
Staff Development Program



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PRELIMINARY AGENDA

During the engagement, we will meet with members of your staff to assist in developing the Staff Development Program for your credit union. Typically, the personnel that should be directly involved during this engagement are the Human Resources Director or CEO and the other selected Senior Management Team players.

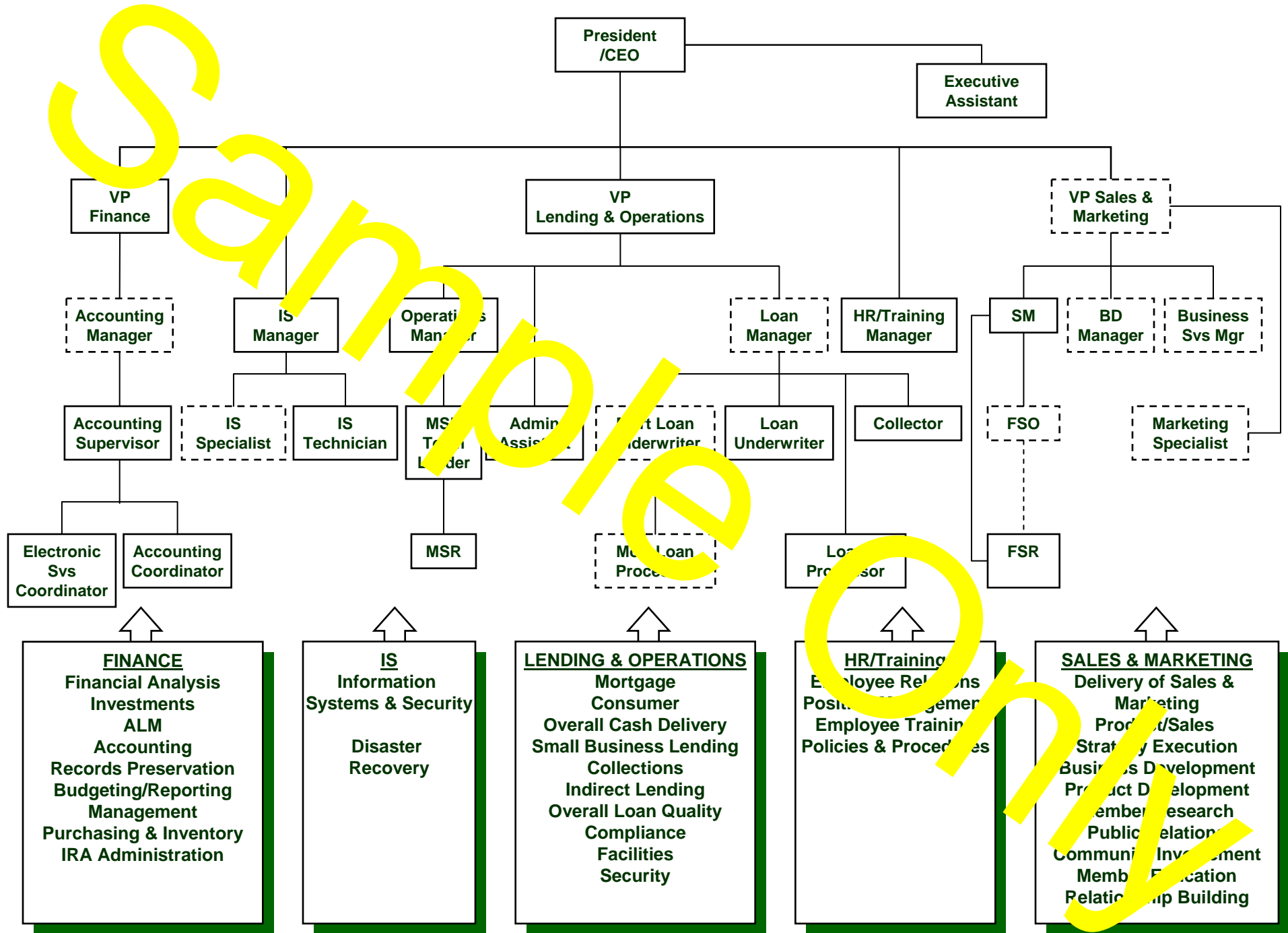
First Day

- We will begin the engagement with a quick overview on what will be worked on during the engagement and have a short question and answer period
- Review Organizational Chart
- Begin development of individual competencies for each staff position

Continuing Days

- Continue developing individual competencies
- Establish Educational Requirements for each position
- Establish compensation levels for staff positions
- Review and modify Tier Advancement Review Forms and/or Annual Review Forms
- Review and modify the Q&A (to explain the Staff Development Program to staff)

*The number of days of the engagement is adjusted based on the positions within the credit union



FINANCE
 Financial Analysis
 Investments
 ALM
 Accounting
 Records Preservation
 Budgeting/Reporting
 Management
 Purchasing & Inventory
 IRA Administration

