



## Connecting People with Purpose

### Innovation

Like many credit unions, PVFCU held a traditional front-line staffing structure consisting of a branch manager supervising a team of tellers and member service representatives with a variety of skill levels, educational backgrounds, and career potential. While this model served us well for many years, in 2014 we decided the only way we could live out our mission of improving the financial lives of our members, and thrive as a credit union, was to change and adapt to new ways of doing business. Therefore, in 2014 we decided to move to a dialogue branch model with universal employees called Member Advisors (MAs). Rather than begin with changes to our lobby design, which was the pattern of the credit unions we studied, we began with changes in our staffing by immediately altering the profile of our entry-level member-facing staff. Rather than hiring employees who had skills and interests for teller work alone, we began to hire those with interests in banking careers and potential to be lenders and managers.

Through natural attrition, and some internal moves, we soon had an ambitious team who were quick learners, career focused, and passionate about serving our members. However, we faced a challenge. Our great talent pool wanted to progress faster than we were able to keep up.

As a solution, we launched our Member Advisor Development Program (MADP). Our goals were:

- To retain top performers by clarifying their career path opportunities, developing training plans and resources that gave them control of their progression, and consistently and effectively providing feedback.
- To prepare MAs for future leadership positions in our Leadership Development Program (LDP).
- To provide consistent feedback and a culture of appreciation, leading to high team morale and satisfaction.
- To involve MAs in strategic initiatives through buy-in and involvement as Specialists.
- To contribute to bottom-line organizational growth in loans, memberships and referrals.

MADP consisted of development tracks for both branch lobby and Contact Center Member Advisors. The generalist tracks to advance MAs through increased levels of competence was not new but more clearly defined. The most exciting aspect for MAs was to see a career path after advancing to MA 3/4. We added roles of Specialists, Specialty Managers, and Assistant Managers. Another critical component of MADP and organizationally was the addition of LDP, a Leadership Development Program developed internally which has strong interest across departments.

To implement, we broke down our MADP project plan to 3 phases and developed a governance structure and routine to stay on track.

### Business Outcomes/Impact

1. Retention of top performers.
2. Leadership development: Since implementing LDP in January 2018, we have had 3 cohort groups of six. MAs who participate rotate among branches and take on some assistant branch manager-type responsibilities during that time.
3. Consistent feedback/culture of appreciation: Part of our LDP instruction is to have every manager maintain an ongoing schedule of high-quality one-on-one dialogues with every single person they manage. This has impacted the MA team and organization immensely. In our quarterly pulse surveys,

we monitor how they are doing. Prior to 2018 Q 2, there were no monthly one-on-ones in the MA team.

Quarter / # of Respondents	One-on-One in the past month with supervisor	Thank you in the past month from supervisor	Rated communication with supervisor/team (0-5)
2018 Q 2 (21)	86%	76%	3.71
2018 Q 3 (20)	75%	80%	4.35
2018 Q 4 (19)	95%	89%	4.16

In addition, in the most recent survey, 95% of MAs responded with a 4 or 5 on a 0-5 scale that they were happy at work and their overall rating of the positive vibe of their team was a 4.25.

4. Since implementing MADP we have 4 MA Specialists. Their involvement is giving them purpose and connection more broadly in the organization and contributing to organizational strategies in each of their areas of specialty.
  - Financial Literacy Specialist working across the organization in networking and initiatives to benefit our members.
  - Vehicle Loan Specialist, researching and proposing ways to increase loans and following up with pending applications.
  - Mobile Channel Specialist, researching and proposing ways to increase utilization.
  - Business Development Specialist, working with our business lending team to connect member businesses with products and services that meet their needs.
  
5. Organization-wide we had a goal in 2018 to increase loans by 10%. MADP has helped us achieve this goal by having more well-trained and able MAs doing consumer lending. The chart below shows their achievement of their target growth. Organization-wide we were able to achieve an 11% increase in loan dollars.

	2018 Q 3 % of Target Reached	2018 Q 4 % of Target Reached
Personal Loans	131%	153%
Vehicle Loans	102%	112%
Credit Card Loans	121%	150%
Loan Applications	100%	120%

### Sustainability/Quality

In our research of other credit unions, we learned that many which moved to a universal banker lobby resorted back to more traditional staffing, likely because their staff was not well trained in the new model. We worked very hard to prevent this, and MADP governance is key in keeping the model sustainable. The following have been implemented to ensure sustainability:

- Distribution and analysis of quarterly employee pulse surveys.
- Accountability of branch managers to have a culture of appreciation and routine and effective one-on-ones with every employee (as monitored in pulse surveys)
- Shared vision and language to create one culture among branches as established through the Leadership Development Program and ongoing collaboration led by Channel Leads.
- Communication, support, and collaboration with top management throughout the organization.
- Establishment of quarterly bench strength and calibration meetings to assess each and every MAs progress and potential.
- Documented Training plan including assessments, testing, tracking, and feedback tools.

### Integration

It is very important that we do not hold MADP in isolation, but integrated throughout the organization with the support of all senior level managers. With the MADP implemented, our team is trained and flexible, and we are in a much better place to launch strategic initiatives in 2019. Examples include:

- Maximizing our new core operating system and new technology.
- Developing market intelligence, life cycle, and segmentation strategies.
- Utilizing MA specialists in financial literacy, loan growth strategies, digital channels, and business development.
- Developing organizational leaders since the LDP cohort groups of 6 include a mix of MAs and employees from other departments, encouraging collaboration and common bonds. The program also includes success if those in MADP decide on another career path within the organization.

### **Summary**

Talent development is a strategic tool for the employee and for organizational growth. MADP will prove to be one of the most important foundations laid for the next decade of growth at PVFCU. When we as leaders are serious about developing the skills, strengths and talents of our people, we are investing the future success of both our credit union and our industry. The MADP is one way we are truly connecting our people with a purpose.