



# GENERAL BULLETIN

CONNECTICUT  
BANKERS  
ASSOCIATION  
10 Waterside Drive  
Farmington, CT 06032-3083  
(860) 677-5060  
FAX: (860) 677-5066

2020 - 31

April 24, 2020

**SENT TO:**

TO THE CHIEF EXECUTIVE OFFICER  
OR INDIVIDUAL ADDRESSED

CEO, CEO+  
Human Resources

RE: CBA Workforce Analysis Questionnaire  
For Calendar Year Ending December 31, 2019

We are pleased to enclose the Workforce Analysis Questionnaire for your review and completion. Updated annually, the Workforce Analysis Survey provides valuable information on staffing levels for Connecticut financial institutions. The survey lists the full-time equivalence for management and staff positions for over fifteen departments or functions. Participants may click on the following link to complete the [online survey](#).

## RESULTS

The results for the Workforce Analysis Survey (WAS) will list each responding bank individually, according to asset size. Importantly, your bank needs to participate in order to receive a complimentary copy of the WAS results. Non-participating member banks will be charged \$250 for those results. As a reminder, nineteen (19) member banks participated in last year's Workforce Analysis Survey and we hope to significantly increase participation this year.

## DEADLINE

The response deadline is **Friday, May 22, 2020**. If all responses are received by that date, we should be able to publish the results by the end of May.

The Workforce Analysis Survey has received high praise in the past and continues to provide important information on staffing levels for Connecticut financial institutions. We strongly urge your participation in this survey, as this information is not available elsewhere. Should you have any questions regarding the accompanying pages, please do not hesitate to contact Karen Horanzy (<mailto:khoranzy@ctbank.com>) at the Association office.

Sincerely,

KIM TUTTLE  
AVP, Director of Education

CONNECTICUT BANKERS ASSOCIATION  
Workforce Analysis Survey  
As of December 31, 2019

[Click for online survey](#)

[See Paper Version Below](#)

## INSTRUCTIONS

*Information reported should only pertain to the bank. Do not include holding company or subsidiary information.*

### I. STATISTICAL INFORMATION

**Total Yearly Salaries/Bonuses** – Report total salaries and bonuses paid from January 1, 2019 - December 31, 2019 for all full-time and part-time employees.

**Pension Plan Contributions** - Include pension cash contribution amounts (not accounting expense) that were made for the calendar year **OR** that would have been made except for the full funding limit of ERISA or FASB87. Include bank payments for defined benefit, defined contribution (ESOP, TRASOP, PAYSOP, 401(k)) and administrative costs (**DO NOT PUT \$0**).

**Welfare Benefits** - Include bank costs for health/dental/life insurance and short/long term disability etc. **Only include information for active employees.**

**Other Benefits** - Include tuition reimbursement, education/training expenses, meal money, employee discounts, service awards, EAP, bank fee waivers etc. Do not include the employer contribution for state and federal taxes.

### II. EMPLOYEE INFORMATION

**Number of Full-time Employees and Number of Part-time Employees** - Report number of **actual** full-time or part-time employees only, including tellers, as of December 31, 2019. Do NOT include unfilled positions. Each full-time employee should be reported as 1 employee and each part-time employee should be reported as .5 employee.

**Number of Unfilled Positions** - Report number of full-time equivalent positions, including tellers, expected to remain unfilled for at least six months.

### III. OFFICER POSITIONS

Include all elected officers by title description or equivalent functional title. These individuals should also be reported by DEPARTMENT/FUNCTION in Section IV.

**Example:** Vice President of Marketing is counted once under OFFICER POSITION (Section III) of Vice President and once under DEPARTMENT/FUNCTION (Section IV) of Marketing.

