

*Developing the People of CU*Answers*



Developing the People of CU*Answers

2

> Introduction

Questions about succession planning at CU*Answers are frequently asked during the sales process, or when we start to learn with and about a new partner. Big or small, organizations like ours do need to have a high profile plan on how they build leaders and teams from top to bottom.

While everyone can worry about the vision of the senior leadership and how you ensure the continuity of the long-term business plans should a senior leader leave, there is more to this plan than just “who will replace the CEO?”

Teams have to be built at every level. Succession planning should be the concern of every single employee that might ever stop to think, “Who would meet our clients’ needs should I not be here to fulfill this task?” At any time, any CU*Answers employee might be the most important person to our future, if only for one day, one week, one month...or ten years.

With that in mind, CU*Answers spends a great deal of time developing team-building concepts. Key management personnel are involved in business planning. Key leaders are identified and encouraged to participate with the Board through the monthly team reports for the Board packet as well as leading key focus groups.

It is our intent to build a culture where no single team member ever bears the heavy responsibility of feeling like they are irreplaceable.

To make that a reality, we try constantly to reinforce that no single short-term project is more important than the long-term goal of building a team that can carry the ball into the future.



SCOTT PAGE
EXECUTIVE VICE PRESIDENT
MARKETING & SALES
TEAM MEMBER SINCE 1989

> Building a Team for the Future

CU*Answers is organized in a way that ensures three key leaders will work with the Board on a regular basis representing three of our most important corporate concepts:

- **CEO:** Vision, Market Relevance and CU Interaction, Corporate Planning
- **CFO:** Compliance and Financial Planning
- **CIO:** Operations and the Technical Architecture for Our Future

CU*Answers maintains “key man” insurance on all three officers to cover the expense of identifying, recruiting, and replacing any officer. All three officers have compensation packages that include retention



BOB FRIZZLE
CFO

TEAM MEMBER SINCE 1997

RANDY KARNES
CEO

TEAM MEMBER SINCE 1994

JODY KARNES
CIO

TEAM MEMBER SINCE 1994

incentives, and the CEO and CIO are under employment contracts. The Board Member Handbook committee periodically reviews the procedures for negotiating these contracts and documents their procedures as a standard part of the handbook.

> Helping the Board Secure Our Senior Leadership

In 2009 the CU*Answers Board of Directors set up an **HR Committee**. The focus of this standing committee is to

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GEOFF JOHNSON
EXECUTIVE VICE PRESIDENT
CLIENT INTERACTIONS
TEAM MEMBER SINCE 2005

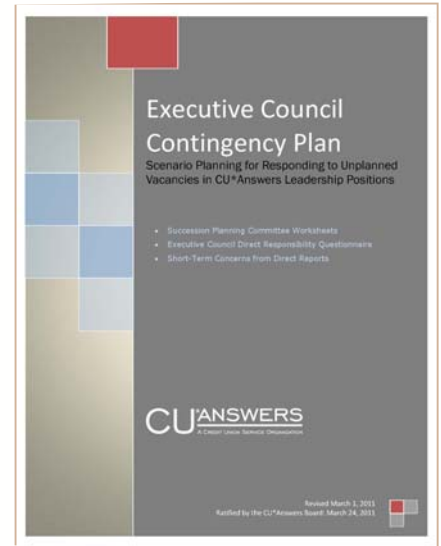
A Culture of Building Teams

4

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coordinate with the senior management team on big-picture Human Resources projects such as a periodic review of the Succession Plan (the document you are now reading), maintaining Officer contracts, and other assignments per the instruction of the Board Chairperson.

One result of these efforts was the **Executive Council Contingency Plan**, which outlines the processes that would be initiated in the event one of the Executive Council positions (CEO, CFO, CIO, EVP) needed to be filled. Included are narratives compiled by the current Council and members of the Management Team, including a list of direct responsibilities for each Executive Council position, immediate concerns to be addressed, and a succession strategy for the Board to follow in responding to an unplanned vacancy.