IS
 Information
 Systems & Security

 Disaster
 Recovery

LENDING & OPERATIONS
 Mortgage
 Consumer
 Overall Cash Delivery
 Small Business Lending
 Collections
 Indirect Lending
 Overall Loan Quality
 Compliance
 Facilities
 Security

HR/Training
 Employee Relations
 Position Management
 Employee Training
 Policies & Procedures

SALES & MARKETING
 Delivery of Sales &
 Marketing
 Product/Sales
 Strategy Execution
 Business Development
 Product Development
 Member Research
 Public Relations
 Community Investment
 Member Education
 Relationship Building

MEMBER SERVICE ASSOCIATE

Non-exempt Position Competency Calculation for Tiers	Estimated Annualized Compensation	Hourly Wage
Entry Wage	\$22,921.60	\$11.02
Tier 1	\$23,504.00	\$11.30
Tier 2	\$25,688.00	\$12.35
Tier 3	\$27,872.00	\$13.40
Tier 4	\$30,056.00	\$14.45
Tier 5	\$32,240.00	\$15.50
Tier 6	\$34,382.40	\$16.53

Ability To

TERMS USED

Effectively: Performed timely and accurately, meeting expectations consistently

Proficiently: Resolves issues with little or no supervision; skills are performed in an exceptional manner consistently

Proactively: Effectively seeks and provides solutions before needs arise

Tier 1: Must complete within the first 90 days

- | |
|---|
| <input type="checkbox"/> #1 Effectively account for all cash (incoming and outgoing) in assigned money drawer |
| <input type="checkbox"/> #2 Effectively act on member requests or refer appropriately |
| <input type="checkbox"/> #3 Effectively communicate with staff and members |
| <input type="checkbox"/> #4 Effectively perform beginning and end of day procedures, including balancing |
| <input type="checkbox"/> #5 Effectively perform telephone transfers and miscellaneous account inquiries |
| <input type="checkbox"/> #6 Effectively process check holds according to check cashing policy |
| <input type="checkbox"/> #7 Effectively process member transactions |
| <input type="checkbox"/> #8 Effectively provide members with account information |
| <input type="checkbox"/> #9 Effectively support "sales and service" culture |
| <input type="checkbox"/> #10 Effectively utilize departmental hardware and software |
| <input type="checkbox"/> #11 Professionally greet, answer and service member requests |

Tier 2

- | |
|---|
| <input type="checkbox"/> #12 Effectively adhere to departmental policies and procedures |
| <input type="checkbox"/> #13 Effectively close primary and secondary share accounts |
| <input type="checkbox"/> #14 Effectively identify and refer members with past due accounts |
| <input type="checkbox"/> #15 Effectively identify and report activities that trigger CTR or SAR reporting |
| <input type="checkbox"/> #16 Effectively provide consumer loan payoff information |
| <input type="checkbox"/> #17 Effectively provide members with product information |
| <input type="checkbox"/> #18 Effectively refer products and services |
| <input type="checkbox"/> #19 Proficiently communicate with staff and members |
| <input type="checkbox"/> #20 Proficiently provide members with account information |
| <input type="checkbox"/> #21 Proficiently support "sales and service" culture |
| <input type="checkbox"/> #22 Proficiently utilize departmental hardware and software |

Tier 3

<input type="checkbox"/> #23 Effectively assist in ATM reconciliation
<input type="checkbox"/> #24 Effectively assist in MSA training
<input type="checkbox"/> #25 Effectively assist members in resolving payroll deduction and distribution issues
<input type="checkbox"/> #26 Effectively assist members with stop payments
<input type="checkbox"/> #27 Effectively identify and assist members in resolving past due accounts
<input type="checkbox"/> #28 Effectively identify member needs and refer products and services
<input type="checkbox"/> #29 Proficiently provide members with product information
<input type="checkbox"/> #30 Proficiently refer products and services

Tier 4

<input type="checkbox"/> #31 Effectively assist in balancing TCDs
<input type="checkbox"/> #32 Effectively assist in balancing vault and other vault processes
<input type="checkbox"/> #33 Effectively assist members in the use of our electronic delivery services
<input type="checkbox"/> #34 Effectively assist members with lost or stolen information (checks, ATM cards, etc)
<input type="checkbox"/> #35 Effectively process account overrides
<input type="checkbox"/> #36 Effectively process basic IRA transactions
<input type="checkbox"/> #37 Effectively reconcile ATMs
<input type="checkbox"/> #38 Effectively research and resolve member account issues
<input type="checkbox"/> #39 Proficiently assist in MSA training
<input type="checkbox"/> #40 Proficiently assist members in resolving payroll deduction and distribution issues
<input type="checkbox"/> #41 Proficiently identify member needs and refer products and services

