

CUNA
Staff Salary Report
Less Than \$35 Million in Assets
2015-2016

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CUNA Staff Salary Report

Less than \$35 million in assets 2015-2016

The 2015-2016 CUNA Staff Salary Report—Less than \$35 Million in Assets (Stock No. 25525P) is produced by CUNA Research.

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CUNA

Staff Salary Report

Less than \$35 million in assets

2015-2016

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Survey Methods

This report summarizes the results of a survey conducted by CUNA Research in Madison, Wis., between January and June 2015.

In January, CUNA sent questionnaires to the Human Resource (HR) professional or CEO/manager of 5,235 affiliated credit unions with \$1 million or more in assets. An online version of the questionnaire was available as well.

Several follow-up email messages were also sent to nonresponding credit unions, to remind them of their opportunity to participate in the study.

CUNA Research asked credit unions to provide compensation data effective January 1, 2015.

By April 2015, the cutoff date for inclusion in the report, CUNA had received a total of 697 questionnaires from credit unions with assets of \$1 million to \$35 million—the group of focus for this report.

The data was weighted to adjust for the over- or under-representation of credit unions in any

individual asset category.

Weighting is a standard survey analysis procedure designed to increase the reliability of the survey results. It ensures that the results aren't biased by a specific group of credit unions.

The salary, total variable pay, and total cash compensation data were also weighted by the number of employees in each position.

This weighted average comes closest to estimating the amount earned by the average employee within each job position, rather than what the average credit union pays for that specific job.

In examining the data from responding credit unions, staff identified extreme outliers. If a data point appeared to be an invalid response, it was eliminated from the final data set.

Based on a sample of 697 respondents, the maximum sampling error for the overall percentages is $\pm 3.7\%$ at a 95% confidence level. That is, in 95 of 100 similar samples, the overall percentages would fall

within 3.7 percentage points of those presented in the data tables.

Because the sample was limited to credit unions with \$1 million to \$35 million in assets, all references to "credit unions" in the report refer to that universe of credit unions.

Finally, the statistical tables included in the report examine the information by credit union asset size and U.S. region.

The map (on p. 7) displays the various regions and individual states comprising each one.

Please refer to this information to identify in which region your credit union is located, when searching for any "\$ amount by region" or "% by region" breakdowns.

ABOUT THE REGIONS



REGIONS

- Northeast** = New England (ME, NH, VT, MA, RI, CT);
Middle Atlantic (NY, NJ, PA)
- Midwest** = East North Central (OH, IN, IL, MI, WI);
West North Central (MN, IA, MO, ND, SD, NE, KS)
- South** = South Atlantic (DE, MD, DC, VA, WV, NC, SC, GA, FL);
East South Central (KY, TN, AL, MS);
West South Central (AR, LA, OK, TX)
- West** = Mountain (MT, ID, WY, CO, NM, AZ, UT, NV);
Pacific (WA, OR, CA, AK, HI)

List of Participating CUs

ALASKA
Alaska District Engineers FCU

ALABAMA
Alabama Law Enforcement CU
Alabama Postal CU
Alabama Rural Electric CU
Brassies CU
City of Birmingham General Employees CU
Council FCU
Covington School FCU
Fedmont FCU
IAM Community FCU
O'Neal CU
SRI Employees FCU
WCU CU

ARKANSAS
Combined FCU
Cooperative Extension Service FCU
Fort Smith Municipal Employees FCU
Henderson State University FCU
Natural State FCU
Patterson FCU
Southern Gas FCU
Union Pacific of Arkansas FCU
United Arkansas FCU
UseM Mena FCU

ARIZONA
APC Employees FCU

Cochise CU
EM FCU
Snowflake Mills FCU
Southeastern Arizona FCU
Winslow Santa Fe CU

CALIFORNIA
Atchison Village CU
Cal Poly FCU
Delta Schools FCU
Eagle CU
El Cajon FCU
El Monte Community CU
Espeeco FCU
Fairview Employees FCU
Fontana FCU
Fresno Grangers FCU
Harbor Area Postal Employees FCU
Inland FCU
McClatchy Employees CU
Modestos First FCU
Monrovia City Employees FCU
Organized Labor CU
Printing Office Employees CU
San Bernardino Cmnty Colg Dist Employees FCU
SF Recreation & Parks FCU
SLO CU
Union Oil Santa Fe Springs Employees FCU
United Catholics FCU
Watsonville Hospital FCU

COLORADO
BCS Community CU
Holyoke Community FCU
Lamar Civic FCU
Legal Community CU of Colorado
Mountain River CU
Otero County Teachers FCU
School District 3 FCU

CONNECTICUT
Arnold Bakers Employees FCU
East Hartford FCU
Hartford Firefighters FCU
Lawrence Memorial Hospital Employees FCU
Members CU
New London Municipal Employees CU Inc
Personal Care America FCU
Regional Water Authority Employees CU Inc
Rogers Employees FCU
Soundview Financial CU
Tri-Town Teachers FCU
Ukrainian Selfreliance New Eng FCU

DISTRICT OF COLUMBIA
Howard University Employees FCU
Lee FCU

DELAWARE
Edge Moor Dupont Employees FCU

DELAWARE
First State Refinery FCU

FLORIDA
Calhoun Liberty Employees CU
City County Employees CU
Clay Electric Empl CU
Community Trust FCU
Compass Financial FCU
Farmers FCU
Florida Baptist CU
Florida State Employees FCU
FRSA CU
Jax Glidco Employees FCU
Local 606 Electrical Workers FCU
Madison Education Assn CU
Metro North FCU
Miami FCU
South Atlantic FCU
Tallahassee FCU
Town of Palm Beach FCU

GEORGIA
1st Choice CU
Elco FCU
Flowers Employees Credit League
Georgia Power Macon FCU
Habersham FCU
Mercy FCU
RCT FCU
Rome Kraft Employees CU
Roper Lafayette Employees CU

Savannah Schools FCU
United Methodist Connectional FCU

HAWAII
Glover FCU
Hawaii First FCU
Independent Employers Group FCU
Kauai Teachers FCU
Onomea FCU
Oral FCU
West Maui Community FCU

IDAHO
SEI FCU
Simplot Employees CU

ILLINOIS
77th Street Depot FCU
A C Jaacks CU
ADM CU
Aldersgate FCU
Allsteel CU
ASH Employees CU
Aurora Firefighters CU
Aurora Policemen CU
Aurora Postal Employees CU
Bloomington Municipal CU
C & NW Proviso CU
Central Illinois CU
Chicago Firemans Assn CU
Clifford Jacobs Employees CU
Community Plus FCU

First Security CU
Gale CU
Harvard Community CU
Jeff-Co Schools FCU
Joliet Firefighters CU
Joliet Municipal Employees FCU
Kankakee County Federal Employees FCU
Kaskaskia Valley Community CU
Kone Employees CU
Madco CU
Maternity BVM CU
New Horizon CU
Peoria Fire Fighters CU
Peoria Hiway CU
Pontiac-Dwight Prison Employees CU
Processors-Industrial Community CU
Quincy Municipal CU
Quincy Postal Employees CU
Silgan White Cap CU
SIUE CU
Synergy Partners CU
Western Illinois CU
Williamson County Catholic CU
Win-Hood Co-op CU

INDIANA
AA FCU
Bar-Cons FCU
Blufton Motor Works Franklin Electr Employees CU

INDIANA
Central Soya FCU
Clifty Creek Employees FCU
Community Spirit CU
Dearborn County Hospital FCU
Evansville Firefighters FCU
Financial Partners FCU
Gary Fire Fighters Assn FCU
Grand Heritage FCU
Huntington County FCU
Jackson Co Co-Op CU
Jefferson Community FCU
Kokomo Heritage FCU
LaPorte Community FCU
South Bend Post Office CU
South Bend Transit FCU

IOWA
Capitol View CU
Casebine Community CU
Cornerstone Community CU
Davenport Police Dept CU
Des Moines Co Postal CU
Dubuque Postal Employees CU
Dupont Employees CU
ETS CU
Frontier Community CU
Gas & Electric Employees CU
General Drivers CU
Midwest Community CU
North Western Employees CU
Peoples CU
Polk County CU
Polk County Schools Employees CU
Quaker Oats CU
River Community CU
SECU CU

Sioux Valley Community CU
The Hub Co CU
Town & Country CU
UNI CU
United CU
Warren CU
Waterloo Firemens CU
Waterloo Police CU

KANSAS
Bluestem Community CU
Bradken CU
C & R CU
Crossroads CU
Eagle FCU
Enterprise CU
Garden City Teachers FCU
Kansas AIR Guard CU
KC Fairfax FCU
KUMC CU
Morton CU
Salina Interparochial CU
Salina Municipal CU
Saline County Teachers CU
Southwest Kansas Community CU
Tri-County CU
United CU

KENTUCKY
Friends First CU
KIT FCU
Kraftcor FCU
KYANG FCU
Letcher County Teachers CU Inc
Louisville Metro Police Officers CU
Louvah FCU

Modern Employees FCU
Security Plus FCU
Tayco Employees FCU
Your Hometown FCU

LOUISIANA
Acadian FCU
Barton Plant Employees FCU
Beauregard School Employees FCU
Caano Employees FCU
Cabot Employees CU of Franklin
CF LA CU
CUSA FCU
District 58 FCU
Electrical Workers Local 130 FCU
Firestone Lake Charles FCU
Fleur De Lis FCU
Jeff Davis Teachers FCU
Livingston Parish FCU
LOUP Employees CU
Monroe CU
Montell FCU
Morgan City FCU
Morton Weeks FCU
Municipal Employees FCU
Rapides General Hospital Employees FCU
River Cities CU
SE LA Veterans Health Care System FCU
South Louisiana Highway FCU
St Jules CU
UNO FCU
US Veterans Adm New Orleans LA FCU

MAINE
Capital Area FCU
Great Falls Regional FCU
HealthFirst FCU
Howland - Enfield FCU

MARYLAND
American Hammered FCU
Baltimore Washington FCU
Choptank Elect Coop Employees FCU
Howard County Education FCU
Potomac FCU
SelfReliance Baltimore FCU
WSSC FCU

MASSACHUSETTS
Andover FCU
Cambridge Municipal Employees FCU
Goldmark FCU
HTM CU
Leominster Employees FCU
Malden City Employees CU
Malden Teachers FCU
Manchester FCU
Marblehead Municipal FCU
Medford Municipal Employees FCU
Middlesex Essex Postal Employees FCU
MyCom FCU
Newton Teachers CU
North Adams Municipal Employees FCU
Norwood Town Employees FCU
Revere Municipal Employees FCU
Somerville Mass Firefighters FCU

Somerville School Employees FCU
Touchstone FCU

MICHIGAN
Big Dutch Fleet CU
Chatham Eben Co-Op FCU
Community First FCU
Detour Drummond Comm CU
Dowagiac Area FCU
Eastpointe Community CU
Four Flags Area CU
Gabriels Community CU
Harbor Beach Community FCU
Kenowa Community FCU
Lake Superior CU
Menominee Area CU
Montcalm Public Employees CU
Muskegon St Joseph FCU
Northwest Consumers FCU
Saginaw County Employees CU
Settlers FCU
Southeast Michigan State Employees FCU
St Patrick Croswell CU
Tandem FCU
Tradewinds CU
Tri-Cities CU
Unified Communities FCU
Upper Michigan Community CU
Valley State Employees CU

MINNESOTA
Agassiz FCU
Deer River Co-Operative CU
Embarrass Vermillion FCU

FIRST PACE CU
Floodwood Area CU
Latvian CU
Mico Employees CU
Mower County Employees CU
Queen Employees CU
Riverview CU
St James Public Schools FCU
STARCOR CU
Trades & Labor FCU
West Metro Schools CU

MISSISSIPPI
Brightview FCU
First Neshoba FCU
Junior College FCU
MBHS FCU
Miller Transporters FCU
Mississippi DHS FCU
MUNA FCU
MUW Employees FCU
Northeast Mississippi FCU
Pearl Municipal CU
Southern Mississippi FCU
Tombigbee FCU
Treasury Employees FCU
Twin States FCU

MISSOURI
Bayer CU
Bothwell Hospital Employees CU
Cape Regional CU
Catholic Family CU
City CU
Co Lib CU
Dexter Public Schools CU
District 7 Highway CU

MISSOURI
Independence Teachers CU
JC Federal Employees CU
Joplin Metro CU
MAWC CU
Missouri Valley FCU
Our Lady of Snows CU
Scientific Research Partners CU
Shelter Insurance FCU
Show-Me CU
St Louis Policemens CU
Summit Ridge CU

MONTANA
Butte Community FCU
Community 1st FCU
Deer Lodge County School Employees FCU
Fallon County FCU
Heritage FCU
High Peaks FCU
Montana Health FCU
SEG FCU
St Pats Employees FCU
Wolf Point FCU

NEBRASKA
Box Butte Public Employees FCU
Chadron FCU
Consumers Cooperative FCU
Dale Employees CU
KRD FCU
North Platte Union Pacific Employees CU
Omaha Public Power District Employees FCU
Panhandle Cooperative FCU

Roberts Dairy Employees FCU
Woodmen FCU

NEW HAMPSHIRE
St Joseph Hospital Employees CU

NEW JERSEY
Bergen Division FCU
Bridgeton Onized FCU
Clifton NJ Postal Employees FCU
East Orange Firemens FCU
Elizabeth NJ Firemens FCU
M & C Menlo Park FCU
Monmouth County Postal Employees CU
Montclair Postal Employees CU
Newark Police FCU
Plainfield Police & Firemen FCU
Research 1166 FCU
Unity FCU
West Hudson Teachers FCU
West Orange Municipal FCU

NEW MEXICO
Chino FCU
Deming School Employees CU
Rincones Presbyterian CU
St Gertrudes CU
Telco Roswell New Mexico FCU
U-1st Community FCU

NEW YORK
AFGM Enterprises FCU
Albany Firemens FCU
Allegany County Schools FCU
Amherst FCU

Boulevard FCU
Buffalo Police FCU
Cheektowaga Community FCU
Coxsackie Correctional Employees FCU
Directors Choice CU
Division 726 FCU
Elektra FCU
Erie County Employees CU
Finger Lakes Health Care FCU
Gouverneur School FCU
GP Community FCU
Griffith Institute Employees FCU
Linton FCU
Long Island State Employees FCU
Mamta FCU
Maryvale Schools FCU
Mt Vernon NY Postal Employees FCU
Niagara Falls Penn Central Employees CU
Parks Heritage FCU
Postal Emp of Troy NY FCU
Projector FCU
SMSD FCU
SUNY Fredonia FCU
Syracuse Postal FCU
Town of Cheektowaga FCU
Transit Authority Div B FCU
United Neighbors FCU
Upstate Telco FCU
Urban Street Biscuit Workers FCU
Utica District Telephone Employees FCU
VAC Employees FCU
White Plains PO Empl FCU

NORTH CAROLINA
Acclaim FCU
City of Raleigh Employees CU
Comm-Scope CU
Fayetteville Postal CU
Piedmont CU
TCP CU
Team & Wheel FCU

NORTH DAKOTA
Ascentia FCU
Fargo VA FCU
Flasher Community CU
GEM FCU
Minot Area Schools FCU
Riverfork FCU
Tolna Co-Op FCU

OHIO
Akron Police Dept CU Inc
AllWealth FCU
Atrium CU
Bardes Employees FCU
Central CU Inc
Cincinnati Interagency FCU
Cleveland Heights Teachers CU Inc
Columbiana County School Employees CU Inc
Community United CU
Coshocton FCU
CU One Inc
Edison CU
Globe Industries Employees CU Inc
Goodyear Employees CU Inc
Grohio Community CU
Lake Community FCU
Lake County Educational FCU

LCE FCU
Libbey FCU
Local No 673 CU Inc
Local Union 392 FCU
Materion FCU
Maumee Educators FCU
Morton Salt CU Inc
New Horizon FCU
NoteWorthy FCU
ODJFS FCU
Orange School Employees CU
RSC YO/CL Offices FCU
Sherchem FCU
Sorg Bay West FCU
St James Parish CU
Topmark FCU
YHA South Unit FCU

OKLAHOMA
Bison FCU
Encentus FCU
First Tulsa FCU
Friends FCU
McAlester AAP FCU

OREGON
Klamath Public Employees FCU
Laneco FCU
McKenzie Valley FCU
South Coast ILWU FCU

PENNSYLVANIA
Allegheny Metal FCU
Ambridge Area FCU
APS FCU
AVH FCU
Beaver Falls PA Teachers FCU

Blackhawk FCU
Blue Chip FCU
Central Susquehanna Community FCU
Central Valley FCU
CMC-FCPI Employees FCU
Colfax Power Plant Employees FCU
Consumer Healthcare FCU
Copper & Glass FCU
Corry Jamestown CU
Erie City Emp FCU
Erie Times FCU
Family 1st FCU
Fayette Federal Employees FCU
First Area FCU
Franklin-Johnstown FCU
Glass Cap FCU
KGC FCU
Local 229 IBEW FCU
Locomotive & Control Employees FCU
McKeesport Bell FCU
Montoursville Area FCU
MSA Employees FCU
Northampton Area Schl Dist Employees CU
Oil Country FCU
PACE Resources FCU
PACOE FCU
Penacol FCU
Plumbers Local # 27 FCU
R-S Bellco FCU
Saint Nicholas FCU
Sarco FCU
SMMH FCU
Springdale P P G FCU
Stanwood Area FCU

PENNSYLVANIA
State College FCU
Stroehmann Employees FCU
Teamsters Local 30 FCU
URE FCU
Vasco FCU
West York Area School Dist Employees FCU
Westmoreland Water FCU
WOD FCU
York Educational FCU
Your Choice FCU

RHODE ISLAND
Pawtucket Municipal Employees FCU

SOUTH CAROLINA
CO FCU
Columbia Post Office CU
Nucor Employees CU
Pee Dee FCU
Self Memorial Hospital FCU
Sumter City CU
TRMC Employees CU

SOUTH DAKOTA
Consumers FCU
Coteau Valley FCU
East River FCU
HB Telco FCU
Huron Area Education FCU
M-O FCU
Norstar FCU
OAHE FCU

TENNESSEE
AUB Employees CU
CN/IC Employees CU

Greeneville City Employees CU
Healthcare Services CU
Kellogg Memphis Employees FCU
Kennedy VA Employees FCU
Kingston TVA Employees CU
Maryville Municipal CU
McNairy County Employees CU
Metropolitan Teachers CU
Mountain Lakes Community FCU
Outreach Community FCU
Pathway CU
Southern CU
Tenn Depart of Safety CU
Tennessee River FCU
Times Free Press CU

TEXAS
Alpine Community CU
Amoco East Texas FCU
Andrews School FCU
Belton FCU
Brownsville City Employees FCU
Cherokee County FCU
Coastal Bend PO FCU
Cochran Cnty Schools FCU
Corner Stone CU
Corpus Christi SP CU
Cowboy Country FCU
C-T Waco FCU
Div 694 Mtr Coach Employees FCU
Everman Parkway CU
Fannin Co Teachers FCU
Fannin FCU
Houston Belt & Term FCU

LCRA CU
Local 20 IBEW FCU
Local 24 Employees FCU
Lubbock Teachers FCU
Mountain Star FCU
Mt Olive Baptist Church FCU
National West Life FCU
NCE CU
NE Panhandle Teachers FCU
Northeast Texas Teach FCU
NRCS FCU
Our Mother of Mercy Parish FCU
Pilgrim CUCC FCU
Pollock Employees CU
Port of Houston Whse FCU
Port Terminal FCU
Prairie View FCU
Shared Resources CU
Skel Tex CU
Tex Mex CU
Texas People FCU
THD District 17 CU
Trinity Valley Teach CU
Victoria City-Co Employees FCU
Victoria Teachers FCU
Ward County Teachers CU
Yantis FCU
Yoakum County FCU

UTAH
Grantsville FCU
HollyFrontier Employees CU
Kings Peak CU
LU 354 IBEW FCU
Meadow Gold Employees CU
Provo Postal CU

UTAH
Sunnyside CU
Tanner Employees CU
Teamsters Local 222 FCU
Uintah CU
Utah Prison Employees CU
Varian FCU

VERMONT
Members 1st CU
Northeast Schools & Hospital CU

VIRGIN ISLANDS
Frederiksted FCU

VIRGINIA
CRCH Employees FCU
Halifax County Community FCU
Hampton Roads Catholic FCU
Kraftsman FCU
Loudoun CU
Nabisco Employees CU
Norfolk Municipal Employees FCU
Norfolk VA Postal CU Inc
Old Dominion Univ CU Inc
Petersburg Federal Reformatory CU
Prime Care CU
Queen of Peace Arlington FCU
Richmond Fire Dept CU
Richmond Heritage FCU
Rivertrace FCU

Tidewater Dominion Employees FCU
Waynesboro Employees CU Inc

WASHINGTON
Amicus FCU
Blue Mountain CU
CALCOE FCU
Generations CU
GH Woodworkers FCU
KBR CU
Longshore FCU
Longshoremens Local 4 FCU
Mt. Rainier FCU
Olympia CU
Port of Seattle FCU
PUD FCU
Wenatchee Valley FCU

WISCONSIN
Athens Area CU
Badger CU
Brantwood CU
Iron County Community CU
Kenosha City Employees CU
Kenosha Postal Employees CU
Lakewood CU
Marathon County Employees CU
Meadowland CU
Members First CU
MG & E CU
Oshkosh Postal Employees CU

School Employees CU
Service CU
St Elizabeth Employees CU
St Mary's & Affiliates CU
The Labor CU
Utilities CU
Wisconsin Latvian CU Inc
Wisconsin Medical CU
Wood County Employees CU

WEST VIRGINIA
Atlantic Greyhound FCU
Cabway Telco FCU
CCMH FCU
CHA TEL FCU
Charleston FCU
CHHE FCU
City of Clarksburg FCU
Fayette FCU
Marion County School Employees FCU
Martinsburg VA Center FCU
Mountain Heritage FCU
Natrium Employees FCU
Putnam School Employees FCU
Raleigh County Educators FCU
Tri Ag WV FCU
Wood County Community FCU
WVU Employees FCU

WYOMING
Yellowstone FCU

Executive Summary

Consistent with past trends, pay increases at credit unions with assets of \$1 million to \$35 million remain modest relative to those found in credit unions above this asset level.

Salary and benefit actions

The vast majority (78%) of credit unions with assets of \$1 million to \$35 million provided salary/wage increases to at least some of their employees in 2014, and a similar percentage are planning to do so in 2015 (Tables ES-1 and ES-2, and Figure 1). By comparison, only about 15% of credit unions in this asset range implemented in 2014—or plan to implement in 2015—any sort of salary/wage freeze. This latter figure stood at closer to 45% to 50% during the peak of the recent recession.

Salary/wage increases

Roughly 65% to 75% of credit unions provided salary increases in 2014, plan to do so again in 2015, and

anticipate doing the same in 2016 for CEOs, management employees, and nonmanagement employees.

Relevant for 2014, 2015, and 2016, and all three employee categories, listed above: The prevalence of salary increases rises as credit union asset size increases.

Overall, budgeted 2015 and anticipated 2016 salary bumps range from about 1.9% to 2.3%, depending on the year and the employee category (Tables ES-7 and ES-8).

These two amounts for all three employee groups also increase as credit union asset size increases (Figures 2 and 3).

These averages include the 0% from credit unions that didn't provide any increases.

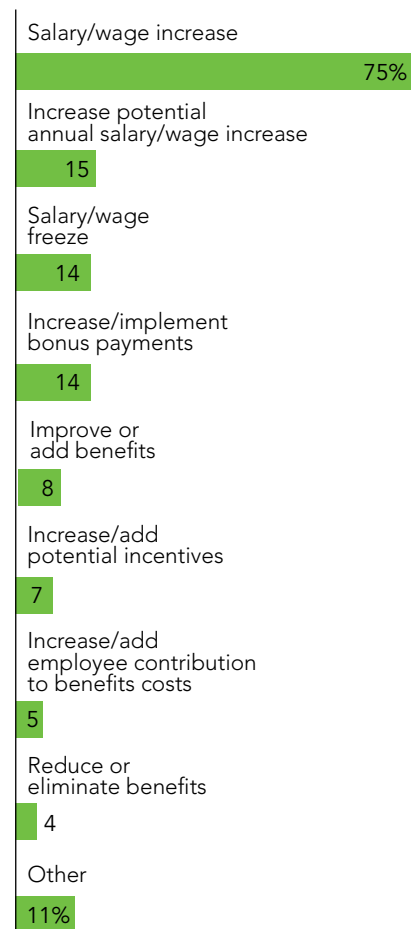
Incentives/bonuses

Variable pay (incentives and/or bonuses) continues to be a popular way to reward employees without increasing fixed costs. All told, nearly 60% of credit unions with assets of \$1 million to \$35 million pro-

vided bonuses (i.e., after-the-fact rewards for a job well done) by year-end 2014 and/

Figure 1

2015 anticipated CU salary/benefit actions*



*Limited to CUs with assets of \$1 million to \$35 million and at least one full-time employee.

or incentives (i.e., awards tied to preset performance criteria) to at least some of their full-time employees. This is up modestly from last year's 52% figure.

The prevalence of variable pay rises with asset size. While only about 30% of credit unions with \$1 million to \$2 million in assets offer some form of variable pay, the figure jumps to closer to 50%, among those credit unions with \$2 million to \$10 million in assets, and to roughly 60% to 70%, among those with assets of \$10 million or more.

Bonuses continue to be the most common form of variable pay among credit unions. Overall, nearly 55% provided bonuses to management and/or nonmanagement employees by year-end 2014, while about 20% indicate their employees were eligible for incentives.