Each Executive Council Member is given the task of building a strong team to carry out the day-to-day responsibilities of their area. Should the need arise to fill a vacancy in one of their positions, it would be a team project. In a nutshell, the CEO would work with the Board in selecting a new CIO, CFO, or EVP. Conversely, the Board of Directors would rely heavily on the CFO, CIO, and EVP in the selection of a new CEO. In the interim, the remaining council members would assume any day-to-day responsibilities by working with the direct reports of the vacant position.



BARB COOPER
VICE PRESIDENT
PROFESSIONAL SERVICES
TEAM MEMBER SINCE 1994

For example, in the event the CEO position was vacant, the CFO would have no problem picking up the CEO responsibilities related to sales and marketing by working with the EVP of Marketing & Sales to ensure that ongoing relations were maintained. Likewise, where the CIO needs a CEO's input for any questions about day-to-day operations or technical projects, it would be the responsibility of the CIO and CFO to come to an agreement.

> Succession Planning as a Corporate Culture

By its very nature, a data processor, especially one in the ASP environment, relies heavily on redundancy of staff in order to handle the day-to-day obligations to our clients. Covering these responsibilities is as important as handling the problem of a missing officer.

Therefore, building teams, sharing responsibilities, and being highly sensitive to how teams fit together and who is backing each other up are real concerns for all CU*Answers leaders. To make sure that we are covered in these areas, CU*Answers relies on four very valuable tools:

- **An Employee Portal (Intranet)** >see page 6
- **The Employee Participation Program (EPP)** >see page 8
- **CU*Answers University Online Campus** >see page 10
- **AnswerBook Online Knowledge Database** >see page 11

The following pages outline each of these areas in more detail. <>



PATRICK SICKELS
INTERNAL AUDITOR
TEAM MEMBER SINCE 2009



JIM VILKER
VICE PRESIDENT
PROFESSIONAL SERVICES
TEAM MEMBER SINCE 2006

An Employee Portal

6

> The Talent Source Portal

The responsibility for content management of our internal web site is distributed throughout the organization. The Portal is mandated as a tool for *real work*, to the point where scheduling, documentation, employee education, and even SAS70 audits can be completed online. <>