Tier 5

<input type="checkbox"/> #42 Effectively assist in resolving escalated member issues
<input type="checkbox"/> #43 Effectively assist other MSAs with balancing
<input type="checkbox"/> #44 Effectively balance and manage teller cash and negotiable instruments
<input type="checkbox"/> #45 Effectively balance and manage vault cash
<input type="checkbox"/> #46 Effectively communicate staff issues to Lead MSA
<input type="checkbox"/> #47 Effectively manage TCD cash
<input type="checkbox"/> #48 Effectively open and close the branch
<input type="checkbox"/> #49 Effectively process all IRA transactions
<input type="checkbox"/> #50 Proficiently research and resolve member account issues

Tier 6

<input type="checkbox"/> #51 Effectively assist in MSA staff scheduling
<input type="checkbox"/> #52 Effectively assist in coaching and mentoring MSA staff
<input type="checkbox"/> #53 Effectively provide backup to the Lead MSA
<input type="checkbox"/> #54 Proficiently assist in resolving escalated member issues
<input type="checkbox"/> #55 Proficiently assist other MSAs with balancing
<input type="checkbox"/> #56 Proficiently balance and manage teller cash and negotiable instruments
<input type="checkbox"/> #57 Proficiently balance and manage vault cash
<input type="checkbox"/> #58 Proficiently manage TCD cash
<input type="checkbox"/> #59 Proficiently open and close the branch
<input type="checkbox"/> #60 Proficiently process all IRA transactions

Maintains

TERMS USED:

Basic Knowledge: Displays fundamental knowledge or understanding. A Supervisor/Manager usually closely directs staff members with Basic Knowledge of a skill.

Working Knowledge: Displays a high degree of accuracy with minimal supervision. May require higher level review upon completion or can verbalize general knowledge of policy, procedure, or skill set.

Thorough Knowledge: Displays excellent knowledge of policy, procedure or skill set – is an expert.

Tier 1

<input type="checkbox"/> #61 A high level of commitment to the organization and it's values
<input type="checkbox"/> #62 An overall score of 3 or greater on the Tier Advancement Review Form
<input type="checkbox"/> #63 Basic knowledge of credit union products and services
<input type="checkbox"/> #64 Basic knowledge of tellering functions
<input type="checkbox"/> #65 Basic knowledge of the responsibilities of the departments within the credit union
<input type="checkbox"/> #66 Effective cash handling skills
<input type="checkbox"/> #67 Effective communication skills
<input type="checkbox"/> #68 Working knowledge of departmental procedures

Tier 2

<input type="checkbox"/> #68 Thorough knowledge of departmental procedures
<input type="checkbox"/> #63 Working knowledge of credit union products and services
<input type="checkbox"/> #64 Working knowledge of tellering functions
<input type="checkbox"/> #65 Working knowledge of the responsibilities of the departments in the credit union
<input type="checkbox"/> #66 Excellent cash handling skills
<input type="checkbox"/> #67 Excellent communication skills
<input type="checkbox"/> #70 An average overall score of 3.25 or greater on the Tier Advancement Review; with all individual sections 3.00 or higher
<input type="checkbox"/> #71 Basic knowledge of ACH, ATM, VISA and check clearing processes
<input type="checkbox"/> #72 Basic knowledge of automatic transfers, payroll and direct deposit processes

Tier 3

<input type="checkbox"/> #71 Working knowledge of ACH, ATM, VISA and check clearing processes
<input type="checkbox"/> #72 Working knowledge of automatic transfers, payroll and direct deposit processes
<input type="checkbox"/> #63 Thorough knowledge of credit union products and services
<input type="checkbox"/> #64 Thorough knowledge of tellering functions
<input type="checkbox"/> #65 Thorough knowledge of the responsibilities of the departments within the credit union
<input type="checkbox"/> #73 An average overall score of 3.50 or greater on the Tier Advancement Review; with all individual components of 3.00 or higher

Tier 4

<input type="checkbox"/> #71 Thorough knowledge of ACH, ATM, VISA and check clearing processes
<input type="checkbox"/> #72 Thorough knowledge of automatic transfers, payroll and direct deposit processes
<input type="checkbox"/> #74 An average overall score of 3.75 or greater on the Tier Advancement Review; with all individual components of 3.00 or higher

Tier 5

- #75 An average overall score of 4.00 or greater on the Tier Advancement Review; with all individual components of 3.00 or higher

Tier 6

- #76 An average overall score of 4.25 or greater on the Tier Advancement Review; with all individual components of 3.00 or higher