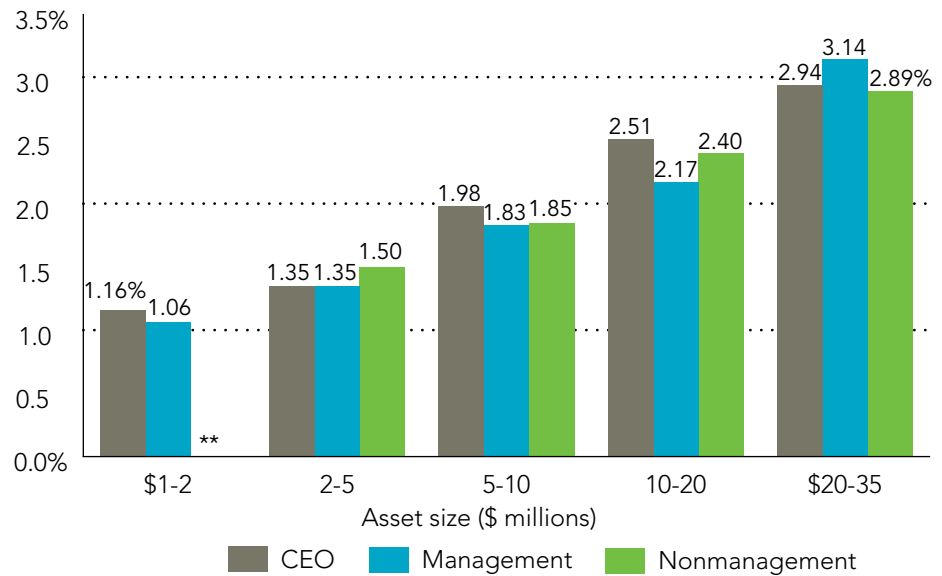
Credit unions are somewhat more likely to provide bonuses to managers (49%) than to nonmanagement employees (39%) (Tables ES-9 and ES-11, and Figure 4). However, these two employee groups tend to be equally likely to have been eligible for incentive pay, at roughly 15% each.

CU employment

Almost 90% of credit unions with \$1 million to \$35 million in

Figure 2

Average 2015 budgeted base pay increase* (by asset size)

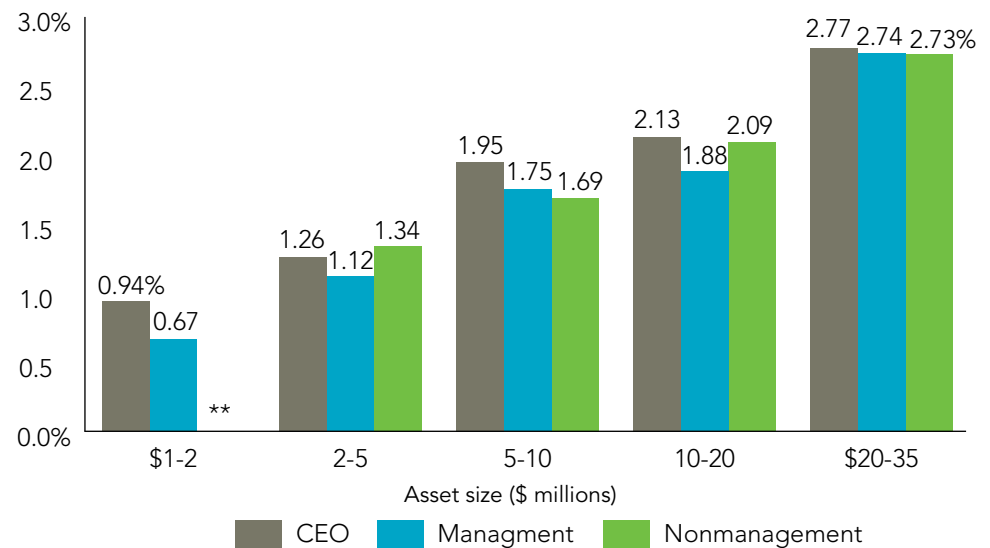


*Limited to CUs with assets of \$1 million to \$35 million and at least one full-time employee.

**Insufficient data

Figure 3

Average 2016 anticipated base pay increase* (by asset size)



*Limited to CUs with assets of \$1 million to \$35 million and at least one full-time employee.

**Insufficient data

assets have at least one full-time employee. Two-thirds (68%) have part-time employees among their ranks.

Hiring plans

The vast majority (88%) of credit unions with assets of \$1 million to \$35 million don't have plans to add any full-time employees to their payrolls during 2015.

The few that are expecting to make additions are anticipating upping their staff count by an average of 1.2 full-timers.

Similarly, 85% of credit unions do not anticipate expanding their part-time staff numbers. The small group looking to make some additions expect to raise their part-time ranks by an average of 1.2 people.

Finally, only about 5% of credit unions plan to make reductions in their full- or part-time staff numbers during 2015.

Salary structure

Just more than 10% of credit unions adjusted their salary structures in 2015, prior to submitting their data by the report's April deadline.

An additional 45% or so made alterations sometime during 2014.

Formal salary ranges

All told, in 2015, about 20% of credit unions with assets of \$1 million to \$35 million have formal salary ranges—up slightly from last year. However, the prevalence tends to increase with asset size, from 5% among credit unions with \$1 million to \$2 million in assets, to over 30% among those with assets of \$20 million to \$35 million (Table ES-28 and Figure 5).

Among those credit unions that actually have formal salary ranges, the average percentage increase in these ranges for 2014, the average budgeted increase in 2015, and the anticipated increase

in 2016, all hover around the 1.3% to 1.7% range for management and nonmanagement employees.

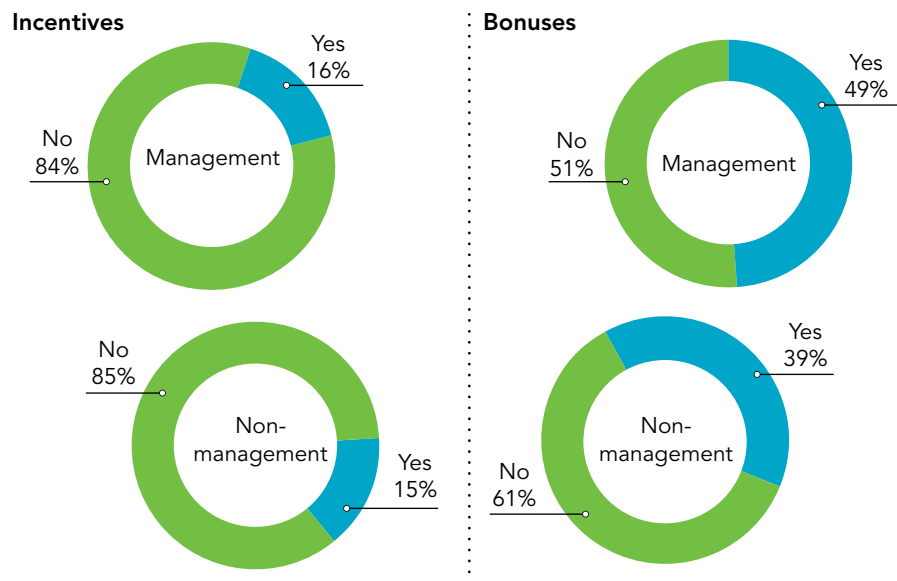
Succession planning

Completing a CEO search process can take several months or longer. Companies without formal succession plans risk losing valuable time and/or encountering disrupted operations or strategic direction while looking for viable replacement candidates.

Two-thirds (63%) of credit unions have formal succession plans in 2015, while an additional 18% expect to establish them by year's end. No fewer

Figure 4

Offered incentives and/or bonuses to full-time employees by year-end 2014*



*Limited to CUs with assets of \$1 million to \$35 million and at least one full-time employee.

than about 60% of credit unions in each asset category examined already have a succession plan in place.

More detailed information on this topic and the other issues covered in the Executive Summary can be found in Tables ES-1 through ES-34.

Figure 5

Have formal salary ranges
(by asset size)



*Limited to CUs with assets of \$1 million to \$35 million and at least one full-time employee.



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Base Salaries

This section displays information regarding the 2015 and 2014 average and median base salaries for the different positions.

Please note:

■ **The increases** (or decreases)

from year to year are based on the aggregate of all salaries and don't reflect individual wage increases. So do not use these figures to compute annual salary/wage increases.

■ **Use actual wage increases** to guide annual pay increase decisions.

Find average wage increases for management and nonmanagement employees in the Executive Summary.

Average and Median Base Salaries - 2015 vs. 2014

	2015 Base Salaries		2014 Base Salaries	
	Average	Median	Average	Median
Executive Management				
President/CEO/manager	\$61,681	\$60,000	\$59,292	\$57,940
Executive VP or assistant manager	45,031	42,346	44,191	42,400
Chief financial officer	50,115	48,430	47,888	44,000
Chief operations officer	\$46,989	\$46,000	\$50,423	\$49,836
Support/Member Services				
Management				
Member services VP	\$40,828	\$40,015	\$38,245	\$40,000
Teller manager/supervisor	\$32,965	\$32,448	\$34,010	\$33,466
Nonmanagement				
Member service representative II/Sr.	\$30,830	\$29,120	\$29,786	\$28,993
Member service representative I	25,971	25,200	24,948	24,304
Head teller	29,031	29,120	28,372	27,495
Teller II/Sr.	26,075	26,000	25,719	25,511
Teller I	22,999	22,756	22,854	22,158
EFT/ACH clerk	30,535	31,138	34,176	34,141
Small credit union generalist	\$29,515	\$30,000	\$28,619	\$27,996

	2015 Base Salaries		2014 Base Salaries	
	Average	Median	Average	Median
Lending/Collections				
Management				
Loan VP or SVP	\$41,787	\$41,238	\$42,761	\$42,630
Nonmanagement				
Loan officer II/Sr.	\$38,304	\$38,376	\$36,800	\$35,974
Loan officer I	31,909	30,908	31,550	30,000
Loan processor	30,155	28,763	28,264	28,566
Collector/adjuster	\$31,416	\$32,760	30,636	30,045
Accounting & Finance				
Nonmanagement				
Accountant	\$37,549	\$37,500	\$35,989	\$36,054
Accounting clerk	\$32,554	\$32,708	\$31,682	\$31,336
Part-Time Positions*				
President/CEO/manager	\$26.42	\$22.00	\$22.15	\$22.00
Executive VP or assistant manager	\$22.26	\$20.00	\$19.68	\$19.41
Teller	\$12.05	\$11.00	\$11.85	\$11.00
Member services representative	\$13.03	\$11.75	\$12.68	\$11.17

*Hourly rates

How to Use the Data Tables, Including Definitions of Terms

The average salaries for many credit union positions tend to increase as credit union asset size increases.

This also is true for the average minimums, mid-points, and maximums of formal salary ranges; average variable pay (i.e., incentives and/or bonuses); and total cash compensation (base pay plus variable pay).

Therefore, it's important to look at the appropriate asset category when evaluating your credit union's compensation figures.

Asset size also closely correlates with the number of members, full-time employees, services offered, and loans outstanding. As a result, salaries often tend to increase as these measures of credit union size increase.

The average salaries of credit union executive management employees tend to vary by region. In addition to obvious differences in the cost of living, part of this variation results from asset size variation among credit unions within each region.

The larger the credit union, the more likely it is to have management employees with college degrees filling the various positions. So credit union asset size also impacts the relationship between management salaries and educational attainment.

Evaluating management salaries

The "overall" salary figures in this report shouldn't be used to establish manager/CEO or other management salaries in your credit union. While "overall" average salaries are useful to glean industry trends, these averages can be misleading because they're composite values.

Instead of looking at overall salaries, follow these four steps:

1. Compare salaries by duties performed rather than by job title, because credit union job titles vary substantially.

Job descriptions follow the data tables for each job title. Before using a particular job

title, look at its job description to see if it fits.

While you might not find a perfect match, use the job title with the job description that comes closest to the position you'd like to compare. If the position spans the duties of more than one title, choose the title associated with the duties performed the majority of the time or the highest level of responsibility.

2. Find the salary for your credit union's asset size group within the appropriate table. Assets are the most important determinant of salaries for management.

3. Base your comparisons on the average or choose one of the percentiles. (Salaries line up from lowest to highest, from one to 100. For example, the 25th percentile is the 25th in line from the lowest salary level; 75% of the salaries are higher than this salary level.)

Top performers in similar credit unions generally receive salaries in the 75th or 90th percentile.

On the other hand, for a poor performer, use the 25th

percentile as a basis for comparison.

In addition, you can use the percentiles to reflect your credit union's market pricing strategy. For instance, if your credit union pays above market for the position, you should use the 75th or 90th percentiles. Conversely, use the 25th percentile for a below-market strategy. You can use the average or the median for a meet-the-market strategy.

The average salary is a simple arithmetic average. The median is the 50th percentile. The average can be skewed by very low or very high salaries. If there is a substantial difference between the average and median, the median is the more reliable figure.

4. Adjust the appropriate salary for geographic location. Look at the salary increments by community size and main office location in the lower panels of the table.

Generally, geographic adjustments are small compared with the changes between asset groups. If the salary for your geographic

area differs by more than 10% from the salary you chose for comparison, adjust the salary appropriately.

Evaluating nonmanagement salaries

For nonmanagement personnel, the "overall" salary figures will sometimes meet your needs—particularly for entry-level jobs. But make sure you examine differences by assets and geographic location.

Follow these four steps:

1. Compare salaries by duties performed rather than by job title because, just as with management positions, job titles vary substantially. Use the job descriptions to ensure a good fit. Generally, 80% comparable duties is considered a good match.

You might not find a perfect match, but use the job title with the job description that comes closest to the position you'd like to compare. If the position spans the duties of more than one title, choose the title associated with the duties performed the majority

of the time.

2. Look first at the "overall" average salary, then at the average salary in your credit union's asset size group, within the appropriate table. If the average salary for your asset size group differs by 10% or more from the overall average salary, use the salary for your asset size group.

3. Base your comparisons on the average, 25th, 50th, 75th, or 90th percentiles.

As with management salaries, you can use these pay levels to differentiate high performers and low performers, as well as to reflect your credit union's market pricing strategy.

4. Adjust the appropriate salary for geographic location. Look at the salary increments by region in the second panel of the table.

Generally, adjustments are small compared with the changes between asset groups.

If the salary for your geographic area differs by more than 10% from the salary you

chose for comparison, adjust the salary appropriately.

Defining terms

Here are explanations of the terms used in the data tables:

- **N** refers to the number of responding credit unions, which is displayed in all tables. Insufficient data is noted in categories where low participation compromises the validity and confidentiality of the information.
- **Overall** refers to all credit unions responding; the various subcategories include only the responding credit unions within those categories.
- **Average** refers to a simple arithmetic average.
- **Percentiles** illustrate the range of pay when ranked from lowest to highest. The 25th percentile is the 25th from the bottom, while the 75th percentile is the 75th from the bottom.
- **Median** refers to the 50th percentile, or the midpoint when pay is ranked from lowest to highest.

- **Salaries** refer to annual base salaries excluding incentives, bonuses, and other forms of pay.

- **Incentives** are rewards based on preset performance criteria, in addition to base pay. Only those credit unions reporting an incentive payment are factored into the average.

- **Bonuses** are after-the-fact rewards for a job well done, in addition to base pay. Only those credit unions reporting a bonus payment are factored into the average.

- **Variable pay** refers to the sum of incentive plus bonus pay.

- **Total cash compensation** refers to base pay plus variable pay.

- **Salary ranges** refer to formal salary ranges—established minimums, midpoints, and maximums for each position—not the highest and lowest salary paid to job incumbents.

- **Number of branch offices** is an independent variable included in the data tables. This variable includes the main office. Thus, “1”

means there are no additional offices but the main office.

- **Region** is an independent variable included in the data tables. The data tables’ footnotes and the “About the Regions” section of the report explain the regional divisions.

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Table ES - 1
Salary/Benefit Actions During 2014

Which, if any, of the following salary/benefits actions did your credit union take for some or all employees during 2014? (CHECK ALL THAT APPLY.)

		N	Salary/ wage increase	Increased/ implemented bonus payments	Salary/ wage freeze	Increased potential annual salary/ wage increase	Improved/ added benefits	Increased/ added potential incentives	Increased/ added employee co-pays, premiums, deductibles or other benefits costs	Reduced/ eliminated benefits	Lowered/ cut bonus payments	Reduced/ eliminated employee co-pays, premiums, deductibles or other benefits costs	Decreased/ potential annual salary/ wage increase	Lowered/ cut potential incentives	Other
Overall		633	78%	18%	15%	11%	8%	7%	7%	6%	3%	1%	1%	1%	5%
By credit union asset size	\$1M-\$2M	27	70%	4%	15%	0%	4%	4%	0%	4%	0%	0%	4%	0%	11%
	\$2M-\$5M	134	63%	15%	25%	4%	3%	1%	1%	8%	3%	1%	4%	3%	5%
	\$5M-\$10M	147	80%	17%	14%	6%	7%	3%	6%	5%	3%	1%	1%	1%	5%
	\$10M-\$20M	169	80%	24%	14%	13%	10%	9%	7%	7%	5%	2%	0%	0%	7%
	\$20M-\$35M	156	87%	19%	11%	20%	12%	14%	12%	3%	2%	1%	1%	1%	2%
By region	New England	38	75%	16%	16%	14%	6%	3%	8%	11%	0%	3%	0%	3%	0%
	Middle Atlantic	87	73%	10%	22%	9%	5%	5%	3%	4%	1%	1%	2%	0%	1%
	East North Central	124	84%	15%	15%	11%	9%	6%	9%	3%	2%	0%	0%	0%	5%
	West North Central	93	83%	21%	11%	11%	12%	10%	5%	7%	4%	2%	1%	2%	10%
	South Atlantic	80	75%	22%	11%	18%	5%	9%	9%	9%	2%	0%	2%	1%	5%
	East South Central	46	76%	15%	13%	2%	7%	7%	5%	5%	4%	6%	0%	0%	4%
	West South Central	79	80%	20%	12%	13%	10%	7%	3%	7%	4%	0%	1%	2%	5%
	Mountain	42	81%	31%	11%	8%	10%	13%	5%	5%	0%	0%	6%	0%	7%
	Pacific	43	66%	19%	35%	5%	9%	7%	12%	4%	9%	5%	2%	2%	4%

*Insufficient data.
Multiple responses were allowed.

Table ES - 2
Anticipated Salary/Benefit Actions for 2015

Which, if any, of the following salary/benefits actions do you anticipate that your credit union take for some or all employees during 2015? (CHECK ALL THAT APPLY.)

		N	Salary/ wage increase	Increase potential annual salary/ wage increase	Salary/ wage freeze	Increase/ implement bonus payments	Improve/ add benefits	Increase/ add potential incentives	Increase/ add employee co-pays, premiums, deductibles or other benefits costs	Reduce/ eliminate benefits	Decrease potential annual salary/ wage increase	Lower/cut bonus payments	Reduce/ eliminate employee co-pays, premiums, deductibles or other benefits costs	Lower/cut potential incentives	Other
Overall		598	75%	15%	14%	14%	8%	7%	5%	4%	3%	2%	1%	1%	4%
By credit union asset size	\$1M-\$2M	28	64%	11%	18%	4%	0%	7%	0%	4%	0%	0%	0%	0%	7%
	\$2M-\$5M	126	63%	6%	24%	6%	7%	2%	0%	4%	2%	2%	0%	1%	4%
	\$5M-\$10M	138	74%	12%	16%	10%	6%	5%	5%	3%	3%	1%	1%	0%	4%
	\$10M-\$20M	161	81%	20%	10%	20%	9%	6%	9%	3%	2%	2%	2%	1%	5%
	\$20M-\$35M	145	82%	20%	9%	19%	11%	12%	8%	6%	4%	1%	1%	3%	2%
By region	New England	34	66%	24%	23%	15%	9%	9%	9%	3%	3%	0%	3%	0%	3%
	Middle Atlantic	80	75%	8%	16%	9%	5%	5%	4%	7%	2%	3%	1%	0%	2%
	East North Central	117	83%	14%	9%	5%	4%	5%	8%	5%	4%	1%	1%	3%	4%
	West North Central	91	76%	12%	14%	12%	10%	8%	6%	1%	1%	1%	1%	0%	6%
	South Atlantic	75	75%	21%	10%	22%	11%	7%	8%	5%	1%	1%	3%	1%	4%
	East South Central	46	72%	2%	18%	9%	4%	6%	2%	4%	0%	2%	0%	4%	4%
	West South Central	74	70%	22%	11%	25%	11%	8%	1%	2%	5%	3%	0%	0%	3%
	Mountain	41	81%	23%	12%	22%	17%	10%	5%	3%	3%	0%	0%	0%	2%
	Pacific	40	66%	10%	27%	15%	5%	5%	5%	3%	3%	5%	5%	5%	5%

*Insufficient data.
Multiple responses were allowed.

Table ES - 3
2014 Wage Increases

		N	CEO received wage increase in 2014		N	Management received wage increase in 2014		N	Nonmanagement received wage increase in 2014	
			Yes	No		Yes	No		Yes	No
Overall		515	63%	37%	535	64%	36%	458	73%	27%
By credit union asset size	\$1M-\$2M	16	31%	69%	17	35%	65%	9	*	*
	\$2M-\$5M	89	43%	57%	95	42%	58%	76	46%	54%
	\$5M-\$10M	121	62%	38%	126	59%	41%	97	68%	32%
	\$10M-\$20M	153	70%	30%	157	71%	29%	139	78%	22%
	\$20M-\$35M	136	72%	28%	140	78%	22%	137	88%	12%
By region	New England	27	71%	29%	27	63%	37%	22	83%	17%
	Middle Atlantic	71	61%	39%	73	62%	38%	60	73%	27%
	East North Central	92	72%	28%	98	68%	32%	85	77%	23%
	West North Central	78	67%	33%	83	70%	30%	65	78%	22%
	South Atlantic	66	62%	38%	67	65%	35%	59	74%	26%
	East South Central	41	58%	42%	43	58%	42%	40	59%	41%
	West South Central	64	63%	37%	64	70%	30%	54	75%	25%
	Mountain	35	58%	42%	39	63%	37%	35	72%	28%
Pacific	40	45%	55%	40	45%	55%	37	60%	40%	

*Insufficient data.

**Table ES - 4
Wage Increases Budgeted for 2015**

	N	Budgeted wage increase for CEO in 2015			N	Budgeted wage increase for management in 2015			N	Budgeted wage increase for nonmanagement in 2015		
		Yes	No	No, decrease instead		Yes	No	No, decrease instead		Yes	No	
Overall	481	67%	33%	0%	496	66%	34%	0%	438	73%	27%	
By credit union asset size	\$1M-\$2M	16	37%	62%	0%	17	41%	59%	0%	10	*	*
	\$2M-\$5M	82	44%	55%	1%	86	44%	56%	0%	70	50%	50%
	\$5M-\$10M	110	58%	41%	1%	115	53%	46%	1%	93	60%	40%
	\$10M-\$20M	140	76%	24%	0%	142	75%	25%	0%	134	83%	17%
	\$20M-\$35M	133	79%	21%	0%	136	84%	16%	0%	131	88%	12%
By region	New England	27	79%	21%	0%	27	77%	23%	0%	25	85%	15%
	Middle Atlantic	60	64%	36%	0%	63	63%	37%	0%	55	70%	30%
	East North Central	89	70%	30%	0%	91	66%	34%	0%	78	78%	22%
	West North Central	74	73%	27%	0%	78	72%	28%	0%	65	80%	20%
	South Atlantic	61	71%	29%	0%	61	71%	29%	0%	55	75%	25%
	East South Central	37	56%	44%	0%	39	56%	44%	0%	33	60%	40%
	West South Central	61	65%	34%	2%	63	72%	26%	2%	55	75%	25%
	Mountain	33	55%	42%	3%	35	58%	42%	0%	34	66%	34%
	Pacific	38	56%	44%	0%	38	54%	46%	0%	37	64%	36%

*Insufficient data.

**Table ES - 5
Wage Increases Anticipated in 2016**

	N	Anticipate giving CEO wage increase in 2016		N	Anticipate giving management wage increase in 2016		N	Anticipate giving nonmanagement wage increase in 2016		
		Yes	No		Yes	No		Yes	No	
Overall	403	66%	34%	416	62%	38%	376	71%	29%	
By credit union asset size	\$1M-\$2M	14	29%	71%	15	20%	80%	10	*	*
	\$2M-\$5M	70	40%	60%	75	36%	64%	62	47%	53%
	\$5M-\$10M	87	59%	41%	90	51%	49%	76	57%	43%
	\$10M-\$20M	117	73%	27%	119	68%	32%	112	79%	21%
	\$20M-\$35M	115	83%	17%	117	84%	16%	116	89%	11%
By region	New England	18	79%	21%	19	62%	38%	18	79%	21%
	Middle Atlantic	52	64%	36%	54	62%	38%	47	69%	31%
	East North Central	72	69%	31%	75	58%	42%	65	72%	28%
	West North Central	60	70%	30%	64	66%	34%	54	80%	20%
	South Atlantic	54	71%	29%	54	67%	33%	51	71%	29%
	East South Central	30	59%	41%	31	61%	39%	28	64%	36%
	West South Central	50	65%	35%	51	67%	33%	46	74%	26%
	Mountain	32	51%	49%	33	50%	50%	33	65%	35%
Pacific	34	63%	37%	34	56%	44%	33	62%	38%	

*Insufficient data.

**Table ES - 6
2014 Salary/Wage Increase**

		N	CEO	N	Management	N	Non management
Overall		525	2.46%	545	2.33%	468	2.28%
By credit union asset size	\$1M-\$2M	16	1.07%	17	1.63%	9	*
	\$2M-\$5M	95	1.52%	99	1.38%	77	1.37%
	\$5M-\$10M	123	2.54%	128	2.22%	101	2.05%
	\$10M-\$20M	155	2.48%	161	2.32%	143	2.37%
	\$20M-\$35M	136	3.16%	140	3.13%	138	2.87%
By region	New England	28	2.83%	28	2.13%	23	2.18%
	Middle Atlantic	71	2.48%	74	2.27%	61	2.34%
	East North Central	97	2.34%	102	2.04%	89	2.26%
	West North Central	80	2.64%	85	2.77%	66	2.33%
	South Atlantic	67	2.20%	68	2.09%	60	2.18%
	East South Central	41	2.06%	43	2.06%	40	1.84%
	West South Central	64	2.86%	65	2.98%	55	2.72%
	Mountain	36	2.26%	39	2.62%	36	2.74%
Pacific	40	2.62%	40	1.85%	37	1.87%	

*Insufficient data.

