BACKGROUND
UICCU has a one person training department so we are continually looking for ways to enhance our development in spite of our small departmental size. We have spent a significant amount of time addressing new employee training as well as development of our management team but felt that we needed to offer something to develop future leaders of the organization. We had implemented small scale job shadowing programs but these were not consistently utilized. Results from our employee satisfaction and engagement surveys showed that our staff were interested in additional development opportunities in the organization.

In 2012 we spent time researching mentor programs. Since our HRD department had dedicated a significant amount of time to management development, we decided to create a program that was specifically geared toward the development of non-management staff members. We felt that the benefits of having such a program would be very instrumental in the success of our organization through continued development of staff as well as address areas that emerged in the employee surveys. The Emerging Leaders program emerged as a solution to these needs.

EMERGING LEADERS
The goal of the Emerging Leaders Program is to offer development opportunities for motivated staff members who are interested in growing with our company but are not able to advance due to the finite number of opportunities in our organization (due to our size and the age of our existing management staff). This program is only offered to non-management staff members. While we hope that Emerging Leaders is a program that will serve as a retention tool for strong individuals in our organization we understand that some will choose to pursue opportunities elsewhere. We feel strongly that it is our job as an organization to provide participants with a strong skill set and foundation that can be used to help them succeed either inside or outside our organization.

The following is an outline of the Emerging Leaders Program.

WHAT THE PROGRAM IS
- An opportunity for growth and additional experiences within UIECU
- One on one coaching and development with members of the Leadership Team
- A program that will be challenging and require a time commitment of at least 3 hours per month (two times per month for approximately 90 minutes) as well as responsibility for outside of work assignments.
- A one year commitment.

WHAT THE PROGRAM ISN’T
- A guarantee of job security or a promise for future promotions.

SUCCESSFUL CANDIDATES MUST
- Be in a non-management position
- Have been at UICCU a minimum of one year.
- Have been rated “Meets Expectations” or above on the most recent Performance Evaluation
- Have no discipline in the past 12 months
- Have met all Performance Goals for the past 12 consecutive months
ATTRIBUTES OF AN EMERGING LEADER

- A person who willingly takes on additional responsibilities and/or seeks out additional responsibilities.
- A person who is a motivator and leads by example on their team.
- A person who strives to be recognized within and outside the organization by their personal and professional achievements.
- A person who is always looking to create improvement or efficiency and is proactive about change.
- A person who has the interpersonal skills and emotional intelligence critical to being a leader in the organization.
- A person who is engaged in the success of UIECU.

APPLICATION AND SELECTION PROCESS

- Interested staff members will submit a resume and cover letter expressing their interest in the program.
- A team of leadership members will hold interviews and present recommendations to the entire leadership team.
- Four staff members will participate in the program annually. This will allow significant opportunities for mentoring with all members of the leadership team.
- Staff members will be notified in person regarding their acceptance in the program.
- Staff members who are not selected will also be notified in person. Leadership will provide coaching on opportunities for improvement.

STRUCTURE

Meetings – depending on the topics the Emerging Leaders and leadership meet formally two times per month. These will be in large groups with the entire leadership team or in small mentor groups. Depending on the assignment or project due the Emerging Leaders may need to spend time outside of meetings to prepare.

Mentor Groups - Our leadership team is divided into small groups and each Emerging Leader is “assigned” to a small group based on their interests and career aspirations. This group remains with the Emerging Leader throughout the 12 months.

Topics: The topics for the sessions have varied a little bit from year to year based on the feedback from the current class of Emerging Leaders but we try to cover all functional areas of the credit union. For each session the EL group will have some sort of assignment or project.

Sessions/assignment/projects this year are as follows:

- Goal Setting
  - Assignment – create SMART goals for what they want to accomplish by the end of the year
- Creation of Credit union and Departmental Scorecards
  - Assignment – Attend departmental Scorecard presentations and provide summary of what they learned
- Strategic Planning
  - Project- complete a SWOT analysis on UICCU to present to leadership
- Personality Testing
  - Assignment – Read Finding Your Strengths and complete assessment
- Coaching
  - Assignment – identify opportunities to coach peers
- Accounting/Budget/ALCO
  - Project – “Asset/Liability Lego Game”
Key Goal Updates
  - Project - Create formal presentation on our key goals to present at a Board of Directors Meeting

Self-Development
  - Project - Identify book for group to read and then lead book discussion

Performance Appraisals
  - Assignment - Complete self-assessment

Final Project (worked on throughout the year)
  - Create video commercial for the Emerging Leaders program to be shown at All Staff Meeting
  - Create up to date Cover Letter and Resume

In addition:

- Each Leadership team member spends two hours with the Emerging Leader group in a Q&A on their specific job within the organization.
- Our CEO takes the Emerging Leader group to lunch Quarterly

RESULTS

2016 marks the fourth year of the Emerging Leaders Program. We have had twelve staff members “graduate” from this program thus far. While the framework of the program remains the same as year one we have spent time making adjustments and tweaking the program based on feedback from the participants. Their guidance and input has made the program stronger and more beneficial to participants each year.

Of the twelve participants, six have transitioned into management positions in the organization and only one has left the organization to pursue other opportunities.

The former participants have been responsible for creating a new employee mentor program for employees who join the organization. In addition, past participants are now serving as mentors for the existing year’s Emerging Leader participants for key projects within the program.