Sample Only

Completes

Tier 1

<input type="checkbox"/> CUES: A Primer on Sexual Harassment in the Workplace for Employees
<input type="checkbox"/> CUES: Compliance Training: Deposit Operations (BSA: Regs: CC, DD, E, D, Q)
<input type="checkbox"/> CUES: Compliance Training: Expedited Funds Availability (Reg. CC)
<input type="checkbox"/> CUES: Compliance Training: Privacy of Consumer Financial Information (Reg: P)
<input type="checkbox"/> CUES: Compliance Training: Safeguarding Customer Information
<input type="checkbox"/> CUES: Compliance Training: Truth in Savings (NCUA Part 707)
<input type="checkbox"/> CUES: Office Security: Robbery; ATM Safety; and Bomb Threats
<input type="checkbox"/> CUES: Oral Communication Skills
<input type="checkbox"/> CUES: Professional Business Dress
<input type="checkbox"/> STAR: Section 01: Our Credit Union
<input type="checkbox"/> STAR: Section 03: Account Structure
<input type="checkbox"/> STAR: Section 04: Deposit Products
<input type="checkbox"/> STAR: Section 05: Checking Products
<input type="checkbox"/> STAR: Section 12: Miscellaneous Services

Tier 2

<input type="checkbox"/> CUES: Compliance Training: Bank Secrecy Act
<input type="checkbox"/> CUES: Compliance Training: Electronic Funds Transfer Act (Reg. E)
<input type="checkbox"/> CUES: Compliance Training: Expedited Funds Availability: Check 21
<input type="checkbox"/> CUES: Compliance Training: Office of Foreign Assets Control
<input type="checkbox"/> CUES: Credit Unions: An Introduction
<input type="checkbox"/> CUES: Handling Consumer Complaints
<input type="checkbox"/> CUES: Money Laundering
<input type="checkbox"/> CUES: Negotiable Instruments and Endorsement
<input type="checkbox"/> CUES: Quality Member Service: Face to Face and on the Phone
<input type="checkbox"/> CUES: Safe Deposit Box Operations
<input type="checkbox"/> STAR: Section 02: Regulatory Information
<input type="checkbox"/> STAR: Section 11: Electronic Services

Tier 3

<input type="checkbox"/> CUES: Check Clearing and Electronic Payment Systems
<input type="checkbox"/> CUES: Compliance Training: Check Fraud
<input type="checkbox"/> CUES: Compliance Training: Check Kiting
<input type="checkbox"/> CUES: Compliance Training: Identity Theft
<input type="checkbox"/> CUES: Diversity in the Workplace
<input type="checkbox"/> CUES: Home Banking and Bill Paying
<input type="checkbox"/> CUES: Overview of Credit Unions: Organization, Structure, and History
<input type="checkbox"/> CUES: Share Account Types and NCUSIF Insurance of Accounts

Tier 4

<input type="checkbox"/> CUES: Coverdell Education Savings Accounts
<input type="checkbox"/> CUES: Cross-selling Credit Union Products
<input type="checkbox"/> CUES: Individual Retirement Accounts: Roth IRAs

<input type="checkbox"/> CUES: Individual Retirement Accounts: Traditional IRAs
<input type="checkbox"/> CUES: Products, Services, and Financial Aspects of Credit Unions
<input type="checkbox"/> STAR: Section 10: Insurance Products

Tier 5

<input type="checkbox"/> CUES: Conflict Resolution
<input type="checkbox"/> CUES: Handling Sales Objections
<input type="checkbox"/> CUES: New Account Representative Training
<input type="checkbox"/> STAR: Section 06: IRA Overview
<input type="checkbox"/> STAR: Section 07: IRA Products
<input type="checkbox"/> STAR: Section 08: Consumer Loans

Tier 6

<input type="checkbox"/> CUES: Coaching Employees
<input type="checkbox"/> CUES: Consultative Selling
<input type="checkbox"/> CUES: Hiring Skills
<input type="checkbox"/> CUES: Leadership Skills
<input type="checkbox"/> CUES: Performance Appraisal and Meetings
<input type="checkbox"/> CUES: Personal Computer and Internet Security
<input type="checkbox"/> CUES: Supervisory Management I
<input type="checkbox"/> STAR: Section 09: Real Estate Loans

Sample Only

TRACK – LEAD MSA

Non Exempt Position Competency Calculation for Tiers	Estimated Annualized Differential	Hourly Wage Differential
Entry Wage	\$2,000.00	\$0.96
Tier 1	\$5,000.00	\$2.40
Tier 2	\$8,000.00	\$3.85
Tier 3	\$11,000.00	\$5.29

Ability to

TERMS USED:

Effectively: Performed timely and accurately, meeting expectations consistently

Proficiently: Resolves issues with little or no supervision; skills are performed in an exceptional manner consistently