**Table ES - 7
2015 Budgeted Salary/Wage Increase**

		N	CEO	N	Management	N	Non management
Overall		488	2.28%	503	2.19%	447	2.25%
By credit union asset size	\$1M-\$2M	16	1.16%	17	1.06%	10	*
	\$2M-\$5M	83	1.35%	86	1.35%	70	1.50%
	\$5M-\$10M	111	1.98%	116	1.83%	95	1.85%
	\$10M-\$20M	145	2.51%	148	2.17%	139	2.40%
	\$20M-\$35M	133	2.94%	136	3.14%	133	2.89%
By region	New England	28	2.94%	28	2.94%	26	2.90%
	Middle Atlantic	61	1.78%	64	1.81%	55	2.01%
	East North Central	91	2.40%	95	2.02%	82	2.23%
	West North Central	74	2.39%	78	2.31%	65	2.46%
	South Atlantic	61	2.49%	61	2.41%	55	2.37%
	East South Central	38	2.14%	39	1.99%	34	1.94%
	West South Central	62	2.32%	64	2.47%	57	2.42%
	Mountain	34	2.11%	35	2.49%	35	2.16%
Pacific	38	2.03%	38	1.61%	37	1.85%	

*Insufficient data.

**Table ES - 8
2016 Anticipated Salary/Wage Increase**

		N	CEO	N	Management	N	Non management
Overall		406	2.09%	419	1.92%	381	2.04%
By credit union asset size	\$1M-\$2M	14	.94%	15	.67%	10	*
	\$2M-\$5M	70	1.26%	75	1.12%	62	1.34%
	\$5M-\$10M	87	1.95%	90	1.75%	77	1.69%
	\$10M-\$20M	120	2.13%	122	1.88%	116	2.09%
	\$20M-\$35M	115	2.77%	117	2.74%	116	2.73%
By region	New England	18	2.66%	19	2.21%	18	2.37%
	Middle Atlantic	52	1.55%	54	1.57%	47	1.73%
	East North Central	74	2.13%	78	1.68%	68	1.83%
	West North Central	60	2.29%	64	2.13%	54	2.31%
	South Atlantic	54	2.32%	54	2.14%	51	2.27%
	East South Central	30	1.74%	31	1.72%	29	1.62%
	West South Central	51	2.30%	51	2.38%	47	2.35%
	Mountain	32	1.89%	33	1.78%	33	2.15%
	Pacific	34	2.11%	34	1.82%	33	1.86%

*Insufficient data.

**Table ES - 9
Were any full-time employees eligible to receive incentive payments in 2014?**

		N	Yes, some or all full-time management employees were eligible to receive incentive payments in 2014	Yes, some or all full-time non management employees were eligible to receive incentive payments in 2014	No
Overall		599	16%	15%	79%
By credit union asset size	\$1M-\$2M	19	5%	0%	95%
	\$2M-\$5M	108	8%	4%	90%
	\$5M-\$10M	144	13%	8%	87%
	\$10M-\$20M	175	14%	14%	79%
	\$20M-\$35M	153	25%	31%	64%
By region	New England	33	0%	3%	97%
	Middle Atlantic	83	5%	5%	94%
	East North Central	112	18%	19%	75%
	West North Central	90	17%	14%	80%
	South Atlantic	73	25%	28%	65%
	East South Central	47	14%	7%	81%
	West South Central	74	14%	14%	79%
	Mountain	43	26%	22%	67%
Pacific	43	17%	14%	83%	

*Insufficient data.

Table ES - 10
Were any full-time employees eligible to receive incentive payments in 2014?

		N	Yes	No
Overall		599	21%	79%
By credit union asset size	\$1M-\$2M	19	5%	95%
	\$2M-\$5M	108	10%	90%
	\$5M-\$10M	144	13%	87%
	\$10M-\$20M	175	21%	79%
	\$20M-\$35M	153	36%	64%
By region	New England	33	3%	97%
	Middle Atlantic	83	6%	94%
	East North Central	112	25%	75%
	West North Central	90	20%	80%
	South Atlantic	73	35%	65%
	East South Central	47	19%	81%
	West South Central	74	21%	79%
	Mountain	43	33%	67%
	Pacific	43	17%	83%

*Insufficient data.

Table ES - 11
Did any full-time employees receive bonus payments in 2014?

		N	Yes, some or all full-time management employees received bonus payments in 2014	Yes, some or all full-time non management employees received bonus payments in 2014	No
Overall		599	49%	39%	46%
By credit union asset size	\$1M-\$2M	21	19%	10%	71%
	\$2M-\$5M	108	43%	27%	54%
	\$5M-\$10M	143	47%	36%	50%
	\$10M-\$20M	177	53%	42%	43%
	\$20M-\$35M	150	55%	51%	38%
By region	New England	33	50%	31%	50%
	Middle Atlantic	81	35%	37%	60%
	East North Central	113	48%	33%	47%
	West North Central	91	44%	36%	52%
	South Atlantic	72	56%	53%	39%
	East South Central	46	58%	37%	40%
	West South Central	76	55%	48%	35%
	Mountain	44	58%	41%	37%
Pacific	42	48%	38%	50%	

*Insufficient data.

Table ES - 12
Did any full-time employees receive bonus payments in 2014?

		N	Yes	No
Overall		599	54%	46%
By credit union asset size	\$1M-\$2M	21	29%	71%
	\$2M-\$5M	108	46%	54%
	\$5M-\$10M	143	50%	50%
	\$10M-\$20M	177	57%	43%
	\$20M-\$35M	150	62%	38%
By region	New England	33	50%	50%
	Middle Atlantic	81	40%	60%
	East North Central	113	53%	47%
	West North Central	91	48%	52%
	South Atlantic	72	61%	39%
	East South Central	46	60%	40%
	West South Central	76	65%	35%
	Mountain	44	63%	37%
	Pacific	42	50%	50%

*Insufficient data.

Table ES - 13
CUs Offering Variable Pay

		N	Yes	No
Overall		599	59%	41%
By credit union asset size	\$1M-\$2M	19	32%	68%
	\$2M-\$5M	108	49%	51%
	\$5M-\$10M	144	53%	47%
	\$10M-\$20M	177	61%	39%
	\$20M-\$35M	151	72%	28%
By region	New England	33	53%	47%
	Middle Atlantic	81	40%	60%
	East North Central	113	60%	40%
	West North Central	90	52%	48%
	South Atlantic	73	68%	32%
	East South Central	46	65%	35%
	West South Central	75	71%	29%
	Mountain	44	68%	32%
	Pacific	43	59%	41%

*Insufficient data.

Table ES - 14
Offer Both Incentives and Bonuses

	N	Offer incentives and bonuses to management		N	Offer incentives and bonuses to nonmanagement		N	Offer incentives and bonuses to management and nonmanagement		
		Yes	No		Yes	No		Yes	No	
Overall	573	12%	88%	563	10%	90%	542	7%	93%	
By credit union asset size	\$1M-\$2M	21	5%	95%	20	0%	100%	20	0%	100%
	\$2M-\$5M	106	6%	94%	103	3%	97%	101	1%	99%
	\$5M-\$10M	143	10%	90%	136	6%	94%	136	6%	94%
	\$10M-\$20M	165	12%	88%	162	10%	90%	154	6%	94%
	\$20M-\$35M	138	18%	82%	142	20%	80%	131	14%	86%

*Insufficient data.

Table ES - 15
Whether Credit Union Has Full-Time Employees

		N	Yes	No
Overall		697	88%	12%
By credit union asset size	\$1M-\$2M	45	44%	56%
	\$2M-\$5M	152	74%	26%
	\$5M-\$10M	159	92%	8%
	\$10M-\$20M	182	99%	1%
	\$20M-\$35M	159	100%	0%
By region	New England	39	85%	15%
	Middle Atlantic	99	84%	16%
	East North Central	137	83%	17%
	West North Central	102	89%	11%
	South Atlantic	87	91%	9%
	East South Central	54	85%	15%
	West South Central	86	92%	8%
	Pacific	44	98%	2%

*Insufficient data.

Table ES - 16
Number of Full-Time Employees

		N	Average	None	1	2-4	5-9	10-49	50-99	Average
Overall		616	4.3	12%	15%	43%	24%	6%	0%	.3
By credit union asset size	\$1M-\$2M	20	1.2	56%	38%	7%	0%	0%	0%	.3
	\$2M-\$5M	112	2.2	26%	36%	37%	0%	0%	1%	.4
	\$5M-\$10M	145	2.5	8%	20%	69%	3%	0%	0%	.3
	\$10M-\$20M	181	4.3	1%	2%	60%	36%	1%	0%	.3
	\$20M-\$35M	158	7.9	0%	1%	16%	57%	27%	0%	.3
By region	New England	33	4.2	15%	10%	49%	24%	3%	0%	.3
	Middle Atlantic	85	3.4	16%	21%	45%	15%	3%	0%	.3
	East North Central	114	4.2	17%	16%	35%	29%	3%	0%	.3
	West North Central	90	4.0	11%	16%	43%	25%	5%	0%	.3
	South Atlantic	79	5.5	9%	9%	43%	25%	13%	1%	.4
	East South Central	47	4.5	15%	13%	44%	21%	7%	0%	.3
	West South Central	78	4.2	8%	16%	46%	23%	6%	0%	.4
	Mountain	43	4.9	2%	13%	42%	29%	14%	0%	.4
Pacific	46	4.5	4%	16%	47%	23%	11%	0%	.3	

*Insufficient data.

**Table ES - 17
Whether Credit Union Has Part-Time Employees**

		N	Yes	No
Overall		697	68%	32%
By credit union asset size	\$1M-\$2M	45	76%	24%
	\$2M-\$5M	152	68%	32%
	\$5M-\$10M	159	66%	34%
	\$10M-\$20M	182	63%	37%
	\$20M-\$35M	159	72%	28%
By region	New England	39	82%	18%
	Middle Atlantic	99	72%	28%
	East North Central	137	77%	23%
	West North Central	102	62%	38%
	South Atlantic	87	61%	39%
	East South Central	54	69%	31%
	West South Central	86	52%	48%
	Mountain	44	64%	36%
	Pacific	48	73%	27%

*Insufficient data.

**Table ES - 18
Number of Part-Time Employees**

		N	Average	None	1	2-4	5-9	10-49	Average
Overall		697	1.3	32%	33%	31%	4%	0%	.2
By credit union asset size	\$1M-\$2M	45	1.4	24%	27%	47%	2%	0%	.9
	\$2M-\$5M	152	1.2	32%	35%	31%	2%	0%	.4
	\$5M-\$10M	159	1.2	34%	30%	34%	2%	0%	.2
	\$10M-\$20M	182	1.1	37%	36%	24%	3%	0%	.1
	\$20M-\$35M	159	1.7	28%	31%	31%	8%	1%	.1
By region	New England	39	1.7	18%	40%	35%	8%	0%	.2
	Middle Atlantic	99	1.3	28%	33%	38%	2%	0%	.3
	East North Central	137	1.7	23%	25%	47%	4%	1%	.3
	West North Central	102	1.1	38%	34%	26%	2%	0%	.2
	South Atlantic	87	1.2	39%	36%	18%	6%	1%	.1
	East South Central	54	1.2	31%	39%	28%	2%	0%	.3
	West South Central	86	1.0	48%	24%	25%	3%	0%	.2
	Mountain	44	1.1	36%	38%	23%	2%	0%	.2
	Pacific	48	1.3	27%	45%	21%	6%	0%	.1

*Insufficient data.

**Table ES - 19
% to Add FT Employees**

		N	Yes	No
Overall		534	12%	88%
By credit union asset size	\$1M-\$2M	29	0%	100%
	\$2M-\$5M	110	2%	98%
	\$5M-\$10M	116	7%	93%
	\$10M-\$20M	145	19%	81%
	\$20M-\$35M	134	21%	79%

*Insufficient data.

Table ES - 20
Number of Full-Time Employees To Add in 2015

		N	Average	None	1	2	3 or more
Overall		65	1.2	88%	11%	1%	0%
By credit union asset size	\$1M-\$2M	0	*	*	*	*	*
	\$2M-\$5M	2	*	*	*	*	*
	\$5M-\$10M	8	*	*	*	*	*
	\$10M-\$20M	27	1.1	81%	17%	1%	1%
	\$20M-\$35M	28	1.2	79%	17%	3%	1%
By region	New England	4	*	*	*	*	*
	Middle Atlantic	5	*	*	*	*	*
	East North Central	11	1.0	90%	10%	0%	0%
	West North Central	10	*	*	*	*	*
	South Atlantic	8	*	*	*	*	*
	East South Central	4	*	*	*	*	*
	West South Central	7	*	*	*	*	*
	Mountain	9	*	*	*	*	*
	Pacific	7	*	*	*	*	*

*Insufficient data.

Table ES - 21
% to Add PT Employees

		N	Yes	No
Overall		528	15%	85%
By credit union asset size	\$1M-\$2M	32	9%	91%
	\$2M-\$5M	111	8%	92%
	\$5M-\$10M	117	11%	89%
	\$10M-\$20M	136	16%	84%
	\$20M-\$35M	132	24%	76%

*Insufficient data.

Table ES - 22
Number of Part-Time Employees To Add In 2015

		N	Average	None	1	2
Overall		79	1.2	85%	12%	3%
By credit union asset size	\$1M-\$2M	3	*	*	*	*
	\$2M-\$5M	9	*	*	*	*
	\$5M-\$10M	13	1.1	89%	10%	1%
	\$10M-\$20M	22	1.2	84%	13%	4%
	\$20M-\$35M	32	1.2	76%	20%	4%
By region	New England	5	*	*	*	*
	Middle Atlantic	11	1.1	86%	13%	1%
	East North Central	17	1.3	84%	12%	4%
	West North Central	10	*	*	*	*
	South Atlantic	10	*	*	*	*
	East South Central	7	*	*	*	*
	West South Central	6	*	*	*	*
	Mountain	4	*	*	*	*
	Pacific	9	*	*	*	*

*Insufficient data.

Table ES - 23
% to Reduce FTEs

		N	Yes	No
Overall		513	6%	94%
By credit union asset size	\$1M-\$2M	27	0%	100%
	\$2M-\$5M	108	2%	98%
	\$5M-\$10M	117	3%	97%
	\$10M-\$20M	134	6%	94%
	\$20M-\$35M	127	11%	89%
By region	New England	27	4%	96%
	Middle Atlantic	72	6%	94%
	East North Central	105	4%	96%
	West North Central	81	3%	97%
	South Atlantic	57	9%	91%
	East South Central	36	8%	92%
	West South Central	61	8%	92%
	Mountain	37	3%	97%
	Pacific	36	9%	91%

*Insufficient data.

**Table ES - 24
Number of Full-Time Employees To Reduce by In 2015**

		N	Average	None	1	2	3 or more
Overall		513	.1	94%	5%	0%	0%
By credit union asset size	\$1M-\$2M	27	.0	100%	0%	0%	0%
	\$2M-\$5M	108	.0	98%	2%	0%	0%
	\$5M-\$10M	117	.0	97%	3%	0%	0%
	\$10M-\$20M	134	.1	94%	6%	0%	0%
	\$20M-\$35M	127	.2	89%	9%	2%	1%
By region	New England	27	.0	96%	4%	0%	0%
	Middle Atlantic	72	.1	94%	6%	0%	0%
	East North Central	105	.0	96%	4%	0%	0%
	West North Central	81	.0	97%	3%	0%	0%
	South Atlantic	57	.1	91%	9%	0%	0%
	East South Central	36	.3	92%	2%	3%	3%
	West South Central	61	.1	92%	8%	0%	0%
	Mountain	37	.0	97%	3%	0%	0%
	Pacific	36	.1	91%	6%	3%	0%

*Insufficient data.

**Table ES - 25
% to Reduce PTEs**

		N	Yes	No
Overall		496	7%	93%
By credit union asset size	\$1M-\$2M	28	0%	100%
	\$2M-\$5M	107	6%	94%
	\$5M-\$10M	110	5%	95%
	\$10M-\$20M	134	10%	90%
	\$20M-\$35M	117	8%	92%
By region	New England	27	12%	88%
	Middle Atlantic	73	3%	97%
	East North Central	101	7%	93%
	West North Central	76	4%	96%
	South Atlantic	54	4%	96%
	East South Central	36	16%	84%
	West South Central	58	10%	90%
	Mountain	35	9%	91%
	Pacific	35	6%	94%

*Insufficient data.

Table ES - 26
Number of Part-Time Employees To Reduce by In 2015

		N	Average	None	1	2	3 or more
Overall		496	.1	93%	6%	1%	0%
By credit union asset size	\$1M-\$2M	28	.0	100%	0%	0%	0%
	\$2M-\$5M	107	.1	94%	4%	1%	1%
	\$5M-\$10M	110	.1	95%	5%	0%	0%
	\$10M-\$20M	134	.1	90%	7%	2%	0%
	\$20M-\$35M	117	.1	92%	8%	0%	0%
By region	New England	27	.2	88%	8%	4%	0%
	Middle Atlantic	73	.0	97%	3%	0%	0%
	East North Central	101	.1	93%	5%	2%	0%
	West North Central	76	.0	96%	3%	1%	0%
	South Atlantic	54	.0	96%	4%	0%	0%
	East South Central	36	.2	84%	14%	0%	2%
	West South Central	58	.1	90%	10%	0%	0%
	Pacific	35	.1	94%	6%	0%	0%

*Insufficient data.

Table ES - 27
Last Time Credit Union Adjusted its Salary Structure

		N	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2003	2002	2000	Prior to 2000
Overall		560	11%	44%	14%	7%	4%	5%	2%	1%	1%	1%	1%	0%	0%	0%	9%
By credit union asset size	\$1M-\$2M	19	11%	47%	21%	5%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	11%
	\$2M-\$5M	101	8%	36%	17%	13%	5%	3%	1%	1%	1%	1%	0%	0%	2%	1%	12%
	\$5M-\$10M	131	14%	44%	12%	6%	4%	6%	3%	1%	0%	1%	1%	0%	0%	1%	8%
	\$10M-\$20M	168	9%	47%	13%	7%	3%	5%	2%	2%	2%	1%	2%	1%	0%	0%	8%
	\$20M-\$35M	141	11%	45%	13%	6%	4%	5%	2%	1%	1%	1%	1%	0%	0%	0%	9%
By region	New England	29	10%	46%	17%	0%	7%	10%	3%	0%	0%	0%	0%	0%	0%	0%	6%
	Middle Atlantic	79	11%	43%	14%	8%	5%	4%	1%	1%	1%	1%	1%	0%	0%	0%	9%
	East North Central	103	14%	50%	7%	7%	0%	4%	2%	1%	0%	1%	1%	0%	0%	0%	13%
	West North Central	81	8%	48%	10%	5%	4%	5%	6%	0%	0%	2%	1%	0%	1%	0%	9%
	South Atlantic	69	4%	45%	16%	8%	6%	4%	2%	4%	0%	0%	0%	0%	0%	0%	10%
	East South Central	42	9%	36%	13%	12%	4%	3%	3%	0%	0%	2%	3%	0%	0%	0%	16%
	West South Central	72	13%	39%	18%	7%	4%	5%	0%	0%	1%	0%	3%	0%	1%	3%	5%
	Mountain	41	18%	42%	12%	19%	0%	0%	0%	2%	3%	0%	0%	0%	0%	0%	5%
Pacific	43	7%	38%	26%	2%	6%	9%	0%	2%	4%	0%	0%	2%	0%	0%	2%	

*Insufficient data.

**Table ES - 28
Credit Union Has Established Formal Salary Ranges**

		N	Yes	No	Don't know
Overall		602	18%	79%	3%
By credit union asset size	\$1M-\$2M	21	5%	90%	5%
	\$2M-\$5M	112	8%	85%	7%
	\$5M-\$10M	142	17%	82%	1%
	\$10M-\$20M	175	15%	82%	3%
	\$20M-\$35M	152	32%	66%	1%
By region	New England	32	19%	81%	0%
	Middle Atlantic	84	12%	87%	1%
	East North Central	113	14%	83%	3%
	West North Central	91	15%	81%	3%
	South Atlantic	73	26%	68%	5%
	East South Central	47	18%	76%	6%
	West South Central	74	23%	73%	4%
	Pacific	43	31%	69%	0%

*Insufficient data.

**Table ES - 29
2014 Formal Salary Range Increase**

		N	President/ CEO/manager	N	Management	N	Non management
Overall		92	1.71%	71	1.63%	85	1.69%
By credit union asset size	\$1M-\$2M	0	*	0	*	0	*
	\$2M-\$5M	8	*	1	*	6	*
	\$5M-\$10M	19	2.95%	12	2.79%	16	1.47%
	\$10M-\$20M	22	1.38%	19	.95%	23	1.91%
	\$20M-\$35M	43	1.37%	39	1.67%	40	1.63%
By region	New England	6	*	5	*	6	*
	Middle Atlantic	9	*	7	*	8	*
	East North Central	14	2.26%	11	1.66%	13	2.76%
	West North Central	11	1.16%	7	*	11	1.89%
	South Atlantic	17	1.32%	14	1.52%	15	1.69%
	East South Central	5	*	4	*	5	*
	West South Central	15	1.76%	10	*	13	1.20%
	Pacific	12	.99%	10	*	11	1.18%

*Insufficient data.

**Table ES - 30
2015 Budgeted Formal Salary Range Increase**

		N	President/ CEO/ manager	N	Management	N	Non management
Overall		86	1.46%	68	1.31%	81	1.61%
By credit union asset size	\$1M-\$2M	0	*	0	*	0	*
	\$2M-\$5M	7	*	1	*	5	*
	\$5M-\$10M	19	1.95%	13	1.00%	17	1.35%
	\$10M-\$20M	20	1.11%	17	.88%	21	1.43%
	\$20M-\$35M	40	1.45%	37	1.65%	38	1.78%
By region	New England	6	*	5	*	6	*
	Middle Atlantic	6	*	5	*	6	*
	East North Central	12	2.55%	10	*	11	1.87%
	West North Central	11	1.29%	7	*	11	1.69%
	South Atlantic	16	1.77%	14	1.75%	15	2.09%
	East South Central	5	*	4	*	5	*
	West South Central	15	1.07%	10	*	13	.94%
	Mountain	3	*	3	*	3	*
	Pacific	12	.75%	10	*	11	1.27%

*Insufficient data.

**Table ES - 31
2016 Anticipated Formal Salary Range Increase**

		N	President/ CEO/ manager	N	Management	N	Non management
Overall		79	1.34%	65	1.27%	75	1.45%
By credit union asset size	\$1M-\$2M	0	*	0	*	0	*
	\$2M-\$5M	7	*	1	*	5	*
	\$5M-\$10M	16	1.84%	13	1.12%	15	1.03%
	\$10M-\$20M	19	1.01%	17	.88%	20	1.38%
	\$20M-\$35M	37	1.41%	34	1.56%	35	1.61%
By region	New England	5	*	4	*	5	*
	Middle Atlantic	5	*	5	*	5	*
	East North Central	10	*	9	*	9	*
	West North Central	9	*	6	*	10	*
	South Atlantic	16	1.64%	14	1.82%	15	2.14%
	East South Central	5	*	4	*	5	*
	West South Central	15	1.00%	11	.73%	13	.93%
	Mountain	3	*	3	*	3	*
	Pacific	11	.45%	9	*	10	*

*Insufficient data.

Table ES - 32
Have formal succession plan in place that specifies how CU will replace CEO

		N	Yes	No, but plan to by year-end 2015	No, and do not plan to during 2015
Overall		666	63%	18%	19%
By credit union asset size	\$1M-\$2M	38	68%	13%	18%
	\$2M-\$5M	143	62%	16%	22%
	\$5M-\$10M	155	58%	20%	22%
	\$10M-\$20M	175	67%	17%	16%
	\$20M-\$35M	155	64%	18%	18%
By region	New England	39	66%	16%	18%
	Middle Atlantic	95	59%	20%	20%
	East North Central	131	59%	23%	19%
	West North Central	97	60%	8%	32%
	South Atlantic	83	71%	12%	17%
	East South Central	53	69%	15%	16%
	West South Central	81	52%	28%	20%
	Mountain	41	80%	13%	7%
Pacific	45	76%	18%	6%	

*Insufficient data.

Table ES - 33
Credit Union Asset Size

		N	Average
Overall		697	\$12,615,706
By credit union asset size	\$1M-\$2M	45	\$1,512,693
	\$2M-\$5M	152	\$3,533,976
	\$5M-\$10M	159	\$7,414,334
	\$10M-\$20M	182	\$14,507,942
	\$20M-\$35M	159	\$26,842,260

*Insufficient data.

Table ES - 34
Number of Members

		N	Average	1-999	1,000-1,999	2,000-4,999	5,000-9,999
Overall		697	1,902	32%	30%	34%	4%
By credit union asset size	\$1M-\$2M	45	417	98%	2%	0%	0%
	\$2M-\$5M	152	735	83%	16%	1%	0%
	\$5M-\$10M	159	1,298	32%	56%	12%	0%
	\$10M-\$20M	182	2,170	4%	46%	49%	1%
	\$20M-\$35M	159	3,662	0%	8%	77%	15%

*Insufficient data.