DAVE WORDHOUSE
VICE PRESIDENT
NETWORK TECHNOLOGIES
TEAM MEMBER SINCE 2002

DAVID DAMSTRA
MANAGER
WEB SERVICES
TEAM MEMBER SINCE 2005

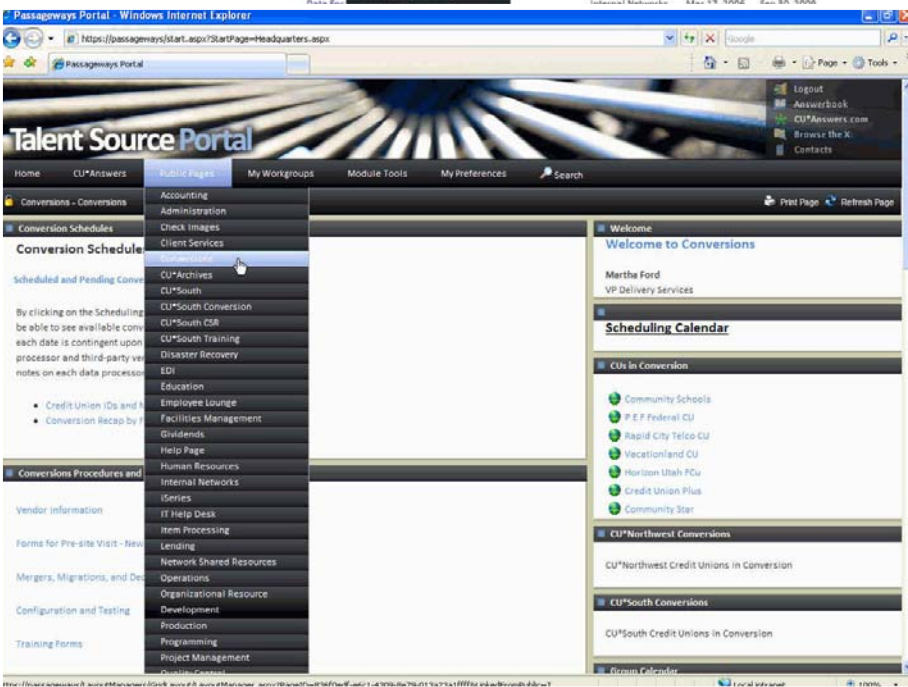
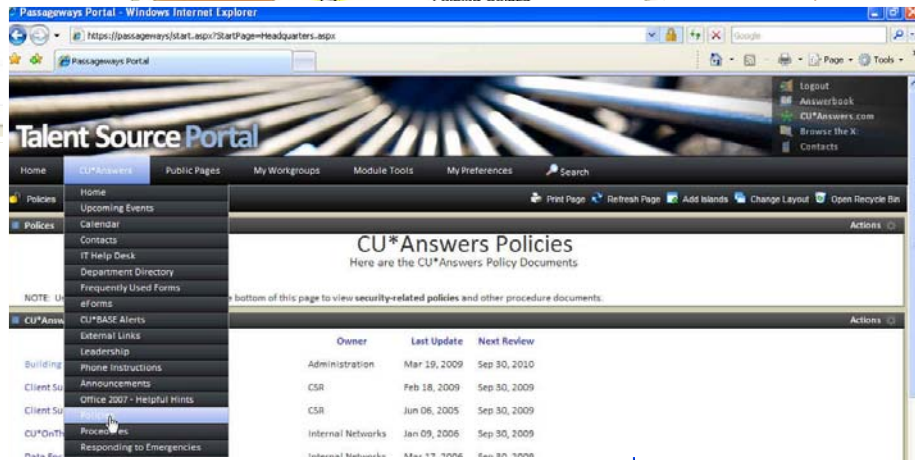
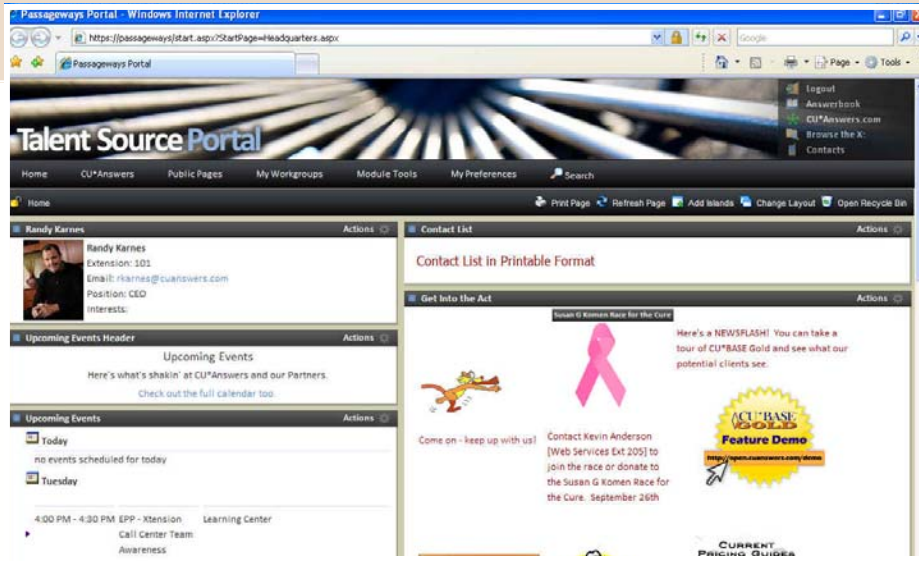


TODD WOLCOTT
MANAGER
ISERIES ADMINISTRATION
TEAM MEMBER SINCE 2006



JEFF MILLER
MANAGER
OPERATIONS
TEAM MEMBER SINCE 2000





KAREN CHESBRO
VICE PRESIDENT
ITEM PROCESSING
TEAM MEMBER SINCE 1978

The EPP (Employee Participation Program)

8

> Walking the Talk

This program encourages employees to take control of their own education and personal development, and provides a measurable standard for our “Effort Before Reward” goal.

Each year the CEO sets a budget for merit and cost of living increases for each department, and each department manager is responsible for setting salary changes according to that budget.

