, sincere and people believe in him," related one reference. Handles \$5mm loan portfolio presently. An honor student in high school and college. ISU graduate. **\$34,000.**

### LOAN OFFICER

11. Available immediately. One year ag lending experience. "Hardworking, intelligent and easy to work with. Readily follows directions," said party who hired candidate. ISU graduate who knows agriculture. **\$20,000.**

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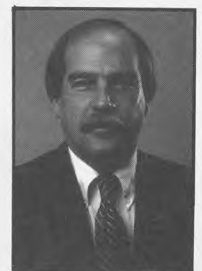
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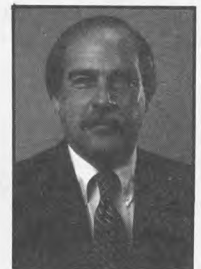
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### South Dakota News

**SIOUX FALLS:** Norwest Corporation has announced the appointment of Jay I. Mann to a new position as vice president and manager of agricultural real estate lending for its subsidiary, Norwest Agricultural Credit, Inc. He was vice president of branch operations with the Farm Credit Services in Storm Lake, Ia., and previously served for 15 years, until 1985, as president of the Federal Land Bank Association in Sheldon, Ia. His position was created to expand Norwest's ag real estate lending operations in connection with the new Farmer Mac program.

### Montana News

**GREAT FALLS:** The FDIC has approved the assumption of the deposits and fully secured liabilities of The Village Bank, Great Falls, by The Village Bank of Great Falls, a newly-chartered subsidiary of Shelby Investments, Inc., in Great Falls. The Village Bank, with total assets of about \$23.6 million, was closed on April 22 and reopened April 25 as The Village Bank of Great Falls. \$22.1 million in deposits were assumed from the failed bank, and \$21.3 million of its assets purchased at a discount of \$447,000.

### Colorado News

**COLORADO SPRINGS:** The FDIC has approved the transfer of insured deposits and fully secured or preferred deposits of Citizens National Bank, Colorado Springs, to State Bank and Trust of Colorado Springs. The transfer was arranged because of an inability to determine the value of the bank's assets. The \$17.6 million-asset failed bank was closed on April 21. Administration of the transferred insured deposits will be funded by an equivalent cash payment from the FDIC. The acquiring bank will purchase certain assets of the failed bank for \$3.3 million, including \$1.2 million in small loans purchased at a discount of \$193,500.

**DENVER:** Norwest Bank Minnesota has promoted Michael W. Krutsch to vice president and manager of its Denver office. He was vice president of the consumer products division of corporate banking for Norwest Bank Minnesota in St. Paul. Prior to joining Norwest in 1982, he spent four years with the Heritage Bank in Beloit, Wis., as a commercial lender and branch manager.

**DENVER:** Donald D. Hoffman, CEO and chairman of Central Bancorporation, has announced he will step down as CEO effective June 1. Robert A. Krane, currently COO

and president, has been elected to succeed him. Mr. Hoffman will continue as chairman of the holding company and as CEO and chairman of Central Bank of Denver.

**ESTES PARK:** Mark L. Holdt has joined First National Bank of Estes Park as vice president in lending. He previously was corporate banking officer at National Bank of Commerce in Lincoln, Neb., where he was employed the past six years.

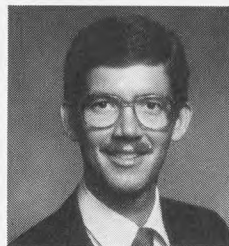
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## POSITIONS AVAILABLE

**BRANCH MANAGER** with good background in ag lending wanted for western Neb. bank. Insurance bkgd. helpful. Salary commensurate with exp., excellent fringe benefits, and potential for future advancement a real plus. Forward resumes to File No. WNI, c/o Northwestern Banker. (PA)

**COMMERCIAL LOAN OFFICER**—\$120mm SE South Dakota community bank. If you have had 2-3 yrs. of training and exp. in com'l lending and would like the oppy. to grow with a top-rated bank in a great area, contact Jim Ahrendt or send resume to 1st Dakota Natl. Bank, P.O. Box 156, Yankton, SD 57078, (605) 665-7432. (PA)