**Table 1-1
President/CEO/Manager Salaries**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		516	\$61,681	\$47,693	\$60,000	\$75,000	\$88,000
By credit union asset size	\$1M-\$2M	11	\$31,179	\$26,000	\$28,000	\$32,000	\$44,674
	\$2M-\$5M	85	\$42,634	\$32,500	\$41,600	\$50,850	\$57,200
	\$5M-\$10M	128	\$53,945	\$44,900	\$52,000	\$62,627	\$70,000
	\$10M-\$20M	156	\$63,233	\$52,510	\$61,900	\$72,000	\$84,000
	\$20M-\$35M	136	\$80,194	\$70,000	\$79,020	\$90,088	\$102,780
By region	New England	29	\$71,875	\$56,000	\$75,000	\$86,000	\$99,750
	Middle Atlantic	67	\$52,972	\$43,000	\$51,975	\$62,000	\$72,679
	East North Central	95	\$58,909	\$45,700	\$58,000	\$70,781	\$79,000
	West North Central	75	\$60,100	\$49,000	\$57,000	\$72,000	\$87,000
	South Atlantic	64	\$64,345	\$50,800	\$60,987	\$80,170	\$97,449
	East South Central	42	\$60,728	\$47,156	\$60,000	\$71,400	\$83,000
	West South Central	68	\$61,733	\$49,383	\$58,000	\$75,000	\$86,000
	Mountain	37	\$60,086	\$44,800	\$62,048	\$74,000	\$81,091
Pacific	38	\$77,595	\$68,224	\$78,000	\$90,000	\$100,000	
By number of full-time employees	1	58	\$40,564	\$31,200	\$42,000	\$48,000	\$56,000
	2-4	272	\$57,340	\$45,485	\$55,000	\$68,000	\$80,000
	5-9	141	\$72,049	\$60,478	\$70,781	\$82,000	\$94,000
	10-49	44	\$80,919	\$68,000	\$79,040	\$91,000	\$102,780
By number of services offered**	None	33	\$44,755	\$32,000	\$42,000	\$57,054	\$68,224
	1-2	36	\$50,732	\$40,000	\$50,400	\$58,000	\$68,000
	3-4	39	\$45,925	\$32,000	\$46,977	\$53,472	\$63,500
	5-6	60	\$52,898	\$43,000	\$50,674	\$64,765	\$77,400
	7-8	86	\$61,904	\$50,850	\$58,000	\$70,284	\$88,000
	9-10	86	\$63,733	\$52,000	\$62,593	\$75,214	\$84,000
	11-12	86	\$69,449	\$58,710	\$68,000	\$80,000	\$90,000
	13-20	70	\$79,768	\$69,500	\$77,960	\$93,093	\$105,000
By amount of loans outstanding	\$500,000-\$2M	73	\$38,928	\$30,274	\$38,000	\$46,977	\$56,000
	\$2M-\$5M	178	\$55,048	\$44,500	\$53,592	\$64,765	\$74,244
	\$5-\$20M	256	\$71,193	\$58,000	\$70,000	\$82,000	\$93,400
	\$20M-\$50M	9	*	*	*	*	*
By number of members	1-999	118	\$43,807	\$32,000	\$43,290	\$53,472	\$61,600
	1,000-1,999	176	\$57,691	\$47,156	\$55,000	\$68,000	\$78,300
	2,000-4,999	203	\$72,734	\$60,000	\$71,400	\$84,000	\$97,449
	5,000-9,999	19	\$82,501	\$74,000	\$82,400	\$93,400	\$100,000
Number of branch offices	None	53	\$54,013	\$42,921	\$53,400	\$66,363	\$80,000
	1	372	\$59,893	\$46,200	\$57,380	\$71,397	\$85,000
	2	71	\$70,984	\$56,000	\$71,750	\$81,076	\$97,449
	3	16	\$79,752	\$70,000	\$86,000	\$92,735	\$105,800
	4	3	*	*	*	*	*
	5 or more	1	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 1-2
President/CEO/Manager Incentives and Bonuses Where Offered**

		N	% paid incentive and/or bonus	N	Average incentive/ bonus
Overall		514	52%	254	\$2,749
By credit union asset size	\$1M-\$2M	11	18%	2	*
	\$2M-\$5M	85	42%	36	\$1,323
	\$5M-\$10M	128	47%	55	\$2,346
	\$10M-\$20M	155	52%	78	\$2,664
	\$20M-\$35M	135	64%	83	\$3,658
By region	New England	29	36%	10	*
	Middle Atlantic	67	42%	27	\$1,635
	East North Central	95	50%	45	\$3,045
	West North Central	74	52%	37	\$3,060
	South Atlantic	63	56%	34	\$2,959
	East South Central	42	53%	20	\$2,201
	West South Central	68	56%	37	\$2,686
	Mountain Pacific	37 38	70% 50%	25 19	\$3,529 \$2,466
By number of full-time employees	1	58	34%	20	\$1,558
	2-4	272	46%	121	\$2,292
	5-9	140	62%	81	\$3,432
	10-49	43	72%	31	\$3,441
By number of services offered**	None	33	33%	11	\$1,342
	1-2	36	39%	13	\$2,451
	3-4	39	32%	13	\$1,989
	5-6	60	44%	25	\$2,430
	7-8	86	58%	47	\$2,634
	9-10	85	55%	46	\$2,369
	11-12	86	60%	50	\$3,954
	13-20	69	68%	45	\$2,863
By amount of loans outstanding	\$500,000-\$2M	73	30%	23	\$1,110
	\$2M-\$5M	178	43%	72	\$1,900
	\$5-\$20M	254	62%	151	\$3,188
	\$20M-\$50M	9	*	8	*
By number of members	1-999	118	42%	49	\$1,905
	1,000-1,999	175	43%	72	\$2,557
	2,000-4,999	202	61%	116	\$2,909
	5,000-9,999	19	90%	17	\$4,666
Number of branch offices	None	53	40%	18	\$2,765
	1	371	52%	186	\$2,433
	2	71	55%	37	\$3,702
	3	15	74%	11	\$5,038
	4	3	*	2	*
	5 or more	1	*	0	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonuses payments.

**Table 1-3
President/CEO/Manager Total Cash Compensation**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		516	\$63,036	\$48,313	\$60,910	\$76,000	\$90,000
By credit union asset size	\$1M-\$2M	11	\$31,452	\$26,300	\$28,000	\$34,000	\$44,674
	\$2M-\$5M	85	\$43,195	\$33,000	\$42,000	\$51,000	\$57,500
	\$5M-\$10M	128	\$54,953	\$45,025	\$53,850	\$64,235	\$71,700
	\$10M-\$20M	156	\$64,565	\$53,888	\$62,874	\$73,335	\$84,870
	\$20M-\$35M	136	\$82,427	\$71,041	\$80,358	\$92,868	\$105,800
By region	New England	29	\$72,790	\$56,000	\$75,000	\$86,000	\$99,750
	Middle Atlantic	67	\$53,642	\$43,200	\$52,000	\$62,000	\$74,000
	East North Central	95	\$60,347	\$46,750	\$59,000	\$72,300	\$83,325
	West North Central	75	\$61,591	\$49,000	\$58,000	\$72,865	\$88,800
	South Atlantic	64	\$65,927	\$51,340	\$61,010	\$80,170	\$99,600
	East South Central	42	\$61,785	\$47,490	\$60,210	\$76,000	\$85,300
	West South Central	68	\$63,198	\$50,627	\$58,485	\$77,142	\$90,000
	Pacific	37	\$62,468	\$45,050	\$63,548	\$75,000	\$87,975
By number of full-time employees	1	58	\$41,086	\$32,000	\$42,000	\$48,000	\$58,325
	2-4	272	\$58,359	\$46,150	\$56,300	\$68,760	\$80,500
	5-9	141	\$74,020	\$62,845	\$72,086	\$84,000	\$99,028
	10-49	44	\$83,346	\$68,000	\$81,076	\$92,735	\$105,000
By number of services offered**	None	33	\$45,196	\$32,000	\$42,314	\$57,500	\$68,224
	1-2	36	\$51,617	\$42,200	\$52,088	\$58,485	\$68,000
	3-4	39	\$46,570	\$32,000	\$46,977	\$55,575	\$67,500
	5-6	60	\$53,929	\$43,000	\$51,500	\$64,765	\$78,802
	7-8	86	\$63,335	\$51,778	\$60,000	\$72,000	\$94,000
	9-10	86	\$65,001	\$52,700	\$64,000	\$77,404	\$87,500
	11-12	86	\$71,750	\$61,000	\$72,086	\$82,500	\$94,000
	13-20	70	\$81,601	\$69,500	\$79,520	\$94,650	\$106,080
By amount of loans outstanding	\$500,000-\$2M	73	\$39,264	\$30,774	\$38,000	\$47,714	\$56,000
	\$2M-\$5M	178	\$55,811	\$44,500	\$54,900	\$65,000	\$76,800
	\$5-\$20M	256	\$73,072	\$60,000	\$72,000	\$84,700	\$97,672
	\$20M-\$50M	9	*	*	*	*	*
By number of members	1-999	118	\$44,581	\$32,500	\$43,497	\$54,000	\$63,000
	1,000-1,999	176	\$58,740	\$48,656	\$56,430	\$68,224	\$79,500
	2,000-4,999	203	\$74,396	\$62,000	\$72,679	\$84,870	\$99,600
	5,000-9,999	19	\$86,678	\$75,833	\$88,019	\$97,728	\$103,672
Number of branch offices	None	53	\$54,961	\$42,921	\$53,400	\$67,400	\$80,170
	1	372	\$61,108	\$47,490	\$58,200	\$73,500	\$86,000
	2	71	\$72,915	\$56,500	\$72,835	\$83,425	\$99,750
	3	16	\$83,230	\$72,500	\$87,500	\$94,053	\$105,800
	4	3	*	*	*	*	*
	5 or more	1	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 1-4
President/CEO/Manager Salaries by Main Office Location**

				N	Average	25th percentile	Median	75th percentile	90th percentile
Overall				516	\$61,681	\$47,693	\$60,000	\$75,000	\$88,000
By region	New England	By credit union asset size	\$1M-\$2M	1	*	*	*	*	*
			\$2M-\$5M	3	*	*	*	*	*
			\$5M-\$10M	7	*	*	*	*	*
			\$10M-\$20M	8	*	*	*	*	*
			\$20M-\$35M	10	*	*	*	*	*
	Middle Atlantic	By credit union asset size	\$1M-\$2M	1	*	*	*	*	*
			\$2M-\$5M	9	*	*	*	*	*
			\$5M-\$10M	19	\$50,372	\$39,416	\$47,000	\$62,000	\$75,600
			\$10M-\$20M	22	\$51,457	\$45,150	\$51,988	\$60,000	\$64,000
			\$20M-\$35M	16	\$66,171	\$56,000	\$61,500	\$74,340	\$93,093
	East North Central	By credit union asset size	\$1M-\$2M	2	*	*	*	*	*
			\$2M-\$5M	15	\$39,861	\$37,200	\$40,500	\$45,000	\$47,394
			\$5M-\$10M	24	\$53,632	\$45,793	\$51,500	\$60,884	\$66,560
			\$10M-\$20M	33	\$62,376	\$56,304	\$60,478	\$70,000	\$75,000
			\$20M-\$35M	21	\$73,513	\$70,781	\$75,000	\$79,000	\$80,000
	West North Central	By credit union asset size	\$1M-\$2M	3	*	*	*	*	*
			\$2M-\$5M	14	\$38,407	\$32,000	\$35,559	\$43,347	\$54,000
			\$5M-\$10M	17	\$55,775	\$51,870	\$55,802	\$64,765	\$73,800
			\$10M-\$20M	23	\$62,644	\$54,000	\$57,000	\$70,000	\$82,000
			\$20M-\$35M	18	\$81,207	\$68,000	\$78,557	\$92,735	\$110,000
	South Atlantic	By credit union asset size	\$1M-\$2M	1	*	*	*	*	*
			\$2M-\$5M	10	*	*	*	*	*
			\$5M-\$10M	17	\$53,642	\$45,947	\$52,000	\$62,727	\$69,557
			\$10M-\$20M	16	\$64,255	\$51,250	\$60,994	\$76,160	\$89,303
			\$20M-\$35M	20	\$83,985	\$70,000	\$85,382	\$97,725	\$102,000
	East South Central	By credit union asset size	\$1M-\$2M	1	*	*	*	*	*
			\$2M-\$5M	8	*	*	*	*	*
			\$5M-\$10M	13	\$54,992	\$45,540	\$57,980	\$65,300	\$68,000
			\$10M-\$20M	10	*	*	*	*	*
			\$20M-\$35M	10	*	*	*	*	*
	West South Central	By credit union asset size	\$1M-\$2M	1	*	*	*	*	*
			\$2M-\$5M	11	\$48,621	\$30,274	\$52,000	\$58,771	\$69,257
			\$5M-\$10M	21	\$53,552	\$47,693	\$51,000	\$58,000	\$70,000
			\$10M-\$20M	19	\$61,052	\$50,000	\$61,000	\$74,282	\$78,860
			\$20M-\$35M	16	\$83,078	\$70,700	\$83,750	\$90,370	\$108,056
	Mountain	By credit union asset size	\$1M-\$2M	1	*	*	*	*	*
			\$2M-\$5M	10	*	*	*	*	*
			\$5M-\$10M	7	*	*	*	*	*
			\$10M-\$20M	11	\$69,974	\$62,048	\$70,000	\$74,880	\$80,000
			\$20M-\$35M	8	*	*	*	*	*
Pacific	By credit union asset size	\$2M-\$5M	5	*	*	*	*	*	
		\$5M-\$10M	3	*	*	*	*	*	
		\$10M-\$20M	13	\$75,873	\$68,821	\$74,244	\$84,870	\$90,000	
		\$20M-\$35M	17	\$90,060	\$81,076	\$88,000	\$98,000	\$106,000	

*Insufficient data.

**Table 1-5
President/CEO/Manager Education**

		N	High school or less	Some College	College degree	Some grad school	Grad degree
Overall		530	12%	36%	41%	4%	6%
By credit union asset size	\$1M-\$2M	8	*	*	*	*	*
	\$2M-\$5M	85	16%	51%	24%	5%	5%
	\$5M-\$10M	122	12%	41%	35%	7%	5%
	\$10M-\$20M	168	13%	40%	38%	4%	5%
	\$20M-\$35M	147	8%	20%	59%	3%	10%

*Insufficient data.

**Table 1-6
President/CEO/Manager Salaries by Level of Education**

		N	High school or less	Some College	College degree	Some grad school	Grad degree
Overall		488	\$52,359	\$58,247	\$67,167	\$67,523	\$69,400
By credit union asset size	\$1M-\$2M	8	*	*	*	*	*
	\$2M-\$5M	76	\$39,796	\$43,583	\$40,605	\$48,044	\$51,763
	\$5M-\$10M	118	\$48,232	\$54,777	\$54,430	\$64,531	\$47,846
	\$10M-\$20M	153	\$53,726	\$60,751	\$65,383	\$73,983	\$78,836
	\$20M-\$35M	133	\$70,573	\$79,803	\$81,909	\$75,804	\$79,626

*Insufficient data.

**Table 1-7
President/CEO/Manager Salary Range Averages**

		N	Minimum	Maximum
Overall		119	\$54,862	\$80,216
By credit union asset size	\$1M-\$2M	1	*	*
	\$2M-\$5M	15	\$33,353	\$53,686
	\$5M-\$10M	27	\$48,613	\$66,303
	\$10M-\$20M	36	\$53,920	\$77,382
	\$20M-\$35M	40	\$67,023	\$101,316

*Insufficient data.

NOTE: Limited to credit unions with established minimums and maximums for each job position.

**Table 1-8
President/CEO/Manager Sex**

		N	Male	Female
Overall		542	28%	72%
By credit union asset size	\$1M-\$2M	9	*	*
	\$2M-\$5M	86	17%	83%
	\$5M-\$10M	128	18%	82%
	\$10M-\$20M	168	27%	73%
	\$20M-\$35M	151	43%	57%

*Insufficient data.

Note: Limited to credit unions with a full-time president/CEO/manager.

Executive Management

TITLE: President/CEO/Manager

REPORTS TO: Board of Directors

Purpose

Plan, direct, and control all credit union activities in accordance with credit union plans, policies, directives, and activities as established by the board of directors. Responsible for ensuring financial stability and member satisfaction commensurate with the best interest of the members, the employees, and the credit union. Provide strategic direction, vision, leadership, and management in all functional areas.

Duties and Responsibilities

1. Direct all credit union operations, which include planning and implementing programs, policies, and procedures.
2. Individually and/or through subordinates, provide strategic and/or administrative direction and management in all credit union functions to include: accounting, ALM, business development, compliance, facility management, finance, human resources, investments, lending, marketing, operations, retail services, risk management, and security.
3. Manage the day-to-day operation of the credit union and establish office procedures to use staff and facilities most efficiently, to promote products and services, to provide outstanding member service, and to achieve the goals of the credit union.
4. Develop, recommend, and implement financial policies and procedures.
5. Analyze work flow of the credit union on a continuous basis and make changes to improve efficiency and reduce cost.
6. Ensure that the credit union is in compliance with the federal laws and regulations set forth by the National Credit Union Administration and other State and Federal regulatory agencies.
7. Recruit and select quality applicants for management vacancies, ensuring that the credit union is adequately staffed with competent employees.
8. Supervise a budget for the credit union that is consistent with the overall strategic plan.
9. Evaluate the job performance of credit union management to ensure quality service to members.
10. Conduct management meetings on a regular basis to insure the dissemination of information exchange of ideas, resolution of problems, discussion of trends, etc. Ensure that information is communicated throughout the credit union.
11. Ensure adequate equipment, supplies, and working space is available.
12. Conduct business development activities to promote the growth and development of the credit union. Build positive relationships with the field of membership, and with appropriate trade associations and organizations.
13. Provide direction to the Board on compensation philosophy. Plan and recommend appropriate wage and salary structure in accordance with that philosophy.
14. Plan and oversee the employee benefits program, balancing internal demands, equity in the marketplace, and costs.
15. Manage security and safety for the credit union, with responsibility to analyze security and safety policies and procedures, and to alert staff of any changes in a timely manner.

**Table 2-1
Executive VP or Assistant Manager Salaries**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		183	\$45,031	\$36,100	\$42,346	\$53,000	\$60,000
By credit union asset size	\$1M-\$2M	2	*	*	*	*	*
	\$2M-\$5M	12	\$32,952	\$27,700	\$29,100	\$34,800	\$50,400
	\$5M-\$10M	42	\$35,871	\$30,000	\$36,000	\$40,256	\$44,010
	\$10M-\$20M	67	\$44,171	\$38,000	\$42,346	\$50,276	\$56,759
	\$20M-\$35M	60	\$55,204	\$48,000	\$53,414	\$60,568	\$74,788
By region	New England	17	\$52,319	\$41,930	\$50,000	\$59,000	\$75,700
	Middle Atlantic	12	\$38,441	\$32,500	\$37,507	\$40,256	\$52,780
	East North Central	38	\$41,672	\$33,280	\$41,000	\$48,195	\$55,000
	West North Central	27	\$45,988	\$39,811	\$43,563	\$56,661	\$60,568
	South Atlantic	28	\$46,534	\$38,000	\$44,010	\$54,867	\$62,000
	East South Central	17	\$44,905	\$40,000	\$42,000	\$49,800	\$63,000
	West South Central	22	\$43,347	\$36,000	\$40,000	\$50,000	\$57,325
	Mountain	12	\$39,201	\$31,850	\$37,500	\$49,449	\$55,000
	Pacific	10	*	*	*	*	*
By number of full-time employees	1	4	*	*	*	*	*
	2-4	101	\$40,663	\$33,280	\$39,811	\$48,536	\$56,759
	5-9	56	\$49,187	\$41,860	\$48,195	\$56,661	\$62,000
	10-49	22	\$56,131	\$45,000	\$53,000	\$68,000	\$75,600
By number of services offered**	None	9	*	*	*	*	*
	1-2	11	\$36,352	\$31,719	\$35,750	\$40,800	\$48,000
	3-4	10	*	*	*	*	*
	5-6	17	\$37,486	\$31,850	\$36,000	\$41,000	\$45,250
	7-8	31	\$44,939	\$38,000	\$42,200	\$52,020	\$55,869
	9-10	30	\$43,203	\$37,000	\$43,015	\$51,534	\$56,759
	11-12	39	\$46,724	\$40,000	\$48,972	\$53,778	\$59,000
	13-20	30	\$57,303	\$48,000	\$56,801	\$63,175	\$74,788
By amount of loans outstanding	\$500,000-\$2M	10	*	*	*	*	*
	\$2M-\$5M	56	\$37,279	\$31,719	\$36,500	\$41,000	\$52,020
	\$5-\$20M	111	\$49,746	\$40,000	\$48,536	\$57,000	\$63,135
	\$20M-\$50M	6	*	*	*	*	*
By number of members	1-999	22	\$34,686	\$27,700	\$31,850	\$38,120	\$51,312
	1,000-1,999	66	\$40,405	\$34,000	\$40,000	\$45,058	\$53,184
	2,000-4,999	83	\$49,863	\$40,900	\$48,972	\$57,325	\$63,175
	5,000-9,999	12	\$54,165	\$45,000	\$52,780	\$62,000	\$68,000
Number of branch offices	None	13	\$43,090	\$34,800	\$44,010	\$54,000	\$55,000
	1	128	\$42,928	\$33,800	\$41,390	\$51,500	\$58,920
	2	30	\$49,477	\$40,000	\$48,000	\$60,000	\$63,135
	3	10	*	*	*	*	*
	4	1	*	*	*	*	*
	5 or more	1	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 2-2
Executive VP or Assistant Manager Incentives and Bonuses Where Offered**

		N	% paid incentive and/or bonus	N	Average incentive/ bonus
Overall		180	52%	88	\$1,870
By credit union asset size	\$1M-\$2M	2	*	0	*
	\$2M-\$5M	11	58%	6	*
	\$5M-\$10M	42	40%	13	\$2,140
	\$10M-\$20M	66	51%	33	\$1,585
	\$20M-\$35M	59	62%	36	\$2,270
By region	New England	17	53%	9	*
	Middle Atlantic	12	34%	3	*
	East North Central	37	51%	19	\$2,069
	West North Central	26	50%	12	\$2,167
	South Atlantic	27	60%	14	\$1,463
	East South Central	17	39%	6	*
	West South Central	22	51%	11	\$2,016
	Mountain	12	67%	8	*
Pacific	10	*	6	*	
By number of full-time employees	1	4	*	2	*
	2-4	100	42%	38	\$1,623
	5-9	55	60%	33	\$1,914
	10-49	21	77%	15	\$2,560
By number of services offered**	None	8	*	3	*
	1-2	11	16%	2	*
	3-4	10	*	2	*
	5-6	17	50%	8	*
	7-8	31	51%	14	\$2,015
	9-10	29	71%	18	\$1,515
	11-12	39	58%	22	\$2,082
	13-20	29	60%	18	\$1,937
By amount of loans outstanding	\$500,000-\$2M	10	*	2	*
	\$2M-\$5M	55	36%	17	\$1,694
	\$5-\$20M	109	60%	64	\$1,896
	\$20M-\$50M	6	*	5	*
By number of members	1-999	22	46%	9	*
	1,000-1,999	64	39%	24	\$1,685
	2,000-4,999	82	58%	45	\$1,818
	5,000-9,999	12	83%	10	*
Number of branch offices	None	13	47%	5	*
	1	126	52%	62	\$1,582
	2	30	55%	16	\$2,218
	3	9	*	4	*
	4	1	*	1	*
	5 or more	1	*	0	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonus payments.

**Table 2-3
Executive VP or Assistant Manager Total Cash Compensation**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		183	\$45,912	\$36,781	\$44,015	\$54,385	\$61,000
By credit union asset size	\$1M-\$2M	2	*	*	*	*	*
	\$2M-\$5M	12	\$33,246	\$27,700	\$29,200	\$34,800	\$50,400
	\$5M-\$10M	42	\$36,518	\$30,000	\$36,000	\$40,900	\$45,000
	\$10M-\$20M	67	\$44,929	\$39,500	\$44,015	\$51,312	\$58,920
	\$20M-\$35M	60	\$56,522	\$48,500	\$54,693	\$62,200	\$74,788
By region	New England	17	\$53,262	\$42,680	\$50,000	\$60,084	\$75,700
	Middle Atlantic	12	\$38,596	\$32,500	\$37,900	\$40,256	\$52,780
	East North Central	38	\$42,708	\$33,280	\$43,460	\$50,300	\$55,869
	West North Central	27	\$46,949	\$40,209	\$46,563	\$56,661	\$65,453
	South Atlantic	28	\$47,174	\$38,000	\$44,015	\$55,667	\$62,300
	East South Central	17	\$45,912	\$40,682	\$42,500	\$49,800	\$66,000
	West South Central	22	\$44,380	\$36,000	\$40,120	\$50,000	\$57,825
	Mountain	12	\$40,210	\$32,600	\$40,500	\$50,024	\$56,160
	Pacific	10	*	*	*	*	*
By number of full-time employees	1	4	*	*	*	*	*
	2-4	101	\$41,276	\$34,000	\$40,000	\$49,000	\$58,759
	5-9	56	\$50,255	\$42,500	\$48,972	\$57,600	\$63,000
	10-49	22	\$57,804	\$46,200	\$55,000	\$70,135	\$82,600
By number of services offered**	None	9	*	*	*	*	*
	1-2	11	\$36,677	\$31,719	\$35,750	\$44,300	\$48,000
	3-4	10	*	*	*	*	*
	5-6	17	\$38,263	\$34,200	\$36,781	\$41,645	\$45,750
	7-8	31	\$45,846	\$38,000	\$42,646	\$53,000	\$59,700
	9-10	30	\$44,066	\$37,690	\$44,015	\$53,500	\$59,000
	11-12	39	\$47,843	\$42,000	\$48,972	\$56,000	\$60,000
	13-20	30	\$58,426	\$49,000	\$56,801	\$65,453	\$74,788
By amount of loans outstanding	\$500,000-\$2M	10	*	*	*	*	*
	\$2M-\$5M	56	\$37,786	\$31,719	\$36,816	\$43,290	\$52,695
	\$5-\$20M	111	\$50,793	\$42,000	\$49,000	\$58,920	\$64,175
	\$20M-\$50M	6	*	*	*	*	*
By number of members	1-999	22	\$35,396	\$27,700	\$32,600	\$40,120	\$51,312
	1,000-1,999	66	\$41,012	\$34,800	\$40,682	\$45,058	\$54,546
	2,000-4,999	83	\$50,804	\$41,390	\$49,800	\$59,000	\$65,453
	5,000-9,999	12	\$56,413	\$49,000	\$53,000	\$62,300	\$70,135
Number of branch offices	None	13	\$44,586	\$34,800	\$44,010	\$55,667	\$59,700
	1	128	\$43,688	\$34,900	\$42,500	\$52,000	\$59,300
	2	30	\$50,555	\$42,000	\$48,972	\$60,000	\$69,250
	3	10	*	*	*	*	*
	4	1	*	*	*	*	*
	5 or more	1	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 2-4
Executive VP or Assistant Manager Education**

		N	High school or less	Some College	College degree	Some grad school	Grad degree
Overall		195	31%	35%	32%	0%	2%
By credit union asset size	\$1M-\$2M	2	*	*	*	*	*
	\$2M-\$5M	15	47%	33%	13%	7%	0%
	\$5M-\$10M	42	38%	36%	26%	0%	0%
	\$10M-\$20M	67	30%	34%	34%	0%	1%
	\$20M-\$35M	69	23%	36%	38%	0%	3%

*Insufficient data.