### IV. DEPARTMENT/FUNCTION

All responses should include the **full-time equivalence** for management and staff positions assigned to that department or function. For ease in reporting, **full-time equivalence** is equal to the following:

**Each full-time employee should be reported as 1 employee and each part-time employee should be reported as .5 employee.**

**CONNECTICUT BANKERS ASSOCIATION**  
**Workforce Analysis Survey**  
**Report as of December 31, 2019**

Completed By: \_\_\_\_\_ E-mail: \_\_\_\_\_

Bank: \_\_\_\_\_

Return completed questionnaire by **Friday, May 22, 2020** to the CBA, Fax (860) 677-5066

**Please refer to the Instruction Page when completing hardcopy or [online](#)**

<b>I. STATISTICAL INFORMATION</b>	
1. Number of Branches (include main office, school branches and supermarket branches)	#
2. Number of Lending Centers (non-depository)	#
2. Number of Supermarket Only Branches	#
3. Number of On-site ATM's	#
4. Number of Off-site (satellite) ATM's	#
5. Total Yearly Salaries/Bonuses	\$
6. Pension Plan Contributions <b>(DO NOT PUT \$0)</b>	\$
7. Welfare Benefits	\$
8. Other Benefits	\$

<b>II. EMPLOYEE INFORMATION</b>	
1. Number of Full-Time Employees (include tellers)	#
2. Number of Part-Time Employees (include tellers)	#
3. Total FTE (# of full-time employees + (# of part-time employees ÷ 2) should equal Total FTE on page 2)	#
4. Number of Full-Time Tellers Only	#
5. Number of Unfilled Positions	#

<b>III. OFFICER POSITIONS</b>	<b># OFFICERS</b>
1. # of Chief Executive Officer/President	#
2. # of Executive Vice Presidents	#
3. # of Senior or First Vice Presidents	#
4. # of Vice Presidents	#
5. # of Assistant Vice Presidents	#
6. # of Other Officers	#

**Report bank information only (do not include holding company or subsidiary information).**

**CONNECTICUT BANKERS ASSOCIATION**  
**Workforce Analysis Survey**  
**Report as of December 31, 2019**

IV. DEPARTMENT/FUNCTION	FULL-TIME EQUIVALENCE *
1. Executive Management (President, CEO, Executive Secretary)	
2. Administrative/Staff Services (Facilities, Purchasing, Mail Room, Maintenance, Security, Courier, Clerical, Secretarial, Word Processing, Switchboard Operator, Receptionist, Others)	
3. Audit / Compliance / Bank Secrecy / Legal / CRA	
4. Business Development / Community Development	
5. Cash Management / Lockbox	
6. Financial Management (CFO, Controller, Investments, Accounting, Finance, Treasurer, Bookkeeper, Others)	
7. Human Resources (Personnel, Training, Compensation, Benefits, Recruiter, Others)	
8. Investment Brokerage (Infinex, In-house, Others)	
9. Lending Departments (Exclusive of Branch Personnel):	
a. General Administration (CLO, Real Estate, Others)	
b. Commercial Lending Department (includes real estate and non-real estate)	
c. Commercial Non-Real Estate Lending Department (if separate from above)	
d. Commercial Real Estate Lending Department (if separate from above)	
e. Consumer Lending Department	
f. Residential Real Estate Lending Department	
g. Loan Administration (if separate from any of the above departments)	
h. Loan Servicing / Review (if separate from any of the above departments)	
i. Collections	
j. Credit	
10. Marketing (Advertising, Public Relations, Others)	
11. Operations / Deposit Department:	
a. General Administration (COO, Records Retention, Safe Deposit, Deposit Operations, Others)	
b. Savings Services (Checking, NOW Accounts, Deposit Services, Others)	
c. Electronic Banking	
d. Proof / Item Processing / Balance	
e. Retirement Plans Services	
f. Vantis Life	
12. Retail Operations (include main office):	
a. General Administration (Branch Administrator, Regional Branch Manager, Retail Sales, Others)	
b. Branch Manager	
c. Assistant Branch Manager	
d. Head Teller	
e. Teller / Senior Teller	
f. Customer Service Representative	
g. Call Center	
h. Supermarket Banking	
13. Risk Management (CRO, Others)	
14. Technology (CIO, Systems, ATM, MIS, Data Security, Network, Telecommunications, Others)	
15. Trust	
16. Other Functions / Departments Not Listed:	
_____	
_____	

**TOTAL FTE** (should equal Total FTE II.3 on page 1) \_\_\_\_\_

Individuals responsible for more than one function should be reported in the function that represents 75% or more of their duties and should only be counted once.

\* Each full-time employee should be reported as 1 employee and each part-time employee should be reported as .5 employee.