Proactively: Effectively seeks and provides solutions before needs arise

Tier 1: Must complete within the first 90 days

<input type="checkbox"/> #1 Effectively assist in hiring staff within area of responsibility
<input type="checkbox"/> #2 Effectively assist in maintaining vendor and contractor relationships with business partners
<input type="checkbox"/> #3 Effectively assist in resolving audit and exam findings within area of responsibility
<input type="checkbox"/> #4 Effectively assist in the development of the annual departmental budget and goals
<input type="checkbox"/> #5 Effectively assist in validating core system tables and parameters
<input type="checkbox"/> #6 Effectively assist with software release testing & implementation
<input type="checkbox"/> #7 Effectively coach, counsel and assess staff performance within area of responsibility
<input type="checkbox"/> #8 Effectively ensure departmental compliance to policies and procedures
<input type="checkbox"/> #9 Effectively ensure internal control within area of responsibility
<input type="checkbox"/> #10 Effectively ensure timely research and follow-up on member/staff issues
<input type="checkbox"/> #11 Effectively identify and coordinate training for staff (including new hires)
<input type="checkbox"/> #12 Effectively manage daily operations within area of responsibility
<input type="checkbox"/> #13 Effectively perform all MSA "Ability To" competencies
<input type="checkbox"/> #14 Effectively promote technological efficiencies within area of responsibility
<input type="checkbox"/> #15 Effectively provide departmental assistance in implementation of credit union products and services
<input type="checkbox"/> #16 Effectively resolve escalated member issues within area of responsibility
<input type="checkbox"/> #17 Effectively update and improve departmental operating procedures

Tier 2

<input type="checkbox"/> #18 Proficiently assist in hiring staff within area of responsibility
<input type="checkbox"/> #19 Proficiently assist in maintaining vendor and contractor relationships with business partners
<input type="checkbox"/> #20 Proficiently coach, counsel and assess staff performance within area of responsibility
<input type="checkbox"/> #21 Proficiently ensure departmental compliance to policies and procedures
<input type="checkbox"/> #22 Proficiently ensure internal control within area of responsibility
<input type="checkbox"/> #23 Proficiently ensure timely research and follow-up on member/staff issues
<input type="checkbox"/> #24 Proficiently identify and coordinate training for staff (including new hires)
<input type="checkbox"/> #25 Proficiently manage daily operations within area of responsibility
<input type="checkbox"/> #26 Proficiently provide departmental assistance in implementation of credit union products and services
<input type="checkbox"/> #27 Proficiently resolve escalated member issues within area of responsibility
<input type="checkbox"/> #28 Proficiently update and improve departmental operating procedures

Tier 3

<input type="checkbox"/> #29 Effectively communicate product design enhancements
<input type="checkbox"/> #30 Proactively coach, counsel and assess staff performance within area of responsibility
<input type="checkbox"/> #31 Proactively ensure departmental compliance to policies and procedures
<input type="checkbox"/> #32 Proactively manage daily operations within area of responsibility
<input type="checkbox"/> #33 Proactively provide departmental assistance in implementation of credit union products and services
<input type="checkbox"/> #34 Proactively update and improve departmental operating procedures

Sample Only

Maintains

TERMS USED

Basic Knowledge: Displays fundamental knowledge or understanding. A Supervisor/Manager usually closely directs staff members with Basic Knowledge of a skill.

Working Knowledge: Displays a high degree of accuracy with minimal supervision. May require higher level review upon completion or can verbalize general knowledge of policy, procedure, or skill set.

Thorough Knowledge: Displays excellent knowledge of policy, procedure or skill set – is an expert.

Tier 1

<input type="checkbox"/> #35 A high degree of confidentiality
<input type="checkbox"/> #36 A high level of commitment to the organization and it's values
<input type="checkbox"/> #37 A positive image and serves as an excellent role model for staff
<input type="checkbox"/> #38 Active participation in community and business related events
<input type="checkbox"/> #39 An overall score of 3 or greater on the Tier Advancement Review Form
<input type="checkbox"/> #40 Basic knowledge of risk management principles within the organization
<input type="checkbox"/> #41 Working knowledge of departmental risk management principles
<input type="checkbox"/> #42 Effective analytical skills
<input type="checkbox"/> #43 Effective coaching and mentoring skills
<input type="checkbox"/> #44 Excellent communication skills
<input type="checkbox"/> #45 Working knowledge of credit union Disaster Recovery Plan
<input type="checkbox"/> #46 Basic knowledge of the credit union's strategic direction
<input type="checkbox"/> #47 Basic knowledge of laws and regulations within area of responsibility
<input type="checkbox"/> #48 Working knowledge of financial services industry trends within area of responsibility

Tier 2

<input type="checkbox"/> #49 Basic knowledge of competitors' products and services
<input type="checkbox"/> #50 Working knowledge of laws and regulations within area of responsibility
<input type="checkbox"/> #51 Working knowledge of the credit union's strategic direction
<input type="checkbox"/> #52 An average overall score of 3.25 or greater on the Tier Advancement Review; with all individual sections 3.00 or higher
<input type="checkbox"/> #53 Basic knowledge of the credit union's key financial information
<input type="checkbox"/> #54 Effective project management skills
<input type="checkbox"/> #55 Excellent coaching and mentoring skills
<input type="checkbox"/> #56 Excellent organizational skills