**Table 2-5
Executive VP or Assistant Manager Salaries by Level of Education**

		N	High school or less	Some College	College degree	Some grad school	Grad degree
Overall		155	\$43,106	\$45,652	\$48,849		\$49,112
By credit union asset size	\$1M-\$2M	1	*	*	*	*	*
	\$2M-\$5M	9	*	*	*	*	*
	\$5M-\$10M	36	\$36,643	\$37,969	\$34,488	*	*
	\$10M-\$20M	57	\$43,277	\$43,304	\$45,633	*	\$59,000
	\$20M-\$35M	52	\$55,689	\$54,815	\$57,214	*	\$44,000

*Insufficient data.

**Table 2-6
Executive VP or Assistant Manager Salary Ranges**

		N	Minimum	Maximum
Overall		46	\$37,774	\$55,660
By credit union asset size	\$1M-\$2M	0	*	*
	\$2M-\$5M	1	*	*
	\$5M-\$10M	8	*	*
	\$10M-\$20M	18	\$36,610	\$53,284
	\$20M-\$35M	19	\$42,237	\$64,031

*Insufficient data.

NOTE: Limited to credit unions with established minimums and maximums for each job position.

Executive Management

TITLE: Executive Vice President/Assistant Manager

REPORTS TO: President/CEO/Manager

Purpose

Responsible for assisting the credit union President/CEO/Manager in the overall management of the credit union. As a member of the senior management team, responsible for ensuring financial stability and member satisfaction commensurate with the best interest of the members, the employees, and the credit union. Provide input on strategic direction and vision to the CEO.

Duties and Responsibilities

1. Direct and supervise the operational management of credit union employees on a day-to-day basis.
2. Work with the President in identifying trends in the industry, instituting new programs or products, and evaluating products and services.
3. Recruit and select quality applicants for vacancies, ensuring that the credit union is adequately staffed with competent employees.
4. Maintain a highly motivated, well-trained staff.
5. Establish and maintain effective employee relations.
6. Assist in the preparation and implementation of the budget for the credit union that is consistent with the overall strategic plan.
7. Develop, apply, and evaluate policies and procedures for the credit union.
8. Develop, implement, and maintain operational procedures to maximize efficiency and quality of work and provide consistent quality service to members.
9. Evaluate the job performance of credit union staff to ensure quality of work and service to members. Institute performance standards for staff in order to achieve strategic goals.
10. Hold periodic staff meetings. Identify areas for improvement, changes in procedures, new developments, or changes in services. Keep staff up to date on trends, exchange of ideas, and general credit union information.
11. Attend board meetings and report on assigned areas of responsibility as requested by the president.
12. Review and develop strategic plans in relation to the overall goals of the credit union.
13. Work with the auditor to ensure compliance with internal controls.
14. Ensure that the credit union is in compliance with the federal laws and regulations set forth by the National Credit Union Administration and other regulatory agencies.
15. Assume all responsibilities of the credit union President/CEO/Manager in his or her absence.

**Table 3-1
Chief Financial Officer Salaries**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		29	\$50,115	\$44,269	\$48,430	\$57,300	\$70,425
By credit union asset size	\$1M-\$2M	0	*	*	*	*	*
	\$2M-\$5M	4	*	*	*	*	*
	\$5M-\$10M	2	*	*	*	*	*
	\$10M-\$20M	6	*	*	*	*	*
	\$20M-\$35M	17	\$56,003	\$48,000	\$55,000	\$61,349	\$74,370
By region	New England	2	*	*	*	*	*
	Middle Atlantic	2	*	*	*	*	*
	East North Central	3	*	*	*	*	*
	West North Central	2	*	*	*	*	*
	South Atlantic	6	*	*	*	*	*
	East South Central	5	*	*	*	*	*
	West South Central	3	*	*	*	*	*
	Mountain	2	*	*	*	*	*
Pacific	4	*	*	*	*	*	
By number of full-time employees	1	2	*	*	*	*	*
	2-4	4	*	*	*	*	*
	5-9	14	\$52,723	\$48,000	\$52,000	\$57,300	\$61,349
	10-49	9	*	*	*	*	*
By number of services offered**	1-2	1	*	*	*	*	*
	3-4	1	*	*	*	*	*
	5-6	2	*	*	*	*	*
	7-8	4	*	*	*	*	*
	9-10	2	*	*	*	*	*
	11-12	9	*	*	*	*	*
	13-20	8	*	*	*	*	*
By amount of loans outstanding	\$500,000-\$2M	2	*	*	*	*	*
	\$2M-\$5M	4	*	*	*	*	*
	\$5-\$20M	21	\$52,713	\$45,765	\$52,000	\$57,925	\$61,998
	\$20M-\$50M	2	*	*	*	*	*
By number of members	1-999	3	*	*	*	*	*
	1,000-1,999	3	*	*	*	*	*
	2,000-4,999	18	\$53,571	\$48,000	\$52,500	\$60,000	\$70,425
	5,000-9,999	5	*	*	*	*	*
Number of branch offices	None	1	*	*	*	*	*
	1	16	\$47,029	\$44,876	\$48,430	\$55,000	\$57,300
	2	9	*	*	*	*	*
	3	1	*	*	*	*	*
	4	2	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 3-2
Chief Financial Officer Incentives and Bonuses Where Offered**

		N	% paid incentive and/or bonus	N	Average incentive/ bonus
Overall		27	67%	18	\$2,549
By credit union asset size	\$1M-\$2M	0	*	0	*
	\$2M-\$5M	4	*	2	*
	\$5M-\$10M	2	*	1	*
	\$10M-\$20M	6	*	4	*
	\$20M-\$35M	15	73%	11	\$2,177
By region	New England	2	*	1	*
	Middle Atlantic	2	*	1	*
	East North Central	3	*	2	*
	West North Central	1	*	1	*
	South Atlantic	6	*	5	*
	East South Central	5	*	3	*
	West South Central	3	*	2	*
	Pacific	2	*	2	*
By number of full-time employees	1	2	*	1	*
	2-4	4	*	2	*
	5-9	13	69%	9	*
	10-49	8	*	6	*
By number of services offered**	1-2	1	*	0	*
	3-4	1	*	0	*
	5-6	2	*	1	*
	7-8	4	*	4	*
	9-10	2	*	2	*
	11-12	9	*	6	*
	13-20	6	*	4	*
By amount of loans outstanding	\$500,000-\$2M	2	*	1	*
	\$2M-\$5M	4	*	2	*
	\$5-\$20M	19	74%	14	\$3,052
	\$20M-\$50M	2	*	1	*
By number of members	1-999	3	*	2	*
	1,000-1,999	3	*	1	*
	2,000-4,999	16	69%	11	\$3,643
	5,000-9,999	5	*	4	*
Number of branch offices	None	1	*	0	*
	1	15	74%	11	\$2,046
	2	9	*	6	*
	3	0	*	0	*
	4	2	*	1	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 3-3
Chief Financial Officer Total Cash Compensation**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		29	\$51,705	\$45,000	\$51,600	\$60,000	\$74,370
By credit union asset size	\$1M-\$2M	0	*	*	*	*	*
	\$2M-\$5M	4	*	*	*	*	*
	\$5M-\$10M	2	*	*	*	*	*
	\$10M-\$20M	6	*	*	*	*	*
	\$20M-\$35M	17	\$57,412	\$48,300	\$55,000	\$61,349	\$83,459
By region	New England	2	*	*	*	*	*
	Middle Atlantic	2	*	*	*	*	*
	East North Central	3	*	*	*	*	*
	West North Central	2	*	*	*	*	*
	South Atlantic	6	*	*	*	*	*
	East South Central	5	*	*	*	*	*
	West South Central	3	*	*	*	*	*
	Pacific	4	*	*	*	*	*
By number of full-time employees	1	2	*	*	*	*	*
	2-4	4	*	*	*	*	*
	5-9	14	\$55,504	\$49,400	\$54,500	\$60,524	\$62,500
	10-49	9	*	*	*	*	*
By number of services offered**	1-2	1	*	*	*	*	*
	3-4	1	*	*	*	*	*
	5-6	2	*	*	*	*	*
	7-8	4	*	*	*	*	*
	9-10	2	*	*	*	*	*
	11-12	9	*	*	*	*	*
	13-20	8	*	*	*	*	*
By amount of loans outstanding	\$500,000-\$2M	2	*	*	*	*	*
	\$2M-\$5M	4	*	*	*	*	*
	\$5-\$20M	21	\$54,748	\$47,665	\$54,500	\$60,524	\$62,500
	\$20M-\$50M	2	*	*	*	*	*
By number of members	1-999	3	*	*	*	*	*
	1,000-1,999	3	*	*	*	*	*
	2,000-4,999	18	\$55,792	\$49,400	\$55,702	\$61,349	\$74,370
	5,000-9,999	5	*	*	*	*	*
Number of branch offices	None	1	*	*	*	*	*
	1	16	\$48,439	\$45,000	\$49,400	\$55,702	\$60,524
	2	9	*	*	*	*	*
	3	1	*	*	*	*	*
	4	2	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 3-4
Chief Financial Officer Education**

		N	Some College	College degree	Some grad school	Grad degree
Overall		24	25%	67%	4%	4%
By credit union asset size	\$1M-\$2M	1	*	*	*	*
	\$2M-\$5M	3	*	*	*	*
	\$10M-\$20M	4	*	*	*	*
	\$20M-\$35M	16	25%	62%	6%	6%

*Insufficient data.

**Table 3-5
Chief Financial Officer Salaries by Level of Education**

		N	Some College	College degree	Some grad school	Grad degree
Overall		21	\$48,889	\$58,032	\$51,500	\$48,430
By credit union asset size	\$1M-\$2M	0	*	*	*	*
	\$2M-\$5M	2	*	*	*	*
	\$10M-\$20M	4	*	*	*	*
	\$20M-\$35M	15	\$53,251	\$61,863	\$51,500	\$48,430

*Insufficient data.

Executive Management

TITLE: Chief Financial Officer

REPORTS TO: President/CEO/Manager

Purpose

Direct and manage all practices and activities in the Finance and Accounting functions to ensure compliance with State and Federal rules and regulations. Manage auditing, accounting, and recordkeeping activities of the credit union to ensure they meet generally accepted accounting practices (GAAP). Make recommendations relating to budget preparation, income forecasts, and operational changes as needed.

Duties and Responsibilities

1. Directly or through subordinates, oversee and manage the financial and accounting functions of the credit union to include: ALM, AP, AR, budgets, collections, GL, financial analysis, financial reporting and recordkeeping, investments, payroll, and taxes.
2. Develop, implement, and evaluate policies and procedures for the Accounting/Finance Department. Ensure that policies and procedures reflect current regulations and are communicated to and implemented by subordinates.
3. May direct and supervise development, production, promotion, and sale of the credit union's products and services.
4. Present monthly reports to the board of directors and senior management.
5. Participate in determining deposit and loan rates.
6. Provide guidance regarding investment decisions.
7. Serve as trustee of the credit union's pension plan.
8. Hold periodic staff meetings. Identify areas for improvement, changes in procedures, new developments, or changes in services. Keep staff up to date on trends and general credit union information.
9. Assist with lease negotiation and major purchasing decisions for capital equipment or other capital asset expenditures.
10. Provide direction for planning model runs.
11. Assist in analysis of new branch site locations and closings of existing branches.
12. Develop, perform, and oversee various internal audit procedures, i.e. cash counts, teller drawer audits, review of employee accounts, loan documentation, wire transfers, etc.
13. Serve as the credit union's liaison with regulatory agency examiners and auditors.

**Table 4-1
Chief Operations Officer Salaries**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		40	\$46,989	\$41,200	\$46,000	\$53,040	\$63,000
By credit union asset size	\$1M-\$2M	1	*	*	*	*	*
	\$2M-\$5M	1	*	*	*	*	*
	\$5M-\$10M	5	*	*	*	*	*
	\$10M-\$20M	12	\$49,376	\$42,500	\$48,077	\$61,500	\$64,000
	\$20M-\$35M	21	\$48,010	\$43,661	\$47,000	\$52,000	\$56,500
By region	New England	1	*	*	*	*	*
	Middle Atlantic	4	*	*	*	*	*
	East North Central	5	*	*	*	*	*
	West North Central	8	*	*	*	*	*
	South Atlantic	5	*	*	*	*	*
	East South Central	2	*	*	*	*	*
	West South Central	3	*	*	*	*	*
	Pacific	6	*	*	*	*	*
By number of full-time employees	1	2	*	*	*	*	*
	2-4	11	\$46,754	\$35,236	\$42,000	\$60,000	\$64,000
	5-9	17	\$48,716	\$44,500	\$47,154	\$52,000	\$61,000
	10-49	10	*	*	*	*	*
By number of services offered**	None	1	*	*	*	*	*
	1-2	1	*	*	*	*	*
	3-4	1	*	*	*	*	*
	5-6	2	*	*	*	*	*
	7-8	6	*	*	*	*	*
	9-10	6	*	*	*	*	*
	11-12	8	*	*	*	*	*
	13-20	14	\$47,963	\$42,000	\$45,122	\$52,000	\$63,000
By amount of loans outstanding	\$500,000-\$2M	1	*	*	*	*	*
	\$2M-\$5M	7	*	*	*	*	*
	\$5-\$20M	31	\$46,800	\$42,000	\$46,000	\$52,000	\$60,000
	\$20M-\$50M	1	*	*	*	*	*
By number of members	1-999	1	*	*	*	*	*
	1,000-1,999	9	*	*	*	*	*
	2,000-4,999	24	\$47,534	\$43,661	\$47,154	\$53,040	\$61,000
	5,000-9,999	6	*	*	*	*	*
Number of branch offices	None	3	*	*	*	*	*
	1	24	\$47,178	\$40,000	\$46,000	\$55,000	\$61,000
	2	9	*	*	*	*	*
	3	4	*	*	*	*	*
	5 or more	0	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 4-2
Chief Operations Officer Incentives and Bonuses Where Offered**

		N	% paid incentive and/or bonus	N	Average incentive/ bonus
Overall		40	62%	23	\$2,231
By credit union asset size	\$1M-\$2M	1	*	0	*
	\$2M-\$5M	1	*	1	*
	\$5M-\$10M	5	*	2	*
	\$10M-\$20M	12	67%	7	*
	\$20M-\$35M	21	67%	13	\$2,986
By region	New England	1	*	0	*
	Middle Atlantic	4	*	2	*
	East North Central	5	*	3	*
	West North Central	8	*	6	*
	South Atlantic	5	*	5	*
	East South Central	2	*	1	*
	West South Central	3	*	2	*
	Pacific	6	*	2	*
By number of full-time employees	1	2	*	0	*
	2-4	11	72%	8	*
	5-9	17	65%	9	*
	10-49	10	*	6	*
By number of services offered**	None	1	*	0	*
	1-2	1	*	1	*
	3-4	1	*	0	*
	5-6	2	*	1	*
	7-8	6	*	4	*
	9-10	6	*	3	*
	11-12	8	*	4	*
	13-20	14	72%	9	*
By amount of loans outstanding	\$500,000-\$2M	1	*	0	*
	\$2M-\$5M	7	*	4	*
	\$5-\$20M	31	68%	19	\$2,364
	\$20M-\$50M	1	*	0	*
By number of members	1-999	1	*	0	*
	1,000-1,999	9	*	4	*
	2,000-4,999	24	67%	14	\$2,407
	5,000-9,999	6	*	5	*
Number of branch offices	None	3	*	0	*
	1	24	66%	15	\$1,956
	2	9	*	5	*
	3	4	*	3	*
	5 or more	0	*	0	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 4-3
Chief Operations Officer Total Cash Compensation**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		40	\$48,262	\$42,450	\$47,529	\$55,000	\$64,800
By credit union asset size	\$1M-\$2M	1	*	*	*	*	*
	\$2M-\$5M	1	*	*	*	*	*
	\$5M-\$10M	5	*	*	*	*	*
	\$10M-\$20M	12	\$50,228	\$43,750	\$48,765	\$62,400	\$65,000
	\$20M-\$35M	21	\$49,858	\$45,535	\$49,000	\$54,472	\$58,915
By region	New England	1	*	*	*	*	*
	Middle Atlantic	4	*	*	*	*	*
	East North Central	5	*	*	*	*	*
	West North Central	8	*	*	*	*	*
	South Atlantic	5	*	*	*	*	*
	East South Central	2	*	*	*	*	*
	West South Central	3	*	*	*	*	*
	Mountain	6	*	*	*	*	*
Pacific	6	*	*	*	*	*	
By number of full-time employees	1	2	*	*	*	*	*
	2-4	11	\$48,005	\$35,786	\$44,500	\$60,000	\$65,000
	5-9	17	\$49,317	\$45,000	\$47,529	\$55,000	\$62,213
	10-49	10	*	*	*	*	*
By number of services offered**	None	1	*	*	*	*	*
	1-2	1	*	*	*	*	*
	3-4	1	*	*	*	*	*
	5-6	2	*	*	*	*	*
	7-8	6	*	*	*	*	*
	9-10	6	*	*	*	*	*
	11-12	8	*	*	*	*	*
	13-20	14	\$50,208	\$44,500	\$49,042	\$55,000	\$64,800
By amount of loans outstanding	\$500,000-\$2M	1	*	*	*	*	*
	\$2M-\$5M	7	*	*	*	*	*
	\$5-\$20M	31	\$48,252	\$43,000	\$47,529	\$54,330	\$60,000
	\$20M-\$50M	1	*	*	*	*	*
By number of members	1-999	1	*	*	*	*	*
	1,000-1,999	9	*	*	*	*	*
	2,000-4,999	24	\$48,936	\$45,000	\$49,000	\$55,000	\$62,213
	5,000-9,999	6	*	*	*	*	*
Number of branch offices	None	3	*	*	*	*	*
	1	24	\$48,387	\$40,300	\$47,529	\$56,500	\$62,213
	2	9	*	*	*	*	*
	3	4	*	*	*	*	*
	5 or more	0	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 4-4
Chief Operations Officer Education**

		N	High school or less	Some College	College degree	Some grad school	Grad degree
Overall		39	34%	34%	25%	2%	5%
By credit union asset size	\$2M-\$5M	1	*	*	*	*	*
	\$5M-\$10M	4	*	*	*	*	*
	\$10M-\$20M	11	55%	27%	18%	0%	0%
	\$20M-\$35M	23	30%	43%	17%	0%	9%

*Insufficient data.

**Table 4-5
Chief Operations Officer Salaries by Level of Education**

		N	High school or less	Some College	College degree	Some grad school	Grad degree
Overall		35	\$45,734	\$50,470	\$47,333	\$45,000	\$52,000
By credit union asset size	\$2M-\$5M	0	*	*	*	*	*
	\$5M-\$10M	4	*	*	*	*	*
	\$10M-\$20M	11	\$46,732	\$56,667	\$39,060	*	*
	\$20M-\$35M	20	\$44,849	\$48,068	\$53,517	*	\$52,000

*Insufficient data.

Executive Management

TITLE: Chief Operations Officer

REPORTS TO: President/CEO/manager

Purpose

Responsible for assisting the credit union President/CEO/Manager in the overall management of the credit union. Has direct responsibility for the administration and supervision of front end and back end operations and branch activities within established policies and guidelines.

Duties and Responsibilities

1. Assist in directing all credit union operations, which include planning, recommending, and implementing programs and policies, and providing general administrative direction.
2. Manage daily operation of credit union and establish office procedures.
3. Analyze various statistics and the use of technology in all areas of operation and make recommendations for the efficient operation and growth of the credit union.
4. Ensure adequate equipment supplies and working space is available.
5. Ensure that the president is kept fully informed on the conditions and operations of the credit union and of all important factors influencing them.
6. Maintain daily contact with branch managers, providing support, input, feedback, and guidance concerning their daily operations.
7. Monitor branch activity, including number of transactions, volume, teller errors, loan volume, teller and loan personal sales, and new accounts.
8. Develop, implement, and maintain operational procedures to maximize efficiency and quality of work and to provide consistent quality service to members.
9. Hold periodic staff meetings. Identify areas for improvement, changes in procedures, new developments, or changes in services or products. Keep staff up to date on trends and general credit union information.
10. Oversee hiring, promotions, transfers, terminations, and other changes in status of assigned employees.
11. Evaluate the job performance of subordinates to ensure quality of work and service to members.
12. Attend board meetings and report on assigned areas of responsibility as requested by the president.
13. Manage and recommend the purchase of equipment and supplies.

**Table 5-1
Member Services VP Salaries**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		54	\$40,828	\$32,679	\$40,015	\$48,297	\$51,672
By credit union asset size	\$1M-\$2M	1	*	*	*	*	*
	\$2M-\$5M	4	*	*	*	*	*
	\$5M-\$10M	8	*	*	*	*	*
	\$10M-\$20M	20	\$39,985	\$31,658	\$38,000	\$47,649	\$53,066
	\$20M-\$35M	21	\$45,186	\$38,993	\$44,278	\$50,440	\$58,000
By region	New England	6	*	*	*	*	*
	Middle Atlantic	6	*	*	*	*	*
	East North Central	5	*	*	*	*	*
	West North Central	6	*	*	*	*	*
	South Atlantic	8	*	*	*	*	*
	East South Central	4	*	*	*	*	*
	West South Central	9	*	*	*	*	*
	Pacific	5	*	*	*	*	*
By number of full-time employees	1	2	*	*	*	*	*
	2-4	21	\$38,773	\$32,500	\$38,000	\$44,000	\$51,495
	5-9	24	\$42,222	\$32,679	\$40,015	\$50,267	\$58,000
	10-49	6	*	*	*	*	*
By number of services offered**	None	1	*	*	*	*	*
	1-2	2	*	*	*	*	*
	3-4	5	*	*	*	*	*
	5-6	2	*	*	*	*	*
	7-8	5	*	*	*	*	*
	9-10	12	\$40,622	\$30,636	\$39,008	\$48,297	\$54,636
	11-12	8	*	*	*	*	*
	13-20	17	\$44,508	\$37,440	\$45,000	\$50,440	\$58,000
By amount of loans outstanding	\$500,000-\$2M	4	*	*	*	*	*
	\$2M-\$5M	14	\$36,654	\$30,000	\$36,816	\$42,200	\$49,000
	\$5-\$20M	34	\$43,610	\$36,750	\$44,000	\$50,440	\$58,000
	\$20M-\$50M	2	*	*	*	*	*
By number of members	1-999	5	*	*	*	*	*
	1,000-1,999	16	\$37,621	\$30,636	\$36,816	\$44,000	\$50,000
	2,000-4,999	31	\$43,279	\$36,750	\$43,500	\$50,267	\$54,636
	5,000-9,999	2	*	*	*	*	*
Number of branch offices	None	5	*	*	*	*	*
	1	39	\$40,032	\$32,679	\$38,993	\$45,000	\$51,672
	2	8	*	*	*	*	*
	3	1	*	*	*	*	*
	4	1	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 5-2
Member Services VP Incentives and Bonuses Where Offered**

		N	% paid incentive and/or bonus	N	Average incentive/ bonus
Overall		53	68%	31	\$953
By credit union asset size	\$1M-\$2M	1	*	0	*
	\$2M-\$5M	4	*	2	*
	\$5M-\$10M	8	*	2	*
	\$10M-\$20M	19	68%	12	\$844
	\$20M-\$35M	21	83%	15	\$1,079
By region	New England	6	*	3	*
	Middle Atlantic	6	*	2	*
	East North Central	5	*	4	*
	West North Central	6	*	4	*
	South Atlantic	7	*	5	*
	East South Central	4	*	2	*
	West South Central	9	*	4	*
	Mountain	5	*	3	*
	Pacific	5	*	4	*
By number of full-time employees	1	2	*	0	*
	2-4	21	48%	10	*
	5-9	23	75%	14	\$1,104
	10-49	6	*	6	*
By number of services offered**	None	1	*	0	*
	1-2	2	*	1	*
	3-4	5	*	3	*
	5-6	2	*	1	*
	7-8	5	*	1	*
	9-10	11	55%	6	*
	11-12	8	*	5	*
	13-20	17	84%	13	\$1,193
By amount of loans outstanding	\$500,000-\$2M	4	*	2	*
	\$2M-\$5M	14	44%	5	*
	\$5-\$20M	33	73%	22	\$833
	\$20M-\$50M	2	*	2	*
By number of members	1-999	5	*	3	*
	1,000-1,999	15	27%	4	*
	2,000-4,999	31	82%	22	\$912
	5,000-9,999	2	*	2	*
Number of branch offices	None	5	*	2	*
	1	38	60%	21	\$843
	2	8	*	6	*
	3	1	*	1	*
	4	1	*	1	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonus payments.