**CEO** needed for a clean & profitable \$12MM bank located in S.W. Wis. Must have strong ag background & operations exp. Looking for proven leader. Salary commensurate with exp. Contact File No. WNF c/o Northwestern Banker. (PA)

**CASHIER**—\$15mm bank. Contact File No. WNH c/o Northwestern Banker. (PA)

**CASHIER/CONTROLLER**—South Central Iowa \$100 million bank seeking candidate responsible for handling call reports, funds management, accruals, budgeting reports, balancing, and some general operation. Please send resume and salary requirements to Personnel Officer, Barbara Bone; Mahaska State Bank; P.O. Box 500; Oskaloosa, Iowa 52577. (PA)

## POSITION WANTED

**MGMT. or SR. LEVEL.** Well-rounded, over 15 yrs. exp. in administration & all phases of lending. Prefer IA, KS, MO, or NE. Contact File No. WNG c/o Northwestern Banker. (PW)

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## POSITIONS AVAILABLE

### CREDIT ANALYST

Super oppy for 2+ year credit person who has micro exp. and credit analysis skills. Prior banking exp. required. \$25K.

### COMM'L LOAN MGR

Are you an experienced lender who has 4+ years of comm'l exp? Great position that can put you on the fast track. \$45K.

### CEO

Commy bank in Southern Wis seeks proven mgr. to run \$12M bank currently running at a profit. Must have operations and dairy knowledge. \$30K.

### VP-OPS

Take charge of operations duties in very profitable \$80M bank. County seat commy in eastern Iowa. Requires strong acctg. bkgd. and good people skills. \$32K.

### CONS. L. O.

Metro D.M. area bank seeks 1-4 year consumer lender with bus. development abilities, strong consumer credit knowledge and must enjoy small town living. \$22K.

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Contact Lorraine Lear or Malcolm Freeland concerning Midwest Banking opportunities.

SERVING BANKERS IN THE MIDWEST

## CANDIDATES AVAILABLE

**CEO**—Qualified ag banker offers 11 yrs. bank exp. in ldg., oper., invest., ins. Midwest location. \$35,000.

**BR. MGR.**—7 yrs. bank exp. in RE, comm'l, consumer & ag ldg. areas. Excellent references. Upper \$20,000's.



Linda R. Heit

## MIDWEST PERSONNEL

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## POSITIONS AVAILABLE

**VP COM'L LOAN OFF.**—Don't miss this oppy to launch your career! Prestigious bank in West Wis. seeks strong bus. developer to coord. com'l lending function. Must have 5+ yrs exp and proven tech. ability. To \$45K. Job #NW3230  
**VP/COM'L LOAN MGR.**—Are you a self-motivated banker who's ready for a change? Med. sized bk. located 1 hr. from T.C.'s has opening for ambitious com'l loan mgr. Desire 5+ yrs. com'l ldg. exp., strong analytical skills and proven bus. development ability. To \$45K. Job #NW3231  
**LOAN OFFICER**—Do you feel underchallenged? Independent bank located in great Minn. resort area has opening for loan off. Must have 3+ yrs. cons./RE lending exp. and willingness to make com'l loans. A super oppy for the person who loves the outdoors! To \$25K. Job #NW3232

CALL PAUL GENTZKOW OR BILL BENSON



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## POSITIONS AVAILABLE

**TRUST MARKETING** - large urban bank. Requires degree and trust experience. \$35K

**REAL ESTATE LOAN** - single family residential and secondary market experience required. Proximity of major metro area. \$40K

**LOAN REVIEW** - large bank experienced required. Both junior and senior level positions available. \$28-\$40K

**COMMERCIAL LENDING** - V.P. positions in urban and large suburban banks. Personal portfolios from \$20MM to \$50MM. \$40K

**BRANCH MANAGER** - handle small business and consumer credits. Med-size community affiliate of multibank holding company. \$24K

Additional listings for commercial lending and trust officers. Resume requested.

## TOM HAGAN & ASSOCIATES

P.O. Box 12346/2024 Swift  
North Kansas City, MO 64116  
816/474-6874

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