Tier 3

<input type="checkbox"/> #57 Thorough knowledge of the credit union's strategic direction
<input type="checkbox"/> #58 Thorough knowledge of laws and regulations within area of responsibility
<input type="checkbox"/> #59 Excellent project management skills
<input type="checkbox"/> #60 An average overall score of 3.50 or greater on the Tier Advancement Review; with all individual sections 3.00 or higher
<input type="checkbox"/> #61 Basic knowledge of regional economic conditions
<input type="checkbox"/> #62 Basic knowledge of risk management principles within the organization
<input type="checkbox"/> #63 Excellent analytical skills
<input type="checkbox"/> #64 Working knowledge of competitors' products and services
<input type="checkbox"/> #65 Working knowledge of the credit union's key financial information

Completes

Tier 1

<input type="checkbox"/> #66 CUES: Coaching Employees
<input type="checkbox"/> #67 CUES: Delegation Skills
<input type="checkbox"/> #68 CUES: Motivating Employees
<input type="checkbox"/> #69 CUES: Supervisory Management I
<input type="checkbox"/> #70 OTHER: "Selected" educational requirements based on the credit union's and individual employee's needs; (example: certifications, designations or seminars); approx time 10 hours
<input type="checkbox"/> #71 OTHER: "Selected" educational requirements based on the credit union's and individual employee's needs; (example: certifications, designations or seminars); approx time 4 hours

Tier 2

<input type="checkbox"/> #72 CUES: Hiring Skills
<input type="checkbox"/> #73 CUES: Interview Skills
<input type="checkbox"/> #74 CUES: Leadership Skills
<input type="checkbox"/> #75 CUES: Team Building
<input type="checkbox"/> #76 CUES: Time Management
<input type="checkbox"/> #77 OTHER: "Selected" educational requirements based on the credit union's and individual employee's needs; (example: certifications, designations or seminars); approx time 10 hours

Tier 3

<input type="checkbox"/> #78 CUES: Performance Appraisal and Meetings
<input type="checkbox"/> #79 CUES: Supervisory Management II : Performance Management
<input type="checkbox"/> #80 OTHER: "Selected" educational requirements based on the credit union's and individual employee's needs; (example: certifications, designations or seminars); approx time 10 hours
<input type="checkbox"/> #81 OTHER: "Selected" educational requirements based on the credit union's and individual employee's needs; (example: certifications, designations or seminars); approx time 4 hours

Supervisory Staff Performance Evaluation

Employee's Name _____	Office Location _____
Job Title _____	Period Covered _____ To _____

GENERAL EXPECTATIONS

5	High Performer	Employee's performance consistently exceeds standards/expectations of his/her position
4	Valued Performer	Employee's performance meets and occasionally exceeds standards/expectations of the position
3	Contributor	Employee's performance meets standards/expectations of his/her position
2	Needs Improvement	Employee's performance is below the standards/expectations of his/her position
1	Unacceptable	Employee's performance does not meet the minimum acceptable level for his/her position

1. Teamwork Score _____

- _____ **Professional:** Exhibits a conscientious, mature and businesslike manner to volunteers and staff
- _____ **Enthusiastic:** Has a positive and energetic attitude and outlook
- _____ **Supportive:** Encourages coworkers; maintains positive and helpful relationships with staff
- _____ **Cooperative:** Demonstrates effective interpersonal skills marked by a willingness to work with others
- _____ **Respectful:** Is considerate of the thoughts, feelings, and sensitivities of other coworkers
- _____ **Helpful:** Maintains awareness of coworkers' workload and consistently volunteers to help
- _____ **Participates:** Understands and supports the strategic direction of the credit union
- _____ **Resourceful:** Capable of providing workable solutions to overcoming obstacles in difficult situations

Comments:

2. Dependable Score _____

- _____ **Reliable:** Consistent quality and quantity of work
- _____ **Accurate:** Produces work with limited mistakes or error
- _____ **Accountable:** Accepts responsibility for his or her actions
- _____ **Attendance:** Rarely misses work
- _____ **Punctual:** Arrives on time and ready to work at the scheduled time
- _____ **Able to Solve Problems:** Understands issues surrounding a problem and provides viable solutions
- _____ **Timely Completion of Tasks:** Gets tasks done on time
- _____ **Effective Prioritization:** Accomplishes tasks in order of importance
- _____ **Follows Guidelines Consistently:** Follows policies and procedures as applies within their position

Comments:

Supervisory Staff Performance Evaluation

GENERAL EXPECTATIONS

3. Interpersonal Relations

Score _____

- _____ **Empathetic:** Is aware and sensitive to members and staff and how individual actions affect others
- _____ **Professional:** Exhibits a conscientious, mature and businesslike manner
- _____ **Responsive:** Is quick to react appropriately
- _____ **Respects Confidentiality:** Is aware of confidentially issues and behaves accordingly
- _____ **Tactful:** Demonstrates a keen sense of what to do or say in order to maintain positive relations
- _____ **Courteous:** Displays good manners and shows respect and consideration for others
- _____ **Positive Attitude:** Strives to maintain a cheerful, optimistic demeanor and approach
- _____ **Consistent:** Quality of work, job performance, and attitude are not adversely affected by variations in mood, personal problems, etc.
- _____ **Exercises Sound Judgment:** Consistently chooses the best action in any given situation