**Table 5-3
Member Services VP Total Cash Compensation**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		54	\$41,390	\$33,716	\$40,015	\$48,497	\$54,437
By credit union asset size	\$1M-\$2M	1	*	*	*	*	*
	\$2M-\$5M	4	*	*	*	*	*
	\$5M-\$10M	8	*	*	*	*	*
	\$10M-\$20M	20	\$40,491	\$32,176	\$39,150	\$48,181	\$53,566
	\$20M-\$35M	21	\$45,983	\$39,093	\$44,728	\$52,620	\$59,100
By region	New England	6	*	*	*	*	*
	Middle Atlantic	6	*	*	*	*	*
	East North Central	5	*	*	*	*	*
	West North Central	6	*	*	*	*	*
	South Atlantic	8	*	*	*	*	*
	East South Central	4	*	*	*	*	*
	West South Central	9	*	*	*	*	*
	Mountain	5	*	*	*	*	*
Pacific	5	*	*	*	*	*	
By number of full-time employees	1	2	*	*	*	*	*
	2-4	21	\$39,227	\$32,500	\$38,800	\$44,700	\$51,995
	5-9	24	\$42,882	\$33,716	\$40,015	\$51,672	\$59,100
	10-49	6	*	*	*	*	*
By number of services offered**	None	1	*	*	*	*	*
	1-2	2	*	*	*	*	*
	3-4	5	*	*	*	*	*
	5-6	2	*	*	*	*	*
	7-8	5	*	*	*	*	*
	9-10	12	\$40,824	\$30,636	\$39,408	\$48,497	\$55,136
	11-12	8	*	*	*	*	*
	13-20	17	\$45,451	\$37,440	\$45,694	\$52,620	\$59,100
By amount of loans outstanding	\$500,000-\$2M	4	*	*	*	*	*
	\$2M-\$5M	14	\$37,074	\$30,520	\$36,816	\$43,000	\$49,000
	\$5-\$20M	34	\$44,158	\$36,950	\$44,000	\$51,672	\$59,100
	\$20M-\$50M	2	*	*	*	*	*
By number of members	1-999	5	*	*	*	*	*
	1,000-1,999	16	\$37,859	\$30,636	\$36,816	\$44,000	\$50,000
	2,000-4,999	31	\$43,944	\$36,950	\$44,500	\$51,672	\$55,136
	5,000-9,999	2	*	*	*	*	*
Number of branch offices	None	5	*	*	*	*	*
	1	39	\$40,499	\$33,716	\$39,500	\$45,750	\$52,620
	2	8	*	*	*	*	*
	3	1	*	*	*	*	*
	4	1	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

Support/Member Services

TITLE: Member Service Vice President

REPORTS TO: Chief Operations Officer or Executive Vice President or CEO

Purpose

Manage the administrative and member service activities of the credit union. This includes overseeing and directing the activities of the main office, branch offices, and telephone information center. Ensure that all products and services of the credit union are promoted and that quality member service is delivered to all members.

Duties and Responsibilities

1. Responsible for all member service department and telephone information center personnel. Responsible for hiring, mentoring, performance evaluations, scheduling, and training of these employees.
2. Assist in preparing the budget for the member service department and telephone information center. Monitor the budget throughout its lifecycle for compliance.
3. Create, or assist in the creation of, policies and procedures for the member service function. Ensure that policies and procedures reflect external rules and regulations and are communicated to, and implemented by, all staff.
4. Respond to technical and operational questions or problems from credit union staff and make appropriate referrals, recommendations, suggestions, etc.
5. Respond to complex or problematic member questions or problems as appropriate and ensure the highest quality of member service and satisfaction.
6. May develop a sales program to cross-sell products.
7. Hold periodic staff meetings. Identify areas for improvement, changes in procedures, new developments, or changes in services or products. Keep staff up to date on trends and general credit union information.
8. Prepare and disseminate information pertaining to credit union trends, security issues, operations, regulations, and services to department staff on a regular basis.
9. Conduct or assist in conducting market research on industry trends. Recommend programs and projects beneficial to the credit union and its members as a result of research, trends, member satisfaction surveys, etc.
10. Responsible for the daily branch/ATM cash operation and adhering to the cash limits set by the board of directors.
11. Responsible for the control, operation, and maintenance of automatic teller machines.
12. Consistently maintain and improve skills and knowledge for efficient service delivery.

**Table 6-1
Teller Manager/Supervisor Salaries**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		58	\$32,965	\$27,040	\$32,448	\$39,490	\$44,516
By credit union asset size	\$1M-\$2M	0	*	*	*	*	*
	\$2M-\$5M	4	*	*	*	*	*
	\$5M-\$10M	11	\$29,980	\$23,655	\$28,638	\$31,356	\$47,788
	\$10M-\$20M	16	\$31,709	\$27,040	\$30,360	\$35,000	\$42,000
	\$20M-\$35M	27	\$35,574	\$29,640	\$35,200	\$40,000	\$46,300
By region	New England	2	*	*	*	*	*
	Middle Atlantic	9	*	*	*	*	*
	East North Central	13	\$33,335	\$28,275	\$31,378	\$35,173	\$38,000
	West North Central	9	*	*	*	*	*
	South Atlantic	7	*	*	*	*	*
	East South Central	7	*	*	*	*	*
	West South Central	4	*	*	*	*	*
	Mountain	2	*	*	*	*	*
Pacific	4	*	*	*	*	*	
By number of full-time employees	1	3	*	*	*	*	*
	2-4	18	\$33,967	\$25,000	\$31,512	\$42,000	\$47,788
	5-9	23	\$30,348	\$24,000	\$29,619	\$34,500	\$40,000
	10-49	14	\$36,086	\$34,000	\$37,811	\$39,490	\$42,300
By number of services offered	None	1	*	*	*	*	*
	1-2	3	*	*	*	*	*
	3-4	2	*	*	*	*	*
	5-6	6	*	*	*	*	*
	7-8	9	*	*	*	*	*
	9-10	8	*	*	*	*	*
	11-12	14	\$32,331	\$24,000	\$32,448	\$42,000	\$47,788
	13-20	14	\$36,971	\$35,000	\$38,000	\$40,000	\$42,300
By amount of loans outstanding	\$500,000-\$2M	4	*	*	*	*	*
	\$2M-\$5M	12	\$34,379	\$28,000	\$31,200	\$39,500	\$47,788
	\$5-\$20M	40	\$32,568	\$24,000	\$32,448	\$38,000	\$43,494
	\$20M-\$50M	2	*	*	*	*	*
By number of members	1-999	4	*	*	*	*	*
	1,000-1,999	15	\$31,224	\$25,000	\$29,000	\$33,000	\$47,788
	2,000-4,999	33	\$32,932	\$27,040	\$33,600	\$39,500	\$44,516
	5,000-9,999	6	*	*	*	*	*
Number of branch offices	None	7	*	*	*	*	*
	1	34	\$34,199	\$27,400	\$33,000	\$40,200	\$47,320
	2	15	\$30,553	\$24,000	\$27,726	\$38,000	\$40,000
	3	2	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 6-2
Teller Manager/Supervisor Incentives and Bonuses Where Offered**

		N	% paid incentiveand/o r bonus	N	Average incentive
Overall		58	57%	29	\$916
By credit union asset size	\$1M-\$2M	0	*	0	*
	\$2M-\$5M	4	*	0	*
	\$5M-\$10M	11	67%	5	*
	\$10M-\$20M	17	56%	8	*
	\$20M-\$35M	26	61%	16	\$882
By region	New England	2	*	1	*
	Middle Atlantic	9	*	2	*
	East North Central	14	65%	8	*
	West North Central	9	*	3	*
	South Atlantic	7	*	5	*
	East South Central	7	*	4	*
	West South Central	4	*	3	*
	Mountain Pacific	1 4	* *	0 3	* *
By number of full-time employees	1	3	*	1	*
	2-4	18	42%	5	*
	5-9	24	65%	14	\$769
	10-49	13	64%	9	*
By number of services offered	None	1	*	0	*
	1-2	3	*	1	*
	3-4	2	*	1	*
	5-6	6	*	3	*
	7-8	9	*	3	*
	9-10	9	*	4	*
	11-12	14	63%	7	*
	13-20	13	71%	10	*
By amount of loans outstanding	\$500,000-\$2M	4	*	0	*
	\$2M-\$5M	12	41%	3	*
	\$5-\$20M	40	67%	25	\$847
	\$20M-\$50M	2	*	1	*
By number of members	1-999	4	*	0	*
	1,000-1,999	15	60%	8	*
	2,000-4,999	33	61%	17	\$774
	5,000-9,999	6	*	4	*
Number of branch offices	None	8	*	4	*
	1	34	55%	15	\$889
	2	15	61%	10	*
	3	1	*	0	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonus payments.

**Table 6-3
Teller Manager/Supervisor Total Cash Compensation**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		59	\$33,157	\$26,400	\$31,912	\$39,500	\$44,516
By credit union asset size	\$1M-\$2M	0	*	*	*	*	*
	\$2M-\$5M	4	*	*	*	*	*
	\$5M-\$10M	11	\$30,320	\$23,655	\$28,888	\$31,556	\$48,707
	\$10M-\$20M	17	\$31,412	\$25,380	\$30,430	\$35,000	\$42,000
	\$20M-\$35M	27	\$36,091	\$29,919	\$35,750	\$41,000	\$46,300
By region	New England	2	*	*	*	*	*
	Middle Atlantic	9	*	*	*	*	*
	East North Central	14	\$32,656	\$27,790	\$31,378	\$35,373	\$40,000
	West North Central	9	*	*	*	*	*
	South Atlantic	7	*	*	*	*	*
	East South Central	7	*	*	*	*	*
	West South Central	4	*	*	*	*	*
	Pacific	4	*	*	*	*	*
By number of full-time employees	1	3	*	*	*	*	*
	2-4	18	\$34,165	\$25,000	\$31,912	\$42,000	\$48,707
	5-9	24	\$30,306	\$24,200	\$28,775	\$35,000	\$41,000
	10-49	14	\$36,788	\$34,156	\$38,000	\$40,000	\$42,850
By number of services offered	None	1	*	*	*	*	*
	1-2	3	*	*	*	*	*
	3-4	2	*	*	*	*	*
	5-6	6	*	*	*	*	*
	7-8	9	*	*	*	*	*
	9-10	9	*	*	*	*	*
	11-12	14	\$32,658	\$24,200	\$33,048	\$42,000	\$48,707
	13-20	14	\$37,618	\$35,373	\$39,490	\$41,000	\$42,850
By amount of loans outstanding	\$500,000-\$2M	4	*	*	*	*	*
	\$2M-\$5M	12	\$34,635	\$28,000	\$31,200	\$39,500	\$48,707
	\$5-\$20M	41	\$32,728	\$25,380	\$33,048	\$39,711	\$43,494
	\$20M-\$50M	2	*	*	*	*	*
By number of members	1-999	4	*	*	*	*	*
	1,000-1,999	15	\$31,662	\$25,000	\$29,000	\$33,000	\$48,707
	2,000-4,999	34	\$32,895	\$25,380	\$33,048	\$38,000	\$44,516
	5,000-9,999	6	*	*	*	*	*
Number of branch offices	None	8	*	*	*	*	*
	1	34	\$34,585	\$28,400	\$33,000	\$42,000	\$47,320
	2	15	\$31,149	\$24,200	\$28,040	\$39,490	\$41,000
	3	2	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

Support/Member Services

TITLE: Teller Manager/Supervisor

REPORTS TO: Executive Vice President or COO or VP-Member Service

Purpose

Responsible for the supervision of the teller area. May perform all teller functions on a limited basis. Solve escalated member problems and/or help with complex member questions or work-related matters. Guide and advise tellers in the efficient handling of member needs and accurate transactional processes.

Duties and Responsibilities

1. Supervise the activities of the teller operations area by assigning work, answering questions, solving problems, helping with complex transactions and sensitive member relations problems. Explain policies and procedures to members as a communication tool.
2. Ensure that staff is trained and cross-trained in all phases of their particular jobs to ensure the delivery of quality service to members and to ensure accuracy in transactions.
3. Evaluate the job performance of subordinates to ensure quality member service and accurate transactions.
4. Develop, apply, and evaluate policies and procedures for the department.
5. Manage and recommend the purchase of equipment and supplies.
6. Maintain an adequate supply of traveler's checks, money orders, and cashier's checks.
7. Maintain comprehensive, up-to-date knowledge of all State and Federal regulations that are applicable to the transactions performed in the cashier/teller area. Knowledgeable on all credit union policies and processes within the teller area.
8. Ensure that safety and security policies are up to date and training provided on safety and security procedures.
9. Serve as vault teller for the credit union, which includes ordering the cash and currency from the Federal Reserve, verifying cash received, filling teller cash orders, maintaining full vault security, and balancing vault cash nightly.
10. Approve member exceptions and authorize service fee refunds to members when deemed necessary.
11. Oversee proper availability of daily cash, money orders, and traveler's checks.
12. Investigate teller losses and institute corrective flow of work and/or corrective disciplinary action where required.
13. Analyze the work flow on an on-going basis to determine staffing requirements. Oversee work schedules for full-time and part-time employees in the teller area to ensure proper service to members.

**Table 7-1
Member Service Representative II/Sr. Salaries**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		123	\$30,830	\$26,208	\$29,120	\$34,300	\$40,976
By credit union asset size	\$2M-\$5M	9	*	*	*	*	*
	\$5M-\$10M	17	\$28,470	\$26,000	\$28,550	\$30,950	\$31,750
	\$10M-\$20M	46	\$29,580	\$25,562	\$27,661	\$33,100	\$37,131
	\$20M-\$35M	51	\$32,522	\$27,456	\$32,200	\$35,360	\$42,265
By region	New England	12	\$34,528	\$30,000	\$32,450	\$35,950	\$46,000
	Middle Atlantic	16	\$31,597	\$26,208	\$28,763	\$37,000	\$45,000
	East North Central	15	\$30,165	\$26,000	\$28,860	\$32,500	\$42,265
	West North Central	16	\$30,540	\$26,354	\$29,120	\$34,528	\$36,000
	South Atlantic	21	\$29,486	\$27,115	\$29,500	\$31,745	\$34,300
	East South Central	6	*	*	*	*	*
	West South Central	15	\$31,813	\$25,200	\$31,380	\$36,000	\$41,600
	Mountain	8	*	*	*	*	*
	Pacific	14	\$33,878	\$30,784	\$33,277	\$36,795	\$40,976
By number of full-time employees	1	3	*	*	*	*	*
	2-4	55	\$31,812	\$26,208	\$30,000	\$36,000	\$43,000
	5-9	47	\$30,975	\$26,125	\$31,500	\$34,300	\$40,643
	10-49	18	\$28,540	\$26,354	\$27,236	\$29,943	\$34,100
By number of services offered**	None	2	*	*	*	*	*
	1-2	3	*	*	*	*	*
	3-4	4	*	*	*	*	*
	5-6	9	*	*	*	*	*
	7-8	22	\$29,847	\$25,000	\$27,762	\$33,277	\$40,643
	9-10	20	\$28,161	\$25,438	\$27,115	\$29,500	\$32,000
	11-12	29	\$31,731	\$26,000	\$28,750	\$35,950	\$43,000
	13-20	31	\$31,239	\$27,236	\$31,745	\$34,100	\$36,000
By amount of loans outstanding	\$500,000-\$2M	6	*	*	*	*	*
	\$2M-\$5M	24	\$30,979	\$26,224	\$31,500	\$34,874	\$36,795
	\$5-\$20M	88	\$31,147	\$26,354	\$29,000	\$34,528	\$41,700
	\$20M-\$50M	5	*	*	*	*	*
By number of members	1-999	13	\$32,971	\$25,324	\$33,160	\$36,182	\$45,000
	1,000-1,999	35	\$30,977	\$26,000	\$28,763	\$35,152	\$43,000
	2,000-4,999	69	\$30,624	\$26,208	\$29,000	\$34,100	\$37,000
	5,000-9,999	6	*	*	*	*	*
Number of branch offices	None	7	*	*	*	*	*
	1	85	\$30,965	\$26,000	\$29,120	\$35,152	\$41,352
	2	23	\$31,026	\$27,762	\$32,000	\$33,100	\$36,000
	3	6	*	*	*	*	*
	4	1	*	*	*	*	*
	5 or more	1	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

Table 7-2
Member Service Representative II/Sr. Incentives, Bonuses, and Total Cash Compensation

		N	% paid incentive and/or bonus	N	Average incentive/bonus	N	Total cash compensation
Overall		115	62%	68	\$869	123	\$31,311
By credit union asset size	\$2M-\$5M	7	*	4	*	9	*
	\$5M-\$10M	16	74%	11	\$630	17	\$28,911
	\$10M-\$20M	45	63%	27	\$776	46	\$30,046
	\$20M-\$35M	47	57%	26	\$1,069	51	\$33,033

*Insufficient data.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonus payments.

Table 7-3
Member Service Representative II/Sr. Salary Ranges

		N	Minimum	Maximum
Overall		29	\$26,177	\$36,429
By credit union asset size	\$1M-\$2M	0	*	*
	\$2M-\$5M	1	*	*
	\$5M-\$10M	2	*	*
	\$10M-\$20M	14	\$25,380	\$35,994
	\$20M-\$35M	12	\$27,103	\$38,078

*Insufficient data.

NOTE: Limited to credit unions with established minimums and maximums for each job position.

Support/Member Services

TITLE: Member Service Representative II/Senior

REPORTS TO: Member Service VP or Executive VP/Assistant Manager

Purpose

Serve as a liaison between the member and the credit union. Provide account information by phone or in person, as well as information on the full range of credit union products and services. Open accounts for members, interview, and professionally handle the member's daily needs. Provide a variety of transaction services to members including loan processing, closing, and disbursal. May lead the activities of other Member Service Representatives.

Duties and Responsibilities

1. Greet and welcome members and visitors to the credit union in a professional manner. Represent the credit union to members in a courteous and professional manner and provide prompt, efficient, and accurate service in the processing of transactions.
2. Provide in-person and by-telephone general and specific service-related information concerning credit union products or policies.
3. May respond to email or other electronic requests submitted by members, again providing professional, prompt, efficient, and accurate service and information.
4. Respond to members' requests, problems, and complaints, resolving issues, and/or directing them to the appropriate person for specific information and assistance. May handle more complex questions and problems for other Member Service Representatives.
5. Open new accounts and service existing accounts. Set up new account files, and provide members with all necessary information for membership.
6. Handle requests from members for transfers of shares to loan payments, share withdrawals, check requests, CD transactions, line of credit advances, and any other requests received from members.
7. Process, close, and disburse loans.
8. Conduct orientation interviews on credit union services and programs with each new credit union member.
9. Promote credit union products and services based on member needs that are obtained from member interviews and/or review of member's account. Actively cross-sell products.
10. Up-to-date and comprehensive knowledge on all credit union products and services that are handled or promoted by Member Service Representatives. Up-to-date and comprehensive knowledge on all related policies and procedures, rules and regulations.
11. Provide information on investment alternatives to members wishing to deposit funds with the credit union.
12. Research accounts for deposit, withdrawal, and loan-payment discrepancies.
13. Assist members in balancing their accounts.
14. Assist members in opening individual retirement accounts.

**Table 8-1
Member Service Representative I Salaries**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		116	\$25,971	\$23,000	\$25,200	\$28,000	\$32,000
By credit union asset size	\$2M-\$5M	5	*	*	*	*	*
	\$5M-\$10M	14	\$26,148	\$22,800	\$25,350	\$28,995	\$32,000
	\$10M-\$20M	50	\$25,899	\$23,000	\$24,500	\$28,698	\$32,400
	\$20M-\$35M	47	\$25,988	\$22,880	\$25,392	\$28,309	\$31,450
By region	New England	5	*	*	*	*	*
	Middle Atlantic	18	\$24,420	\$22,800	\$22,880	\$26,156	\$28,000
	East North Central	14	\$26,518	\$24,500	\$26,000	\$28,000	\$32,400
	West North Central	14	\$25,251	\$20,800	\$22,880	\$28,309	\$31,845
	South Atlantic	21	\$26,506	\$23,800	\$26,000	\$29,058	\$30,000
	East South Central	8	*	*	*	*	*
	West South Central	16	\$24,519	\$22,187	\$24,398	\$24,500	\$27,000
	Mountain	6	*	*	*	*	*
	Pacific	14	\$29,829	\$26,260	\$30,813	\$31,450	\$38,480
By number of full-time employees	1	2	*	*	*	*	*
	2-4	52	\$27,386	\$24,377	\$27,000	\$30,830	\$33,000
	5-9	43	\$26,161	\$23,435	\$24,960	\$28,000	\$31,450
	10-49	19	\$23,254	\$19,580	\$23,621	\$25,200	\$26,000
By number of services offered**	1-2	2	*	*	*	*	*
	3-4	3	*	*	*	*	*
	5-6	12	\$25,898	\$23,435	\$24,960	\$26,260	\$31,325
	7-8	23	\$27,708	\$23,560	\$26,000	\$30,160	\$34,892
	9-10	25	\$25,130	\$23,000	\$24,500	\$27,000	\$29,822
	11-12	25	\$23,773	\$21,000	\$24,000	\$26,000	\$28,309
	13-20	25	\$28,320	\$24,300	\$27,098	\$30,742	\$36,400
By amount of loans outstanding	\$500,000-\$2M	5	*	*	*	*	*
	\$2M-\$5M	28	\$27,465	\$22,880	\$26,260	\$30,830	\$34,892
	\$5-\$20M	81	\$25,564	\$22,880	\$24,700	\$28,000	\$31,325
	\$20M-\$50M	2	*	*	*	*	*
By number of members	1-999	7	*	*	*	*	*
	1,000-1,999	33	\$27,390	\$24,000	\$26,166	\$30,813	\$34,000
	2,000-4,999	68	\$25,694	\$22,880	\$24,500	\$28,309	\$31,450
	5,000-9,999	8	*	*	*	*	*
Number of branch offices	None	8	*	*	*	*	*
	1	80	\$26,327	\$23,452	\$26,000	\$28,000	\$32,400
	2	21	\$25,042	\$22,880	\$24,440	\$26,000	\$29,822
	3	5	*	*	*	*	*
	4	2	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 8-2
Member Service Representative I Incentives, Bonuses, and Total Cash Compensation**

		N	% paid incentive and/or bonus	N	Average incentive/ bonus	N	Total cash compensation
Overall		110	65%	65	\$674	116	\$26,387
By credit union asset size	\$2M-\$5M	5	*	3	*	5	*
	\$5M-\$10M	13	71%	9	*	14	\$26,417
	\$10M-\$20M	46	65%	26	\$659	50	\$26,294
	\$20M-\$35M	46	62%	27	\$808	47	\$26,479

*Insufficient data.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonus payments.

**Table 8-3
Member Service Representative I Salary Ranges**

		N	Minimum	Maximum
Overall		33	\$22,640	\$31,101
By credit union asset size	\$1M-\$2M	0	*	*
	\$2M-\$5M	1	*	*
	\$5M-\$10M	3	*	*
	\$10M-\$20M	16	\$23,370	\$32,289
	\$20M-\$35M	13	\$22,180	\$30,160

*Insufficient data.

NOTE: Limited to credit unions with established minimums and maximums for each job position.

Support/Member Services

TITLE: Member Service Representative I

REPORTS TO: Member Service VP or Executive VP/Assistant Manager

Purpose

Serve as a liaison between the member and the credit union. Provide account information by phone or in person, as well as information on the full range of credit union products and services. Open accounts for members, resolve issues, and professionally handle the member's daily needs. Provide a variety of transactional services to members.

Duties and Responsibilities

1. Greet and welcome members and visitors to the credit union in a professional manner. Provide prompt, efficient, and accurate service in the processing of transactions.
2. Provide in-person and by-telephone general and specific service-related information concerning credit union services or policies.
3. May respond to email or other electronic requests submitted by members, again providing professional, prompt, efficient, and accurate service and information.
4. Respond to members' requests, problems, and complaints and/or direct them to the appropriate person for specific information and assistance.
5. Open new accounts, and service existing accounts. Set up new account files, and provide members with all necessary information for membership.
6. Handle requests from members for transfers of shares to loan payments, share withdrawals, check requests, CD transactions, line of credit advances, and any other requests received from members.
7. Promote credit union products and services based on member's needs.
8. Process member mail transactions.
9. Mail receipts and checks to members as indicated by policy and procedure.
10. Provide information on investment alternatives to members wishing to deposit funds with the credit union.
11. Research accounts for deposit, withdrawal, and loan-payment discrepancies.
12. Assist members in balancing their accounts.
13. Assist members with the proper completion of payroll deduction and direct deposit cards.
14. Assist members in opening individual retirement accounts.

**Table 9-1
Head Teller Salaries**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		87	\$29,031	\$24,960	\$29,120	\$31,912	\$36,180
By credit union asset size	\$2M-\$5M	5	*	*	*	*	*
	\$5M-\$10M	15	\$29,092	\$25,643	\$27,792	\$30,434	\$38,496
	\$10M-\$20M	21	\$28,100	\$24,000	\$29,120	\$31,912	\$33,000
	\$20M-\$35M	46	\$30,045	\$26,104	\$29,802	\$32,136	\$36,498
By region	New England	7	*	*	*	*	*
	Middle Atlantic	15	\$28,900	\$24,915	\$27,040	\$31,015	\$38,337
	East North Central	14	\$27,675	\$24,050	\$28,645	\$29,975	\$33,000
	West North Central	15	\$29,148	\$24,585	\$29,120	\$34,340	\$38,000
	South Atlantic	8	*	*	*	*	*
	East South Central	9	*	*	*	*	*
	West South Central	10	*	*	*	*	*
	Pacific	4	*	*	*	*	*
By number of full-time employees	2-4	29	\$27,799	\$23,982	\$27,000	\$29,744	\$38,000
	5-9	40	\$29,347	\$25,000	\$29,500	\$32,000	\$36,816
	10-49	18	\$30,125	\$26,520	\$29,640	\$32,136	\$36,180
By number of services offered**	None	4	*	*	*	*	*
	1-2	2	*	*	*	*	*
	3-6	9	*	*	*	*	*
	7-8	14	\$27,843	\$24,960	\$29,227	\$31,990	\$32,136
	9-10	19	\$29,379	\$25,000	\$28,957	\$31,700	\$35,152
	11-12	19	\$29,258	\$24,648	\$29,234	\$31,248	\$33,000
	13-20	17	\$30,026	\$25,000	\$29,963	\$33,280	\$38,337
By amount of loans outstanding	\$500,000-\$2M	3	*	*	*	*	*
	\$2M-\$5M	22	\$27,751	\$24,960	\$27,040	\$30,434	\$35,540
	\$5-\$20M	55	\$29,734	\$25,000	\$29,500	\$31,990	\$38,000
	\$20M-\$50M	7	*	*	*	*	*
By number of members	1-999	6	*	*	*	*	*
	1,000-1,999	19	\$27,846	\$23,660	\$27,030	\$31,990	\$38,000
	2,000-4,999	55	\$29,184	\$25,459	\$29,234	\$31,248	\$36,180
	5,000-9,999	7	*	*	*	*	*
Number of branch offices	None	9	*	*	*	*	*
	1	55	\$28,894	\$24,960	\$28,645	\$31,990	\$36,180
	2	15	\$29,637	\$25,459	\$29,234	\$31,248	\$36,816
	3	7	*	*	*	*	*
	5 or more	1	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 9-2
Head Teller Incentives/Bonuses and Total Cash Compensation**

		N	% paid incentive and/or bonus	N	Average incentive/ bonus	N	Total cash compensation
Overall		81	56%	44	\$782	87	\$29,437
By credit union asset size	\$2M-\$5M	5	*	3	*	5	*
	\$5M-\$10M	13	31%	4	*	15	\$29,288
	\$10M-\$20M	19	63%	12	\$944	21	\$28,639
	\$20M-\$35M	44	58%	25	\$735	46	\$30,456

*Insufficient data.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonus payments.

