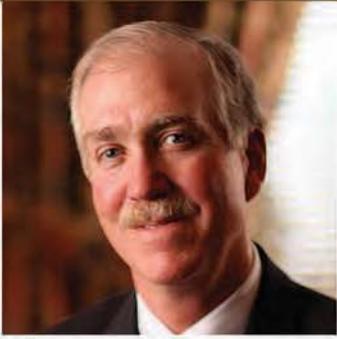




VIEW*S* & VISIONS

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Recipe for Success: A Model Employer

Barron P. McCune, Jr., President and CEO
Community Bank

Barron P. "Pat" McCune is the president and chief executive officer of Community Bank, a \$500 million independent bank with offices in southwestern Pennsylvania.

A licensed attorney, Mr. McCune served as legal counsel to the bank in the late 1980s and joined its board of directors in 1992. He left the practice of law in 1999 to become president of Community Bank. In 2005, he became president, CEO and vice chairman of the bank and its parent company, CB Financial Services.

Mr. McCune has long been active in his community, serving on the board of many nonprofit and community organizations. He presently serves on the executive committee of the Washington County Chamber of Commerce and has served as chairman of the Southpointe CEO Association. He is chairman of the Washington County Energy Partners and a director of the Washington County Community Foundation.

He graduated in 1975 from Duke University with a degree in economics and earned his law degree from the University of Denver School of Law, where he was appointed to the *Order of St. Ives*. He also is a graduate of the ABA Stonier Graduate School of Banking at Georgetown University, and continues to serve as a "Capstone Advisor" for the Stonier School.

For the third consecutive year, Community Bank has been named the "Best Place To Work" in Washington County in the mid-sized business category by the Washington Greene County Job Training Agency, Inc. - Work Certified Academy, in partnership with the Washington County Chamber of Commerce. I am particularly proud of this designation; it was earned, in part, by the culture of our independent bank.

Community Bank is typical of many local banks. We are just more than a half billion dollars in assets, with 11 offices and 135 employees. The bank is now 112 years old, has publicly traded stock, and serves southwestern Pennsylvania. We are part rural and part urban, part retail and part commercial. Community Bank has done well for the most part, growing regularly and, I am convinced, providing exceptional customer service. I also think we are an excellent employer.

The key to this achievement is to make the welfare of our employees a core value. While our



primary allegiances are to our stockholders and our customers, we also play a crucial role in the lives of our employees and their families. The bank exists, in part, to take care of the people that work here; we try never to forget that. Our commitment to our employees shows up in a variety of ways, from our universal training to our generous health benefits. While we may make a bit less money because of these types of expenses, in the end, we are richer by having a stable, motivated workforce.

Another crucial approach is to hire and promote primarily based on character. While our employees must be knowledgeable and talented, they must, first, be good people. This means trying to do the right thing and admitting when mistakes are made. The proper attitude in an employee makes up for a lot of sins; it becomes evident to the customer over time. Especially in matters of money, trust is paramount. We can impart knowledge and develop talent, but character must be the foundation of our employees' conduct.

We also try to understand the point of view of the employee. If you were to hear the private battles each of them wages each day, it is sometimes a wonder that people can bear up as well as they



Community Bank has been named the Best Place to Work in the mid-sized business category for three consecutive years

do. We don't adopt rigid rules for many minor matters and we bend the rules when good people need a break. As long as the employee has good character, he or she will make it up to you if you allow him or her to leave early for the kid's appointment. I don't like the rigidity of many big organizations. I try to keep things sensible and allow people to live their lives.

The flip side is that we do not tolerate people that try to take advantage of their employer. If someone is unethical or deliberately not productive, if they don't keep their part of the bargain, they won't work for Community Bank. Again, it boils down to character. Maybe it's because I am an attorney, but I don't worry too much about the repercussions of discipline against someone who acts improperly. I will forgive honest mistakes, but not dishonesty or a bad attitude.

I also try to communicate with our employees on a regular basis and let them know where the bank stands on certain issues. If you explain the rationale for

controversial decisions, people will usually understand. We also have all types of employee recognition programs and awards. For example, each year at our annual shareholders' meeting, we reveal the confidential votes for the "Employee of the Year." We want to let our employees know that we recognize their good work and that we appreciate their efforts.

Community Bank is not perfect and I undoubtedly have a somewhat biased view of our employment culture, but I believe that if you follow these simple rules, your employees will recognize your concern for them and they will be more productive and successful over time. ☺