Employee participation in education is one of the factors used to determine salary adjustments: every employee must earn at least 8 points through the EPP in order to qualify for a merit increase. Although this does provide a powerful incentive to employees, it is also intended as a *benefit* to our staff.

The EPP is just one of many ways we provide ongoing opportunities and resources for our staff to learn and grow, and reinforces our commitment to education for our clients – we practice what we preach. <>



PJ HAEHNEL
VICE PRESIDENT
ADMINISTRATION
TEAM MEMBER SINCE 1974

PAULINE VANZALEN
MANAGER
CLIENT SERVICES
TEAM MEMBER SINCE 2001



JOHN BEAUCHAMP
MANAGER
ELECTRONIC DOCUMENT STRATEGIES
TEAM MEMBER SINCE 2007





KATIE SMIGIEL
MANAGER OF HUMAN RESOURCES
ORGANIZATIONAL RESOURCE DEVELOPMENT (ORD)
 TEAM MEMBER SINCE 2005

SCOTT COLLINS
PRESIDENT
XTEND, INC.
 TEAM MEMBER SINCE 2003

CU*Answers Online University Campus

10

> CU Professionals Supporting CU Professionals

Added during 2004, the online university offers our employees over 200 courses related directly to the credit union industry, including CU*BASE and far beyond. These award-winning education courses, provided by Harland-Clarke Educational Services, are recognized in the credit union industry as one of the premier sources for credit union education.

Courses are included in the EPP to ensure that all CU*Answers employees are industry-savvy and in tune with their credit union counterparts. <>



CUESTnet - Windows Internet Explorer

https://www.trainingfi.net/CUAnswers/Campus/administrator.htm

CUESTnet

CU*ANSWERS
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Home
Admin
Reports
Course List
My Profile
Help
Communication
Reference
Logout

All Courses on Your Campus

Dawn, these are the courses available on your campus. Click on a category name to show or hide the courses in that category.

[Show All Courses | Hide All Courses]

Category/Course Name
CU*BASE Accounting/Back Office
CU*BASE General
CU*BASE Lending
CU*BASE Marketing/Sales
CU*BASE Teller/Member Services
Aptitude Testing
Business Development
Business Services
Business Service MSR
Collections
Community Relations
Compliance
REG 100 - The Bank Secrecy Act (CS34)
REG 101 - Reg. B (Equal Credit Opportunity Act) (CS01)
REG 102 - Regulation CC (Availability of Funds and Collection of Checks Act) (CS02)
REG 103 - Regulation D (Reserve Requirements) (CS37)
REG 104 - Regulation E (Electronic Funds Transfer Act) (CS04)
REG 105 - Regulation Z - Truth in Lending Act (CS05)
REG 106 - Regulation DD: Truth in Savings Act (TSA) (CS06)
REG 107 - USA Patriot Act (CS07)
REG 108 - The Privacy Act (CS08)
REG 109 - Children's Online Privacy Protection Act (CS09)

https://www.trainingfi.net/cgi-win/auth\$course.DLL/courses/CS02/CS02f.htm

AnswerBook Online Knowledge Database

> The Voice of the Customer

A comprehensive online Q&A database and client service tracking tool, the AnswerBook lets us disseminate knowledge to all staff as well as to existing and prospective clients.

Far more than a simple list of frequently-asked questions, the AnswerBook includes administrative tools that help us organize our digital intelligence in the “voice of the customer,” creating intellectual assets and instantly communicate the value of our organization to the marketplace. <>

CU*ANSWERS
A CREDIT UNION SERVICE ORGANIZATION

AnswerBook

Find Answers | **Ask Questions** | **Past Questions** | **Profile** | **Alerts** | **Close AnswerBook**

Enter search text or question:

Search using: Categories:

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Most Relevant Info For All Categories Next>> 1 - 25 of 1590 items

Click on the item below that best resolves your inquiry.