Support/Member Services

TITLE: Head Teller

REPORTS TO: Teller Manager/Sup. or Branch Manager I or II, or Member Service VP

Purpose

Responsible for the supervision of the teller area. Guide and advise tellers in the efficient and accurate handling of member needs. Solve member problems, resolve teller issues, and help with complex work-related matters. Perform all teller functions as needed. Ensure a high level of accuracy in all teller transactions.

Duties and Responsibilities

1. Assist Teller Manager/Supervisor or be responsible for the teller operations area by scheduling hours, assigning work, answering questions, solving problems, helping with complex transactions and sensitive member relations problems, and explaining policies and procedures to tellers and members.
2. Ensure that staff is trained and cross-trained in all phases of their particular jobs and in all credit union products and services to ensure the highest quality of service to members.
3. Maintain a highly motivated, well-trained staff.
4. Establish and maintain effective employee relations. Resolve employee relation issues.
5. Evaluate job performance of subordinates to ensure quality of work and service to members.
6. Develop, apply, and evaluate policies and procedures for the department. Ensure that staff comply with policies and procedures and understand changes in requirements. Maintain a thorough knowledge of policies and procedures and trends in the credit union industry, with particular attention to the Bank Secrecy Act, Patriot Act, and with robbery procedures.
7. Hold periodic staff meetings to discuss areas needing improvement, changes in procedures, new developments or services, and to present general information. Encourage the exchange of ideas.
8. Manage and recommend the purchase of equipment and supplies.
9. Approve withdrawal of funds for members with less than the required identification.
10. Assist tellers as required with member questions or any transactional question that needs clarification.
11. Maintain an adequate supply of traveler's checks, money orders, and cashier's checks.
12. Maintain knowledge of all State and Federal regulations that are applicable to the transactions performed in the cashier/teller area.
13. Serve as vault teller for the credit union, to include ordering cash from the Federal Reserve, verifying cash received, filling teller cash orders, maintaining vault security, and balancing vault cash nightly.
14. Approve member exceptions and authorize service fee refunds to members when necessary.
15. Oversee proper availability of daily cash, money orders, and traveler's checks for the credit union.
16. Investigate teller losses and institute corrective flow of work and/or corrective disciplinary action.
17. Oversee work schedules for full-time and part-time employees in the teller area to ensure proper service to the membership.

**Table 10-1
Teller II/Sr. Salaries**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		58	\$26,075	\$21,189	\$26,000	\$29,000	\$35,630
By credit union asset size	\$2M-\$5M	3	*	*	*	*	*
	\$5M-\$10M	5	*	*	*	*	*
	\$10M-\$20M	22	\$26,924	\$21,632	\$27,800	\$31,578	\$37,956
	\$20M-\$35M	28	\$26,989	\$23,425	\$26,000	\$27,816	\$35,630
By region	New England	2	*	*	*	*	*
	Middle Atlantic	9	*	*	*	*	*
	East North Central	9	*	*	*	*	*
	West North Central	9	*	*	*	*	*
	South Atlantic	9	*	*	*	*	*
	East South Central	7	*	*	*	*	*
	West South Central	6	*	*	*	*	*
	Pacific	3	*	*	*	*	*
By number of full-time employees	1	1	*	*	*	*	*
	2-4	18	\$29,115	\$27,040	\$29,500	\$35,360	\$38,000
	5-9	29	\$26,048	\$23,400	\$26,000	\$27,816	\$35,630
	10-49	10	*	*	*	*	*
By number of services offered**	1-2	1	*	*	*	*	*
	3-4	2	*	*	*	*	*
	5-6	7	*	*	*	*	*
	7-8	8	*	*	*	*	*
	9-10	12	\$26,370	\$25,000	\$26,000	\$26,850	\$31,578
	11-12	10	*	*	*	*	*
By amount of loans outstanding	\$500,000-\$2M	3	*	*	*	*	*
	\$2M-\$5M	13	\$26,588	\$19,000	\$25,000	\$30,992	\$37,956
	\$5-\$20M	38	\$26,399	\$22,200	\$26,520	\$29,500	\$35,630
	\$20M-\$50M	4	*	*	*	*	*
By number of members	1-999	3	*	*	*	*	*
	1,000-1,999	11	\$29,227	\$25,000	\$29,500	\$31,578	\$37,956
	2,000-4,999	40	\$26,068	\$21,000	\$26,520	\$29,000	\$35,630
	5,000-9,999	4	*	*	*	*	*
Number of branch offices	None	5	*	*	*	*	*
	1	39	\$25,535	\$21,189	\$24,200	\$29,000	\$35,630
	2	9	*	*	*	*	*
	3	4	*	*	*	*	*
	5 or more	1	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

Table 10-2
Teller II/Sr. Incentives, Bonuses, and Total Cash Compensation

		N	% paid incentive and/or bonus	N	Average incentive/ bonus	N	Total cash compensation
Overall		55	74%	36	\$1,371	58	\$27,028
By credit union asset size	\$2M-\$5M	3	*	1	*	3	*
	\$5M-\$10M	5	*	3	*	5	*
	\$10M-\$20M	20	70%	13	\$1,266	22	\$27,684
	\$20M-\$35M	27	76%	19	\$1,792	28	\$28,279

*Insufficient data.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonus payments.

Support/Member Services

TITLE: Teller II/Senior

REPORTS TO: Head Teller

Purpose

Perform a wide range of transactional duties to serve members by receiving or paying out funds with high accuracy. Maintain accurate transactional records. Provide a variety of member savings, share draft/checking, and credit account transactions, as well as member services such as sales of money orders and traveler's checks.

Duties and Responsibilities

1. Greet and welcome members to the credit union in a courteous, professional, and timely manner.
2. Provide comprehensive, prompt, accurate, and efficient member transactions.
3. Receive share drafts/checks and cash for deposit to accounts, verify amounts, examine share drafts/checks for proper endorsement, and accurately enter deposits into computer records.
4. Process withdrawals from accounts and/or share draft/check cashing, verify amounts, and enter withdrawals into system accurately. Cash share drafts/checks from a variety of accounts upon proper verification according to credit union policies and procedures.
5. Assist with mail or e-mail transactions, when available.
6. Place holds on accounts for uncollected funds.
7. Issue traveler's checks, money orders, CDs, and U.S. Savings Bonds.
8. Balance cash drawer at the end of the shift and compare totaled amount to computer-generated proof sheet. Research and resolve discrepancies. Report any discrepancies to the supervisor as necessary. May help other tellers research and resolve discrepancies.
9. Ensure that the teller station is properly stocked with forms, supplies, brochures, etc.
10. Maintain an up-to-date and comprehensive knowledge on all credit union products and services that are handled or promoted by tellers. Maintain an up-to-date and comprehensive knowledge on all related policies and procedures, rules and regulations for the teller area, including robbery procedures.
11. Cross-sell credit union services such as safe deposit boxes, traveler's checks, debit cards, credit cards, on-line banking, or other promotional products where available.
12. Receive mortgage, consumer loan, and other payments and ensure the payments match balances due. Enter payments into computer.
13. Report malfunctions of teller terminals and other equipment used at the teller station to supervisor.
14. Perform duties of Teller I when necessary.

**Table 11-1
Teller I Salaries**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		98	\$22,999	\$20,160	\$22,756	\$25,459	\$27,227
By credit union asset size	\$2M-\$5M	5	*	*	*	*	*
	\$5M-\$10M	15	\$21,104	\$18,000	\$21,000	\$23,920	\$27,072
	\$10M-\$20M	25	\$22,038	\$18,360	\$21,640	\$26,000	\$27,076
	\$20M-\$35M	53	\$23,610	\$21,450	\$22,880	\$25,709	\$28,000
By region	New England	5	*	*	*	*	*
	Middle Atlantic	6	*	*	*	*	*
	East North Central	23	\$22,702	\$21,000	\$21,736	\$24,400	\$27,560
	West North Central	14	\$22,826	\$18,360	\$24,000	\$27,000	\$27,000
	South Atlantic	13	\$23,469	\$19,198	\$26,200	\$27,026	\$28,000
	East South Central	10	*	*	*	*	*
	West South Central	17	\$21,298	\$19,760	\$21,450	\$22,000	\$25,085
	Mountain	6	*	*	*	*	*
	Pacific	4	*	*	*	*	*
By number of full-time employees	1	2	*	*	*	*	*
	2-4	23	\$22,323	\$18,318	\$22,000	\$27,040	\$27,830
	5-9	51	\$22,817	\$20,160	\$22,175	\$25,459	\$27,026
	10-49	21	\$23,930	\$21,000	\$22,800	\$26,793	\$29,120
By number of services offered**	None	1	*	*	*	*	*
	1-2	1	*	*	*	*	*
	3-4	1	*	*	*	*	*
	5-6	11	\$23,081	\$17,000	\$27,000	\$27,000	\$27,072
	7-8	12	\$20,819	\$18,000	\$21,008	\$22,800	\$25,085
	9-10	23	\$21,623	\$19,000	\$21,000	\$22,360	\$27,830
	11-12	16	\$24,824	\$21,000	\$23,921	\$27,026	\$30,160
	13-20	30	\$23,438	\$21,450	\$23,000	\$24,710	\$27,040
By amount of loans outstanding	\$500,000-\$2M	5	*	*	*	*	*
	\$2M-\$5M	22	\$21,249	\$18,000	\$20,800	\$23,920	\$27,000
	\$5-\$20M	68	\$23,363	\$20,800	\$22,880	\$26,000	\$27,560
	\$20M-\$50M	3	*	*	*	*	*
By number of members	1-999	5	*	*	*	*	*
	1,000-1,999	23	\$20,747	\$17,600	\$20,800	\$22,500	\$26,000
	2,000-4,999	63	\$23,147	\$21,000	\$22,800	\$26,000	\$27,040
	5,000-9,999	7	*	*	*	*	*
Number of branch offices	None	6	*	*	*	*	*
	1	63	\$22,211	\$19,746	\$21,840	\$24,960	\$27,076
	2	22	\$23,308	\$21,000	\$22,175	\$24,710	\$28,000
	3	6	*	*	*	*	*
	4	1	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 11-2
Teller I Incentives/Bonuses, and Total Cash Compensation**

		N	% paid incentive and/or bonus	N	Average incentive/ bonus	N	Total cash compensation
Overall		90	76%	59	\$550	98	\$23,367
By credit union asset size	\$2M-\$5M	5	*	2	*	5	*
	\$5M-\$10M	14	43%	6	*	15	\$21,209
	\$10M-\$20M	21	61%	12	\$395	25	\$22,207
	\$20M-\$35M	50	84%	39	\$606	53	\$24,082

*Insufficient data.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonus payments.

**Table 11-3
Teller I Salary Ranges**

		N	Minimum	Maximum
Overall		26	\$19,731	\$28,163
By credit union asset size	\$1M-\$2M	0	*	*
	\$2M-\$5M	1	*	*
	\$5M-\$10M	4	*	*
	\$10M-\$20M	4	*	*
	\$20M-\$35M	17	\$19,695	\$28,602

*Insufficient data.

NOTE: Limited to credit unions with established minimums and maximums for each job position.

Support/Member Services

TITLE: **Teller I**

REPORTS TO: Teller Manager/Supervisor or Head Teller

Purpose

Perform limited transactional duties to serve members by receiving or paying out funds with high degree of accuracy. Maintain accurate transactional records, providing basic cash receipt and payment services in accordance with credit union policies and procedures.

Duties and Responsibilities

1. Greet and welcome members to the credit union in a courteous, professional and timely manner, providing prompt, accurate, and efficient member transactions.
2. Receive share drafts/checks and cash for deposit to accounts, verify amounts, examine share drafts/checks for proper endorsement, and enter deposits into computer records.
3. Cash share drafts/checks and process withdrawals; pay out money after verification of signatures and member balances.
4. Assist with mail or email transactions, when available.
5. Maintain an up-to-date and comprehensive knowledge on all credit union products and services that are handled or promoted by tellers. Maintain an up-to-date and comprehensive knowledge on all related policies and procedures, rules and regulations for the teller area, including robbery procedures.
6. Promote, explain, and cross-sell other credit union services such as consumer and mortgage loans, IRAs, certificates, safe deposit boxes, debit and credit cards, on-line banking, traveler's checks, and money orders.
7. Receive mortgage, consumer loan, and other payments, and ensure the payments match balances due. Enter payments into computer. Generate member receipts.
8. Place hold on accounts for uncollected funds.
9. Count, check, and package coins and currency.
10. Balance cash drawer at the end of the shift and compare totaled amounts to computer-generated proof sheet. Research and resolve discrepancies. Report any discrepancies to the supervisor as necessary.
11. Ensure that the teller station is properly stocked with forms, supplies, brochures, etc.
12. Report malfunctions of teller terminals and other equipment used at the teller station.
13. Check night depository bags and record proper information according to credit union procedures.

**Table 12-1
EFT/ACH Clerk Salaries**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		20	\$30,535	\$27,851	\$31,138	\$34,320	\$35,700
By credit union asset size	\$5M-\$10M	2	*	*	*	*	*
	\$10M-\$20M	2	*	*	*	*	*
	\$20M-\$35M	16	\$31,856	\$28,800	\$32,349	\$34,710	\$35,700
By region	New England	1	*	*	*	*	*
	Middle Atlantic	5	*	*	*	*	*
	East North Central	2	*	*	*	*	*
	West North Central	1	*	*	*	*	*
	South Atlantic	4	*	*	*	*	*
	East South Central	4	*	*	*	*	*
	West South Central	2	*	*	*	*	*
	Pacific	1	*	*	*	*	*
By number of full-time employees	5-9	14	\$30,956	\$27,851	\$32,312	\$34,320	\$35,700
	10-49	6	*	*	*	*	*
By number of services offered**	7-8	3	*	*	*	*	*
	9-10	2	*	*	*	*	*
	11-12	4	*	*	*	*	*
	13-20	11	\$32,183	\$28,600	\$32,386	\$35,100	\$35,700
By amount of loans outstanding	\$2M-\$5M	4	*	*	*	*	*
	\$5-\$20M	15	\$31,814	\$28,600	\$32,312	\$35,100	\$35,700
	\$20M-\$50M	1	*	*	*	*	*
By number of members	2,000-4,999	16	\$30,180	\$26,813	\$30,206	\$34,320	\$35,700
	5,000-9,999	4	*	*	*	*	*
Number of branch offices	None	3	*	*	*	*	*
	1	11	\$29,747	\$25,000	\$29,000	\$32,386	\$32,604
	2	5	*	*	*	*	*
	5 or more	1	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 12-2
EFT/ACH Clerk Incentives/Bonuses, and Total Cash Compensation**

		N	% paid incentive and/or bonus	N	Average incentive/bonus	N	Total cash compensation
Overall		18	61%	11	\$745	20	\$30,944
By credit union asset size	\$5M-\$10M	1	*	1	*	2	*
	\$10M-\$20M	1	*	0	*	2	*
	\$20M-\$35M	16	62%	10	*	16	\$32,351

*Insufficient data.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonus payments.

Support/Member Services

TITLE: **EFT/ACH Clerk**

REPORTS TO: Member Service VP

Purpose

Perform clerical duties involving electronic funds transfers (ETF) and automated clearing house (ACH) functions in a timely, accurate manner that provides members with quality service. Reconcile accounts in accordance with credit union policies and procedures.

Duties and Responsibilities

1. Process and balance daily postings of direct deposits and allotments.
2. Verify the accuracy of postings and resolve any discrepancies.
3. Record and balance all unprocessed items.
4. Post overdraft notices.
5. Issue "stop payments."
6. Return all Government Reclamations.
7. Process and correct all EFT transactions transmitted daily from the Federal Reserve.
8. Work with all payroll contacts to coordinate payroll deductions, new member information, corrections, updates, changes, etc.
9. Verify the completion of accurate payroll forms and maintain up-to-date records for the credit union on payroll transactions.
10. Assist in solving member issues or questions on EFT/ACH.
11. Enter all rejections, pre-notifications, stop payments, etc. on the Fedline.
12. Send all bank to bank wires and Western Union wires (CMO's).
13. Utilize all credit union procedures and computer tools to create and generate reports and correspondence.

**Table 13-1
Executive Secretary/Administrative Assistant Salaries**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		21	\$32,894	\$27,435	\$31,595	\$37,000	\$43,000
By credit union asset size	\$2M-\$5M	1	*	*	*	*	*
	\$5M-\$10M	3	*	*	*	*	*
	\$10M-\$20M	5	*	*	*	*	*
	\$20M-\$35M	12	\$34,855	\$26,968	\$35,750	\$42,513	\$45,000
By region	New England	1	*	*	*	*	*
	Middle Atlantic	4	*	*	*	*	*
	East North Central	2	*	*	*	*	*
	West North Central	5	*	*	*	*	*
	South Atlantic	2	*	*	*	*	*
	East South Central	1	*	*	*	*	*
	West South Central	1	*	*	*	*	*
	Mountain	2	*	*	*	*	*
Pacific	3	*	*	*	*	*	
By number of full-time employees	1	1	*	*	*	*	*
	2-4	6	*	*	*	*	*
	5-9	6	*	*	*	*	*
	10-49	7	*	*	*	*	*
By number of services offered**	1-2	1	*	*	*	*	*
	3-4	1	*	*	*	*	*
	5-6	1	*	*	*	*	*
	7-8	3	*	*	*	*	*
	9-10	4	*	*	*	*	*
	11-12	5	*	*	*	*	*
	13-20	6	*	*	*	*	*
By amount of loans outstanding	\$500,000-\$2M	2	*	*	*	*	*
	\$2M-\$5M	2	*	*	*	*	*
	\$5-\$20M	16	\$33,803	\$26,000	\$31,595	\$42,000	\$45,000
	\$20M-\$50M	1	*	*	*	*	*
By number of members	1-999	1	*	*	*	*	*
	1,000-1,999	5	*	*	*	*	*
	2,000-4,999	14	\$33,012	\$23,167	\$32,400	\$42,025	\$45,000
	5,000-9,999	1	*	*	*	*	*
Number of branch offices	None	3	*	*	*	*	*
	1	12	\$33,585	\$27,936	\$32,400	\$43,000	\$45,000
	2	3	*	*	*	*	*
	3	2	*	*	*	*	*
	4	1	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 13-2
Executive Secretary/Administrative Assistant Incentive/Bonuses, and Total Cash Compensation**

		N	% paid incentive and/or bonus	N	Average incentive/bonus	N	Total cash compensation
Overall		20	40%	8	*	21	\$33,080
By credit union asset size	\$2M-\$5M	0	*	0	*	1	*
	\$5M-\$10M	3	*	2	*	3	*
	\$10M-\$20M	5	*	2	*	5	*
	\$20M-\$35M	12	33%	4	*	12	\$35,026

*Insufficient data.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonus payments.

Support/Member Services

TITLE: Executive Secretary/Administrative Assistant

REPORTS TO: President/CEO/Manager

Purpose

Provide confidential, professional, administrative support for the President/CEO/Manager that includes a wide range of administrative duties to be handled with confidentiality and discretion where required. Interface with other executives in the credit union, with board members, with members, visitors, and vendors to the credit union. Prepare reports, correspondence, manuals, spreadsheets, and all other communications utilizing a broad range of computer applications.

Duties and Responsibilities

1. Process daily correspondence and prepare reports for the President/CEO/Manager, board officers, and board committees. Ensure accuracy of work.
2. Answer telephone, disseminate information or resolve questions, and/or route calls to appropriate individual. Take messages and coordinate follow through.
3. Conduct research and prepare statistical and financial reports to assist the President/CEO/Manager in the development of a variety of plans, documents, or reports.
4. Assist in the preparation and distribution of the annual financial plan and updates.
5. Evaluate incoming correspondence, research and respond to questions, provide back-up information where required, and route accordingly. Coordinate follow through on correspondence pending.
6. Assist in scheduling and/or arranging appointments, meetings, business trips, etc. for CEO, board members, or other members of the senior management team. Maintain the calendar of events and schedules for the CEO and Board.
7. Perform specialized or confidential administrative duties, including researching data and preparing reports as needed.
8. Word process, duplicate, and disseminate materials for board meetings, including agendas, minutes, and committee reports.
9. Manage and control the calendars of the president and the board of directors.
10. Disseminate informational mailings and articles to the board of directors, management, and others.
11. Compose, process, and sign standard letters for officers. Ensure accuracy of work.
12. Keep President/CEO/Manager advised of complaints, telephone calls, and letters received. Coordinate follow-through on pending issues.

**Table 14-1
Small Credit Union Generalist Position Salaries**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		51	\$29,515	\$24,710	\$30,000	\$35,000	\$37,000
By credit union asset size	\$2M-\$5M	10	*	*	*	*	*
	\$5M-\$10M	19	\$26,264	\$21,000	\$25,126	\$31,200	\$35,000
	\$10M-\$20M	14	\$33,341	\$28,071	\$33,200	\$35,360	\$42,700
	\$20M-\$35M	8	*	*	*	*	*
By region	New England	2	*	*	*	*	*
	Middle Atlantic	8	*	*	*	*	*
	East North Central	15	\$28,747	\$22,500	\$26,500	\$35,000	\$36,774
	West North Central	4	*	*	*	*	*
	South Atlantic	5	*	*	*	*	*
	East South Central	3	*	*	*	*	*
	West South Central	7	*	*	*	*	*
	Mountain	4	*	*	*	*	*
	Pacific	3	*	*	*	*	*
By number of full-time employees	2-4	36	\$28,448	\$22,500	\$26,527	\$34,000	\$37,428
	5-9	12	\$30,677	\$28,071	\$31,476	\$35,000	\$35,360
	10-49	2	*	*	*	*	*
By number of services offered**	None	3	*	*	*	*	*
	1-2	6	*	*	*	*	*
	3-4	4	*	*	*	*	*
	5-6	8	*	*	*	*	*
	7-8	8	*	*	*	*	*
	9-10	12	\$28,582	\$25,709	\$28,071	\$33,200	\$37,000
	11-12	5	*	*	*	*	*
	13-20	5	*	*	*	*	*
By amount of loans outstanding	\$500,000-\$2M	6	*	*	*	*	*
	\$2M-\$5M	21	\$26,527	\$21,000	\$26,371	\$33,200	\$35,123
	\$5-\$20M	24	\$31,773	\$26,527	\$31,476	\$35,000	\$40,380
By number of members	1-999	10	*	*	*	*	*
	1,000-1,999	19	\$30,000	\$22,500	\$33,000	\$35,123	\$40,456
	2,000-4,999	22	\$30,039	\$26,527	\$30,000	\$35,000	\$37,000
Number of branch offices	None	2	*	*	*	*	*
	1	41	\$29,203	\$23,088	\$28,071	\$35,000	\$36,774
	2	8	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

Table 14-2
Small Credit Union Generalist Position Incentive/Bonuses and Total Cash Compensation

		N	% paid incentive and/or bonus	N	Average incentive/ bonus	N	Total cash compensation
Overall		44	55%	20	\$651	51	\$29,811
By credit union asset size	\$2M-\$5M	9	*	2	*	10	*
	\$5M-\$10M	15	56%	6	*	19	\$26,416
	\$10M-\$20M	12	68%	7	*	14	\$33,829
	\$20M-\$35M	8	*	5	*	8	*

*Insufficient data.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonus payments.

Support/Member Services

TITLE: Generalist (at small credit unions)

REPORTS TO: President/CEO/Manager

Purpose

The Generalist is a non-management employee working at a small credit union with fewer than three employees, management or non-management, other than the CEO. Handle many credit union duties in the course of a day without any one major focus. The generalist utilizes a broad knowledge of credit union products and services, policies and procedures, rules and regulations.

Duties and Responsibilities

1. May function as a teller on an as-needed basis, filling in for peak schedules or for an absence or shortage on the teller line.
2. May process member transactions to include deposits, withdrawals, transfers, check cashing, travelers checks, account verification, etc.
3. May function as a head teller in scheduling, ordering cash, balancing, etc.
4. May open and close accounts, CDs, IRAs, etc. Answer member questions regarding these services or issues surrounding these or other credit union products.
5. May assist member with completing loan applications. Interview member for additional information to complete the loan process.
6. May process loan applications, run credit reports, do preliminary debt-to-income ratios, and recommend loan for approval or denial.
7. May receive payments for mortgage and other loan products. Ensure that payments equal amount due and verify/resolve discrepancies.
8. Provide primary or backup duty on a number of functions to include payroll, ACH, accounts payable, collections, and/or ATM.
9. Ensure that the manager is kept fully informed on any issues of importance in the operations of the credit union.
10. Cross-sell all products and services offered by the credit union.

