

Retaining and Developing Employees at ShoreBank

Presented by
Leana Flowers, EVP &
Director of Retail & Human
Resources Strategies



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Objectives of Presentation

- Review ShoreBank's values and approach
- Discuss why retaining and developing is critical
- Highlight changes in approach over time
- Discuss workforce needs and our adjustments
- Suggest how institutions (schools, higher education, associations) can add value



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Presenter in Context

Leana Flowers, Executive Vice President and
Director of Retail and Human Resource
Strategies



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ShoreBank in Context

- America's first and leading community development and environmental bank
- Mission: Create economic equity and a healthy environment
- Triple bottom line company
- Global Reach
- \$2 billion in assets/550 employees



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Retaining and Developing Employees Critical to Success

- 47% of ShoreBank's senior leaders are 55 and older
- ShoreBank relies on building and maintaining relationships.
- Employee wealth building through knowledge building



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ShoreBank's Approach

- 2002 initiated a Human Capital Strategic Plan.
- Focused on recruitment, development, performance, retention, diversity, and compensation and benefits
- Key initiatives and benchmarks were established in each area and reported to the Board of Directors



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ShoreBank's Best Practices

- Extensive Department Training
- Just in Time Delivery
- CEO of Your Career benefit
- Peer Learning and Networking
- International Exposure



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Changes Over Time?

- Increasing collaboration between business units and Human Resources
- Focusing on bench strength, development and recognition of subject matter experts and high potential leaders
- Encouraging managers to be “Net Exporters of Talent”



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How Can Institutions Add Value?

- Better training
 - For young people entering work
 - For management to adjust to new needs and approaches
- Flexible benefits and insurance



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Summary

- Even with all of the HR efforts, we feel there still is much work to be done.
- We continually seek ways to be a strategic partner with business units and add value to the growth and impact of ShoreBank.



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