Comments:

4. Written Communication

Score _____

- _____ **Courteous:** Written documents reflect respect and consideration for others
- _____ **Proactive:** Anticipates and addresses potential issues or questions
- _____ **Accurate:** Written work is error free
- _____ **Professional:** Contents stated in a businesslike manner
- _____ **Expresses Ideas Clearly:** Communicates in a concise and understandable way

Comments:

Supervisory Staff Performance Evaluation

GENERAL EXPECTATIONS

5. Oral Communication

Score _____

- _____ **Expresses Ideas Clearly:** Communicates in a concise and understandable way
- _____ **Courteous:** Displays good manners and shows respect and consideration for others
- _____ **Proactive:** Anticipates and addresses potential issues or questions
- _____ **Good Listener:** Listens attentively and is mindful of what the other person is trying to communicate
- _____ **Prompt Phone Response:** Answers the phone and responds as quickly and efficiently as possible
- _____ **Professional:** Speaks in a business like manner

Comments:

6. Initiative

Score _____

- _____ **Accepts Responsibility:** Is willing to accept new challenges and be held accountable for his or her actions and work
- _____ **Demonstrates Leadership:** Demonstrates the ability to motivate and guide others toward the achievement of the Credit Union's Mission and Goals
- _____ **Self Starter:** Works independently, and develops new ideas; doesn't wait to be told what to do
- _____ **Organizes Effectively:** Is able to prioritize and categorize work in an effective manner
- _____ **Introduces Positive Ideas:** Makes helpful suggestions designed to improve the credit union, to include a minimum of three valued suggestions per year
- _____ **Seeks Solutions:** Works proactively to solve problems

Comments:

Supervisory Staff Performance Evaluation

GENERAL EXPECTATIONS

7. Flexibility

Score _____

_____ **Adapts to a Changing Work Environment:** Maintains a positive attitude and shows willingness to try new methods

_____ **Embraces New Ideas:** Adopts change and exhibits enthusiasm in moving forward in a new direction

_____ **Supports Change:** Maintains an optimistic and supportive attitude and strives to adapt when change is implemented or discussed

_____ **Willingness for Self Improvement:** Accepts constructive criticism, shows excitement about opportunities to learn and progress

Comments:

8. Sales Culture Support

Score _____

_____ **Understands the Products & Services of the Credit Union:** Assumes responsibility for being knowledgeable of the Credit Union's products and services

_____ **Promotes the Products & Services of the Credit Union:** Seeks opportunities to grow valued member relationships; is a good ambassador for the credit union

_____ **Listens & Shares with Management, Member Comments & Ideas:** Solicits member suggestions and feedback; passes comments on to appropriate staff

_____ **Seeks Appropriate Opportunities to Refer Products and Services:** Looks for opportunities to cross sell and promote other credit union products and services

_____ **Recognizes and Appropriately Acts on Sales Opportunities:** Listens carefully to member cues, and takes advantage of opportunities to provide products and services that meet individual needs, to include asking for the business and making referrals

Comments:

Employee's General Expectation Score _____

Supervisory Staff Performance Evaluation

SUPERVISORY EXPECTATIONS

9. Supervisory Ability

Score _____

_____ **Handling Employee Issues:** Is aware of the staff issues which are affecting the work environment

_____ **Effective Disciplinary Action:**

- Remains calm and constructive when counseling employees
- Addresses problems promptly when they arise
- Specifically points out an unacceptable behavior or issue
- Counsels the employee, clearly explaining what the employee must do to remedy the situation and any consequence if not resolved
- Follows through to ensure that the employee has corrected the problem and/or received appropriate disciplinary action when necessary
- Follows established Credit Union employment policies and procedures

_____ **Proactive:** Informs staff in a timely manner of relevant issues or concerns and directs the appropriate action

_____ **Effective Direction & Evaluation:** Is respected by the employees he or she supervises; gives clear and understandable direction; lets employees know what is expected of them and evaluates their performance objectively

_____ **Effectively Motivates Employees:** Maintains good relationships with staff and effectively inspires staff to excellence

_____ **Supportive:** Seeks opportunities to be a resource and mentor to employees

Comments:

10. Staff Development Ability

Score _____

_____ **Fosters Teamwork:** Inspires staff to work as a team to achieve credit union goals and objectives

_____ **Coaches & Mentors Staff:** Offers guidance, encouragement, advice and ideas to promote individual success

_____ **Effective Staff Training:** Proactively trains staff within their area of responsibility

_____ **Effective Role Model:** Serves as an example for excellence and professionalism

_____ **Develops Staff Skills:** Is aware of the development needs of their employees and initiates the appropriate action