1. [I want to go ahead with the AnswerBook Product. What is my next step?](#) *Priority Item*
2. [Are dividends considered 'activity' for statement processing?](#) *Priority Item*
3. [What is a "left-to-right" teller error?](#) (Updated)
4. [How do I post a loan payment to principal only?](#)
5. [Tons of Ways to Save Money.](#)
6. [What procedures should be taken to maintain a member's account when they file bankruptcy?](#) (Updated)
7. [What does ACH stand for?](#)
8. [Where is the best place to find teller transactions for today. Can I also view prior day's listing?](#) (Updated)



LAURA WELCH-VILKER
MANAGER, EDUCATION SERVICES
ORGANIZATIONAL RESOURCE DEVELOPMENT (ORD)
TEAM MEMBER SINCE 1998

A Culture of Leadership and Participation

12

> Leadership Teams At Work

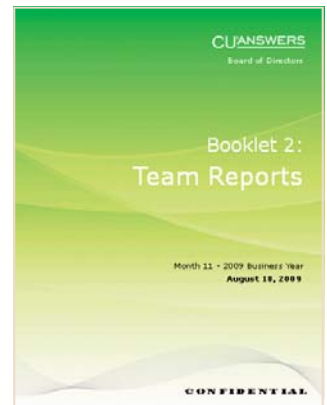
CU*Answers has an annual calendar of regular events designed to encourage management team overlap and overall corporate awareness of where we are going, what we are doing, and how we do it.

Annual events include the annual client Leadership Conference and Stockholders meeting participation in the annual Board Strategic Planning session, and a standing invitation to audit Board meetings.

> Helping the Board Identify Talented Staff Members

Four CU*Answers employees are regular members of the Board meeting process: the three Officers and the VP of Administration. But participation with the Board is not restricted to these four individuals. The Board packet is a working management document used throughout the month. It communicates the overall output, goals, and issues to the entire management team as well as to the Board.

Management team leaders prepare a Team Status Report summarizing their team's efforts from one Board meeting to the next.



JACK CARPENTER
VICE PRESIDENT
SOFTWARE DEVELOPMENT
TEAM MEMBER SINCE 1996

DIANE KILGORE
MANAGER
XTEND SRS
TEAM MEMBER SINCE 1990



Communicating Our Skills

> An Evolving Plan

CU*Answers recognizes that team building and the process of continually refreshing and renewing employee resources is never done. Our staff is always changing. Young people are entering; current staff is aging. The demographics of our team change every year. Therefore, we are constantly reviewing our team requirements, leadership skills, and new ideas that we must introduce to our staff, leadership, and Board of Directors.

The final factor in making sure we have the continuity in leadership and team resources we will need into the future is **our credit union owners** themselves. Our Board of Directors is elected from our credit union owners, and represents the will of those owners. CU*Answers works very hard to keep a close relationship – through focus groups, education programs, marketplace events, and one-on-one interactions with the credit unions who make up our CUSO – so that our owners will have an opinion about the new leaders that come on board and how well we are doing at building teams.

Succession is not a mandate, and no firm can afford to have the next leader of every department just waiting in the wings. It can



DAWN MOORE
VICE PRESIDENT
WRITING TEAM /
PRODUCT DESIGN
TEAM MEMBER SINCE 1995

MARILYN BOYD
MANAGER
ACCOUNTING
TEAM MEMBER SINCE 1985



only have a process and a trusted set of individuals who will work on building tomorrow's team. To that end, CU*Answers is confident about its staff and the ability of the credit union leaders who make up our CUSO to carry on far into the future. <>

For more information about the tools we use for building strong teams, be sure to check out the Leadership page of the CU*Answers Portal, which includes access to:

- **Message to New Employees from the Officers**
- **Annual CU*Answers Business Plan**
- **CU*Answers Organizational Model**
- **CU*Answers Leadership Teams at Work**
- **Corporate Philosophies about Self Employment, Equity, and Employee Appreciation**



MARY VANANTWERP
MANAGER
QUALITY CONTROL
 TEAM MEMBER SINCE 2003



MATT SAWTELL
MANAGER
WESCO NET SYSTEMS
 TEAM MEMBER SINCE 2002



MELINDA HAEFFEL
VICE PRESIDENT
MARKETING &
PUBLIC RELATIONS
 TEAM MEMBER SINCE 2000

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