_____ **Holds Staff Accountable:** Communicates expectations and standards of performance and ensures that staff fulfills their individual responsibilities

Comments:

Supervisory Staff Performance Evaluation

SUPERVISORY EXPECTATIONS

11. Analytical Ability and Judgment

Score _____

_____ **Future Focused:** Understands the "Vision" of the credit union and works to move toward the strategic vision and goals

_____ **Uses Good Judgment:** Chooses the appropriate course of action

_____ **Provides Effective Solutions:** Contributes effective problem solving ideas

_____ **Properly Prioritizes :** Exercises effective time management skills

Comments:

12. Organizational Skills

Score _____

_____ **Effectively Participates in Staff Meetings:** Comes to meetings prepared and contributes to the flow of ideas, listens to the thoughts of others and maintains a positive attitude

_____ **Strives to Improve Employee Performance:** Provides timely, concise and effective staff evaluations

_____ **Provides Effective Training:** Designs/coordinates training to effectively address staff development needs in a timely manner

_____ **Effectively Delegates to Staff:** Delegates to appropriate staff, monitors progress and holds staff accountable

_____ **Promotes Efficient Work Flow:** Develops, implements, and maintains procedures to improve efficiency

_____ **Promotes Process Improvement:** Seeks and implements most effective and efficient way to accomplish tasks; encourages staff to make suggestions for improvement

Comments:

Employee's General Expectation Score _____

Employee's Supervisory Skill _____

Employee's Total Score (General Evaluation and Supervisory Skills) _____

Supervisory Staff Performance Evaluation

GOAL REVIEW & ACHIEVEMENT

Below are the goals from the past year's development and career goals. Your Supervisor has reviewed your achievements based timely completion and quality of work and has provided a summary of the review below.

Goal 1.

Date Due: _____

Goal 1. Comments

Goal 2.

Date Due: _____

Goal 2. Comments

Goal 3.

Date Due: _____

Goal 3. Comments

Supervisory Staff Performance Evaluation

FUTURE GOALS

With your Supervisor, create goals to accomplish this coming year. Effective goals are Specific, Measurable, Achievable, and Realistic. Make sure your goals meet the criteria!

Goal 1.

Date Due: _____

Goal 2.

Date Due: _____

Goal 3.

Date Due: _____

Career Goals: *Indicate, employee's future career goals*

General Remarks: *Comment on overall job performance of the employee*

Significant Employee Accomplishments: *Indicate, if applicable, any significant employee accomplishments during the appraisal period*

Supervisory Staff Performance Evaluation

TIER ADVANCEMENT REVIEW

Name _____ Date of Review _____

Job Title _____ Period Covered _____ To _____

Instructions:

Using the entry boxes below for each tier, indicate in the first entry box the number of required competencies that the staff member has successfully shown that he/she has mastered (Ability To, Maintains & Completes); in the box to the right, list the number of competencies required for that tier.

Ability To:

Maintains:

Completes:

Tier 1 _____ of _____
 Tier 2 _____ of _____
 Tier 3 _____ of _____
 Tier 4 _____ of _____
 Tier 5 _____ of _____
 Tier 6 _____ of _____

Tier 1 _____ of _____
 Tier 2 _____ of _____
 Tier 3 _____ of _____
 Tier 4 _____ of _____
 Tier 5 _____ of _____
 Tier 6 _____ of _____

Tier 1 _____ of _____
 Tier 2 _____ of _____
 Tier 3 _____ of _____
 Tier 4 _____ of _____
 Tier 5 _____ of _____
 Tier 6 _____ of _____

Compensation:

Employee's Current Review Score _____
 Employee's Current Hourly Rate of Pay _____
 Employee's Compensation Change _____
 Employee's New Rate of Pay _____

Skill Application:

Is Employee Performing Lower Tier Competencies Adequately?

Yes No

Signatures

Employee

Date

Reviewer(s)

Date

Vice President

Date

Supervisory Staff Performance Evaluation

EVALUATION SUMMARY

Employee Information

Name _____ Date of Review _____
Job Title _____ Period Covered _____ To _____

Award Calculations

	<u>Score</u>	<u>Maximum % of Salary</u>	<u>Award</u>
Product & Service Test	_____	_____	_____
Review Score	_____	_____	_____
Annual Salary	_____		
Total Dollar Award	_____		

Employee Comments: *Each employee is encouraged to write comments either in disagreement or agreement with the review. The employee may also submit comments on a separate sheet of paper if desired.*

- I have read this evaluation, had the opportunity to discuss it with the reviewer, and will submit a written response
- I have read this evaluation and had the chance to discuss it with the reviewer

Employee Signature

Date

Reviewer(s)

Date

Vice President

Date