**Table 15-1
Loan VP or SVP Salaries**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		59	\$41,787	\$34,118	\$41,238	\$48,000	\$57,000
By credit union asset size	\$2M-\$5M	2	*	*	*	*	*
	\$5M-\$10M	11	\$37,367	\$29,693	\$32,500	\$45,802	\$53,000
	\$10M-\$20M	17	\$39,238	\$34,118	\$36,000	\$44,000	\$52,500
	\$20M-\$35M	29	\$46,213	\$40,239	\$45,400	\$50,600	\$58,800
By region	New England	3	*	*	*	*	*
	Middle Atlantic	9	*	*	*	*	*
	East North Central	10	*	*	*	*	*
	West North Central	7	*	*	*	*	*
	South Atlantic	9	*	*	*	*	*
	East South Central	6	*	*	*	*	*
	West South Central	9	*	*	*	*	*
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	1	*	*	*	*	*
	2-4	18	\$37,852	\$30,000	\$35,135	\$45,802	\$62,000
	5-9	24	\$42,662	\$35,000	\$44,000	\$46,960	\$52,500
	10-49	16	\$45,474	\$40,000	\$43,591	\$50,800	\$58,800
By number of services offered**	1-2	1	*	*	*	*	*
	3-4	2	*	*	*	*	*
	5-6	3	*	*	*	*	*
	7-8	6	*	*	*	*	*
	9-10	9	*	*	*	*	*
	11-12	17	\$44,038	\$37,500	\$44,900	\$47,357	\$52,500
	13-20	19	\$44,339	\$37,000	\$43,000	\$50,600	\$58,800
By amount of loans outstanding	\$500,000-\$2M	2	*	*	*	*	*
	\$2M-\$5M	8	*	*	*	*	*
	\$5-\$20M	46	\$43,064	\$36,000	\$42,904	\$48,000	\$53,000
	\$20M-\$50M	3	*	*	*	*	*
By number of members	1-999	3	*	*	*	*	*
	1,000-1,999	14	\$38,215	\$30,000	\$32,700	\$41,238	\$62,000
	2,000-4,999	32	\$43,061	\$36,000	\$44,000	\$46,960	\$52,159
	5,000-9,999	10	*	*	*	*	*
Number of branch offices	None	4	*	*	*	*	*
	1	38	\$42,118	\$32,700	\$41,238	\$50,250	\$58,800
	2	13	\$40,693	\$33,280	\$43,000	\$45,400	\$50,600
	3	3	*	*	*	*	*
	4	1	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 15-2
Loan VP or SVP Incentives and Bonuses Where Offered**

		N	% paid incentive and/or bonus	N	Average incentive/ bonus
Overall		56	56%	30	\$1,958
By credit union asset size	\$2M-\$5M	2	*	0	*
	\$5M-\$10M	11	27%	3	*
	\$10M-\$20M	16	56%	8	*
	\$20M-\$35M	27	70%	19	\$1,621
By region	New England	3	*	0	*
	Middle Atlantic	9	*	2	*
	East North Central	8	*	6	*
	West North Central	6	*	6	*
	South Atlantic	9	*	6	*
	East South Central	6	*	2	*
	West South Central	9	*	6	*
	Mountain Pacific	5 1	* *	2 0	* *
By number of full-time employees	1	1	*	0	*
	2-4	17	30%	5	*
	5-9	23	69%	15	\$1,735
	10-49	15	67%	10	*
By number of services offered**	1-2	1	*	0	*
	3-4	2	*	0	*
	5-6	3	*	2	*
	7-8	6	*	0	*
	9-10	8	*	4	*
	11-12	16	57%	9	*
	13-20	18	77%	14	\$1,283
By amount of loans outstanding	\$500,000-\$2M	2	*	0	*
	\$2M-\$5M	8	*	0	*
	\$5-\$20M	43	65%	28	\$1,869
	\$20M-\$50M	3	*	2	*
By number of members	1-999	3	*	0	*
	1,000-1,999	14	28%	4	*
	2,000-4,999	30	67%	19	\$2,239
	5,000-9,999	9	*	7	*
Number of branch offices	None	3	*	0	*
	1	38	53%	20	\$1,846
	2	11	64%	7	*
	3	3	*	3	*
	4	1	*	0	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonus payments.

**Table 15-3
Loan VP or SVP Total Cash Compensation**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		59	\$42,791	\$34,406	\$42,438	\$49,484	\$62,000
By credit union asset size	\$2M-\$5M	2	*	*	*	*	*
	\$5M-\$10M	11	\$37,603	\$29,693	\$32,500	\$45,802	\$53,000
	\$10M-\$20M	17	\$40,700	\$34,406	\$36,700	\$44,000	\$62,000
	\$20M-\$35M	29	\$47,274	\$41,550	\$47,175	\$51,996	\$62,210
By region	New England	3	*	*	*	*	*
	Middle Atlantic	9	*	*	*	*	*
	East North Central	10	*	*	*	*	*
	West North Central	7	*	*	*	*	*
	South Atlantic	9	*	*	*	*	*
	East South Central	6	*	*	*	*	*
	West South Central	9	*	*	*	*	*
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	1	*	*	*	*	*
	2-4	18	\$38,576	\$30,000	\$35,135	\$45,802	\$62,000
	5-9	24	\$43,742	\$35,000	\$44,900	\$47,541	\$57,600
	10-49	16	\$46,730	\$40,720	\$45,314	\$52,123	\$62,210
By number of services offered**	1-2	1	*	*	*	*	*
	3-4	2	*	*	*	*	*
	5-6	3	*	*	*	*	*
	7-8	6	*	*	*	*	*
	9-10	9	*	*	*	*	*
	11-12	17	\$46,011	\$40,239	\$45,400	\$48,600	\$62,500
	13-20	19	\$45,280	\$37,200	\$45,000	\$51,996	\$62,000
By amount of loans outstanding	\$500,000-\$2M	2	*	*	*	*	*
	\$2M-\$5M	8	*	*	*	*	*
	\$5-\$20M	46	\$44,199	\$36,375	\$44,000	\$49,484	\$57,750
	\$20M-\$50M	3	*	*	*	*	*
By number of members	1-999	3	*	*	*	*	*
	1,000-1,999	14	\$38,453	\$30,750	\$32,900	\$42,438	\$62,000
	2,000-4,999	32	\$44,393	\$36,700	\$44,900	\$47,760	\$57,600
	5,000-9,999	10	*	*	*	*	*
Number of branch offices	None	4	*	*	*	*	*
	1	38	\$43,102	\$32,900	\$42,438	\$52,250	\$62,210
	2	13	\$41,986	\$33,280	\$45,400	\$47,357	\$50,600
	3	3	*	*	*	*	*
	4	1	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

Lending/Collections

TITLE: Loan VP or SVP

REPORTS TO: President/CEO/Manager or Executive VP/Assistant Manager

Purpose

Participate in strategic planning and the development of credit union policies, procedures, and goals. Responsible for the credit union's administrative management of loan functions. Develop and implement consistent organizational policies and procedures that comply with external regulations. Support and lead commercial loans, residential mortgage department, indirect lending, and centralized lending. Ensure maximum profitability of lending activities that are also in the best interest of the member.

Duties and Responsibilities

1. Participate in the credit union's long- and short-term strategic planning.
2. Set the Loan Department's strategic plans to align with the credit union's business plan. Establish and ensure the implementation of target goals for the department.
3. Communicate credit union goals and direction with all employees to ensure clear understanding of rules, regulations, requirements, and expectations.
4. Create the budget for department and track on an ongoing basis for adherence.
5. Develop, implement, and monitor policies and procedures in accordance with credit union goals and strategies. Work with other departments to maintain consistency in credit union policies and procedures.
6. Oversee and monitor the loan function to achieve its strategic goals. Direct the work of loan managers in all lending areas to include underwriting, loan processing, loan documentation, and approval or denial of loans for consumer, mortgage, or business loans.
7. Oversee the development and monitoring of performance standards. Provide mentoring, coaching, or training to support and develop managers and staff.
8. Research and evaluate feasibility of new lending products. Develop and implement plans for expansion of lending programs. Keep abreast of changes in the industry and changing trends in lending and react to changes in a way that maintains competitiveness.
9. Work with loan managers and members on complex issues to prevent loss to the credit union and support the membership.
10. Represent and promote the credit union at external functions.

**Table 16-1
Loan Officer II/Sr. Salaries**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		104	\$38,304	\$34,000	\$38,376	\$42,000	\$47,777
By credit union asset size	\$2M-\$5M	5	*	*	*	*	*
	\$5M-\$10M	9	*	*	*	*	*
	\$10M-\$20M	34	\$37,453	\$31,912	\$36,528	\$41,976	\$47,000
	\$20M-\$35M	56	\$39,410	\$35,652	\$39,530	\$45,032	\$48,000
By region	New England	6	*	*	*	*	*
	Middle Atlantic	14	\$37,188	\$30,160	\$38,573	\$42,000	\$50,689
	East North Central	21	\$36,136	\$30,430	\$37,000	\$41,976	\$47,777
	West North Central	15	\$38,330	\$36,300	\$39,540	\$46,450	\$46,855
	South Atlantic	13	\$39,717	\$34,000	\$38,000	\$45,032	\$48,000
	East South Central	8	*	*	*	*	*
	West South Central	10	*	*	*	*	*
	Mountain	9	*	*	*	*	*
	Pacific	8	*	*	*	*	*
By number of full-time employees	2-4	34	\$38,317	\$34,613	\$37,375	\$41,976	\$47,840
	5-9	51	\$39,197	\$35,700	\$39,520	\$43,207	\$48,302
	10-49	19	\$36,552	\$31,390	\$37,200	\$41,675	\$46,600
By number of services offered**	None	1	*	*	*	*	*
	1-2	3	*	*	*	*	*
	3-4	1	*	*	*	*	*
	5-6	9	*	*	*	*	*
	7-8	17	\$38,945	\$34,613	\$37,200	\$41,976	\$48,360
	9-10	26	\$37,387	\$35,715	\$37,710	\$40,000	\$47,000
	11-12	18	\$35,673	\$30,800	\$35,500	\$42,000	\$47,320
	13-20	28	\$41,524	\$36,576	\$41,675	\$46,600	\$50,000
By amount of loans outstanding	\$2M-\$5M	20	\$36,706	\$33,600	\$35,700	\$40,000	\$48,360
	\$5-\$20M	78	\$38,703	\$34,613	\$38,619	\$45,000	\$47,840
	\$20M-\$50M	6	*	*	*	*	*
By number of members	1-999	4	*	*	*	*	*
	1,000-1,999	25	\$36,881	\$30,000	\$36,300	\$40,600	\$47,840
	2,000-4,999	66	\$39,037	\$35,700	\$38,619	\$43,207	\$47,840
	5,000-9,999	9	*	*	*	*	*
Number of branch offices	None	3	*	*	*	*	*
	1	71	\$38,735	\$35,568	\$38,376	\$41,976	\$47,777
	2	22	\$37,499	\$30,420	\$37,502	\$45,032	\$47,320
	3	6	*	*	*	*	*
	5 or more	2	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

Table 16-2
Loan Officer II/Sr. Incentives/Bonuses and Total Cash Compensation

		N	% paid incentive and/or bonus	N	Average incentive/ bonus	N	Total cash compensation
Overall		99	71%	65	\$1,490	104	\$39,239
By credit union asset size	\$2M-\$5M	4	*	1	*	5	*
	\$5M-\$10M	9	*	7	*	9	*
	\$10M-\$20M	32	61%	18	\$1,700	34	\$38,348
	\$20M-\$35M	54	77%	39	\$1,480	56	\$40,430
By region	New England	6	*	3	*	6	*
	Middle Atlantic	14	9%	8	*	14	\$37,700
	East North Central	20	16%	16	\$1,173	21	\$37,010
	West North Central	13	7%	6	*	15	\$39,020
	South Atlantic	12	8%	7	*	13	\$41,552
	East South Central	8	*	5	*	8	*
	West South Central	10	*	8	*	10	*
	Mountain Pacific	9 7	* *	7 5	* *	9 8	* *
By number of full-time employees	2-4	32	18%	19	\$1,531	34	\$39,199
	5-9	49	33%	30	\$1,492	51	\$40,065
	10-49	18	20%	16	\$1,453	19	\$37,677
By number of services offered**	None	1	*	1	*	1	*
	1-2	2	*	1	*	3	*
	3-4	1	*	1	*	1	*
	5-6	9	*	4	*	9	*
	7-8	16	10%	9	*	17	\$39,985
	9-10	25	17%	16	\$1,216	26	\$38,141
	11-12	18	16%	15	\$1,123	18	\$36,636
	13-20	26	21%	18	\$1,902	28	\$42,676
By amount of loans outstanding	\$2M-\$5M	19	8%	9	*	20	\$37,146
	\$5-\$20M	74	55%	50	\$1,410	78	\$39,582
	\$20M-\$50M	6	*	6	*	6	*
By number of members	1-999	3	*	1	*	4	*
	1,000-1,999	24	11%	12	\$1,779	25	\$37,743
	2,000-4,999	63	49%	44	\$1,369	66	\$39,937
	5,000-9,999	9	*	8	*	9	*
Number of branch offices	None	3	*	3	*	3	*
	1	67	47%	41	\$1,461	71	\$39,634
	2	22	15%	16	\$1,480	22	\$38,483
	3	5	*	4	*	6	*
	5 or more	2	*	1	*	2	*

*Insufficient data.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonus payments.

**Table 16-3
Loan Officer II/Sr. Salary Ranges**

		N	Minimum	Maximum
Overall		26	\$32,140	\$43,576
By credit union asset size	\$1M-\$2M	0	*	*
	\$2M-\$5M	1	*	*
	\$5M-\$10M	2	*	*
	\$10M-\$20M	2	*	*
	\$20M-\$35M	21	\$32,057	\$44,818

*Insufficient data.

NOTE: Limited to credit unions with established minimums and maximums for each job position.

Lending/Collections

TITLE: Loan Officer II/Senior

REPORTS TO: Loan VP/SVP

Purpose

Provide information on credit union products and services to members in accordance with credit union policies and procedures and State and Federal rules and regulations. Responsible for interviewing and evaluating applicants for loans and processing various loan applications. Gather background information and analyze loan applicants' credit history. Approve or deny loan applications based on analysis. Operate with substantial credit authority.

Duties and Responsibilities

1. Gather background information on loan applicants by interviewing loan applicants and obtaining credit bureau reports. Handle loans of highest complexity, value, or risk.
2. Assist members with the loan application process to ensure completeness of information.
3. Pull credit reports for all accounts, verify debts, estimate monthly payments for any outstanding debts not listed and add them to debts on application.
4. Calculate debt-to-income ratios on loan applicants, and calculate how much of a loan applicant's debt is secured or unsecured.
5. Complete loan applications over the phone and/or electronically.
6. Determine collateral needs and payment plans for members applying for loans.
7. Determine eligibility of loan co-maker from co-maker's statement and credit rating.
8. Approve or deny loan applications.
9. When a loan is denied, explain reasons for denial in a professional, courteous manner. Work with member to provide recommendations or alternative options for other possible ways to secure a loan in future.
10. Verify the accuracy of loan amounts and repayment terms on approved loan applications.
11. Complete loan documents and disburse loans when approved.
12. Implement new loan products and services in accordance with management direction.
13. Cross-sell lending and other credit union products.
14. May be responsible for training of new loan officers. Will provide assistance or guidance to less senior loan officers.

**Table 17-1
Loan Officer I Salaries**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		80	\$31,909	\$27,040	\$30,908	\$35,900	\$42,280
By credit union asset size	\$2M-\$5M	5	*	*	*	*	*
	\$5M-\$10M	7	*	*	*	*	*
	\$10M-\$20M	30	\$32,853	\$28,500	\$33,000	\$35,900	\$39,062
	\$20M-\$35M	38	\$31,977	\$27,040	\$30,000	\$37,094	\$45,000
By region	New England	4	*	*	*	*	*
	Middle Atlantic	7	*	*	*	*	*
	East North Central	19	\$30,704	\$27,000	\$32,000	\$34,300	\$39,062
	West North Central	8	*	*	*	*	*
	South Atlantic	14	\$32,836	\$28,080	\$33,000	\$37,024	\$40,000
	East South Central	4	*	*	*	*	*
	West South Central	9	*	*	*	*	*
	Pacific	6	*	*	*	*	*
By number of full-time employees	1	2	*	*	*	*	*
	2-4	23	\$31,126	\$27,000	\$30,000	\$33,600	\$39,000
	5-9	39	\$33,811	\$28,340	\$33,000	\$37,545	\$45,000
	10-49	16	\$28,547	\$26,000	\$29,768	\$30,000	\$32,220
By number of services offered**	None	1	*	*	*	*	*
	3-4	1	*	*	*	*	*
	5-6	3	*	*	*	*	*
	7-8	15	\$31,474	\$26,700	\$30,000	\$35,000	\$41,954
	9-10	15	\$31,287	\$28,340	\$32,156	\$33,220	\$37,545
	11-12	26	\$32,020	\$26,400	\$30,000	\$35,500	\$43,680
	13-20	18	\$32,633	\$27,040	\$32,000	\$38,000	\$42,280
By amount of loans outstanding	\$500,000-\$2M	2	*	*	*	*	*
	\$2M-\$5M	18	\$32,156	\$27,000	\$31,512	\$37,740	\$43,220
	\$5-\$20M	55	\$32,041	\$28,080	\$31,600	\$35,500	\$40,000
	\$20M-\$50M	5	*	*	*	*	*
By number of members	1-999	4	*	*	*	*	*
	1,000-1,999	20	\$32,508	\$29,308	\$33,000	\$37,440	\$39,000
	2,000-4,999	50	\$32,082	\$27,500	\$30,908	\$35,500	\$42,650
	5,000-9,999	6	*	*	*	*	*
Number of branch offices	None	4	*	*	*	*	*
	1	51	\$31,807	\$27,040	\$31,512	\$35,000	\$42,280
	2	17	\$30,355	\$25,000	\$29,768	\$34,300	\$37,164
	3	5	*	*	*	*	*
	4	1	*	*	*	*	*
	5 or more	2	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDS, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 17-2
Loan Officer I Incentives, Bonuses, and Total Cash Compensation**

		N	% paid incentive and/or bonus	N	Average incentive/ bonus	N	Total cash compensation
Overall		75	61%	45	\$1,231	80	\$32,589
By credit union asset size	\$2M-\$5M	5	*	4	*	5	*
	\$5M-\$10M	7	*	3	*	7	*
	\$10M-\$20M	28	48%	14	\$1,169	30	\$33,354
	\$20M-\$35M	35	69%	24	\$1,491	38	\$32,909

*Insufficient data.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonus payments.

Lending/Collections

TITLE: **Loan Officer I**

REPORTS TO: Loan VP/SVP

Purpose

Provide information on credit union products and services according to all credit union policies and procedures and Federal and State rules and regulations. Responsible for interviewing and evaluating applicants for routine loans and processing loan applications. Gather background information and analyze loan applicants' credit history. Approve or deny loan applications based on analysis. Operate with moderate credit authority.

Duties and Responsibilities

1. Gather background information on loan applicants by interviewing loan applicants and obtaining credit bureau reports.
2. Assist members with the loan application process to ensure completeness of information.
3. Pull credit reports for all accounts, verify debts, and estimate monthly payments for any outstanding debts not listed and add them to debts on application.
4. Calculate debt-to-income ratios on loan applicants.
5. Calculate how much of a loan applicant's debt is secured or unsecured.
6. Complete loan applications over the phone and/or electronically.
7. Determine collateral needs and payment plans for members applying for loans.
8. Determine eligibility of loan co-maker from co-maker's statement and credit rating.
9. Approve or deny loan applications.
10. When a loan is denied, explain reasons for denial in a professional, courteous manner. Work with member to provide recommendations or alternative options for other possible ways to secure a loan in future.
11. Verify the accuracy of loan amounts and repayment terms on approved loan applications.
12. Complete loan documents and disburse loans when approved.
13. Implement new loan products and services in accordance with management direction.
14. Cross-sell lending and other credit union products.

**Table 18-1
Loan Processor Salaries**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		35	\$30,155	\$27,000	\$28,763	\$33,000	\$37,440
By credit union asset size	\$2M-\$5M	3	*	*	*	*	*
	\$5M-\$10M	2	*	*	*	*	*
	\$10M-\$20M	13	\$30,184	\$24,960	\$28,780	\$34,000	\$37,440
	\$20M-\$35M	17	\$30,958	\$28,054	\$29,120	\$33,000	\$38,000
By region	New England	0	*	*	*	*	*
	Middle Atlantic	5	*	*	*	*	*
	East North Central	5	*	*	*	*	*
	West North Central	5	*	*	*	*	*
	South Atlantic	8	*	*	*	*	*
	West South Central	4	*	*	*	*	*
	Mountain	3	*	*	*	*	*
By number of full-time employees	1	1	*	*	*	*	*
	2-4	9	*	*	*	*	*
	5-9	15	\$28,972	\$24,400	\$28,054	\$33,000	\$37,440
	10-49	10	*	*	*	*	*
By number of services offered**	None	1	*	*	*	*	*
	5-6	2	*	*	*	*	*
	7-8	5	*	*	*	*	*
	9-10	7	*	*	*	*	*
	11-12	7	*	*	*	*	*
	13-20	13	\$30,059	\$27,980	\$28,763	\$32,000	\$37,440
By amount of loans outstanding	\$500,000-\$2M	1	*	*	*	*	*
	\$2M-\$5M	5	*	*	*	*	*
	\$5-\$20M	27	\$30,946	\$28,000	\$29,120	\$34,000	\$38,000
	\$20M-\$50M	2	*	*	*	*	*
By number of members	1-999	1	*	*	*	*	*
	1,000-1,999	12	\$29,662	\$25,300	\$28,763	\$34,000	\$37,440
	2,000-4,999	17	\$30,787	\$27,040	\$28,797	\$36,000	\$38,750
	5,000-9,999	5	*	*	*	*	*
Number of branch offices	None	1	*	*	*	*	*
	1	27	\$30,478	\$27,000	\$29,120	\$34,000	\$38,000
	2	5	*	*	*	*	*
	3	1	*	*	*	*	*
	4	1	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

Table 18-2
Loan Processor Incentives, Bonuses, and Total Cash Compensation

		N	% paid incentive and/or bonus	N	Average incentive/bonus	N	Total cash compensation
Overall		33	62%	20	\$793	35	\$30,620
By credit union asset size	\$2M-\$5M	3	*	3	*	3	*
	\$5M-\$10M	2	*	2	*	2	*
	\$10M-\$20M	12	46%	5	*	13	\$30,355
	\$20M-\$35M	16	65%	10	*	17	\$31,644

*Insufficient data.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonus payments.

Lending/Collections

TITLE: Loan Processor

REPORTS TO: Loan VP/SVP

Purpose

Interview credit union loan applicants, professionally representing the credit union throughout the process. Research background information on loan applicants and resolve discrepancies. Process loan applications and perform a variety of support duties related to the lending function within the credit union.

Duties and Responsibilities

1. Mail or e-mail loan applications and/or information to members and prospective members.
2. Gather background information on loan applicants, researching any discrepancies.
3. Interview loan applicants in-person or by phone.
4. Assist members with the loan application process to ensure completeness of information. Ensure that all members feel welcomed to the credit union and are supported professionally in the process.
5. Answer questions for members throughout the process. Explain the loan process to include loan options, insurance required on credit union loan products, loan policies, interest rates, payoffs, etc.
6. Complete loan applications over the phone or electronically.
7. Verify employment of persons applying for loans.
8. Present application and supporting information to loan officer.
9. Maintain a filing system and procedures to monitor that the required documentation is received and maintained appropriately and according to policies and procedures.
10. Purge loan files by destroying out-of-date or unnecessary loan documents.
11. Send out credit notices to spouses when necessary.
12. Notify vendor to place security interest of credit union on title document. Ensure that the documentation on titles is accurate and up-to-date.
13. May input loans into the system.
14. Cross-sell credit union products and services.

**Table 19-1
Collector/Adjuster Salaries**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		20	\$31,416	\$26,000	\$32,760	\$36,764	\$43,548
By credit union asset size	\$5M-\$10M	3	*	*	*	*	*
	\$10M-\$20M	4	*	*	*	*	*
	\$20M-\$35M	13	\$32,594	\$27,040	\$32,760	\$37,440	\$43,548
By region	New England	1	*	*	*	*	*
	Middle Atlantic	1	*	*	*	*	*
	East North Central	4	*	*	*	*	*
	South Atlantic	4	*	*	*	*	*
	East South Central	3	*	*	*	*	*
	West South Central	3	*	*	*	*	*
	Mountain	3	*	*	*	*	*
	Pacific	1	*	*	*	*	*
By number of full-time employees	2-4	1	*	*	*	*	*
	5-9	10	*	*	*	*	*
	10-49	9	*	*	*	*	*
By number of services offered**	7-8	3	*	*	*	*	*
	9-10	6	*	*	*	*	*
	11-12	5	*	*	*	*	*
	13-20	5	*	*	*	*	*
By amount of loans outstanding	\$2M-\$5M	3	*	*	*	*	*
	\$5-\$20M	14	\$32,992	\$26,000	\$34,660	\$37,440	\$43,548
	\$20M-\$50M	3	*	*	*	*	*
By number of members	1,000-1,999	2	*	*	*	*	*
	2,000-4,999	14	\$31,240	\$26,000	\$33,116	\$35,630	\$37,440
	5,000-9,999	4	*	*	*	*	*
Number of branch offices	None	1	*	*	*	*	*
	1	9	*	*	*	*	*
	2	6	*	*	*	*	*
	3	1	*	*	*	*	*
	4	2	*	*	*	*	*
	5 or more	1	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 19-2
Collector/Adjuster Incentive, Bonuses, and Total Cash Compensation**

		N	% paid incentive and/or bonus	N	Average incentive/bonus	N	Total cash compensation
Overall		17	65%	11	\$1,038	20	\$31,985
By credit union asset size	\$5M-\$10M	3	*	2	*	3	*
	\$10M-\$20M	4	*	2	*	4	*
	\$20M-\$35M	10	*	7	*	13	\$33,284

*Insufficient data.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonus payments.

Lending/Collections

TITLE: **Collector/Adjuster**

REPORTS TO: Collections VP/Manager

Purpose

Responsible for the control of late and/or delinquent loan accounts and pending late payment reminders. Make follow up telephone calls on delinquent loan accounts and maintain accurate records on delinquent loan accounts. Optimize collections on accounts while balancing the goodwill of members with the overall business interests of the credit union.

Duties and Responsibilities

1. Monitor payments for late and/or delinquency status. Follow up on delinquent, high-balance, and overdue credit balance accounts by phone and/or letter. Ensure professional interface with members.
2. Contact high balance and/or delinquent members by telephone and mail to determine the reasons for balance or delinquency, and assist them in developing plans to bring accounts to a current status. Develop workout plans and collect on overdue accounts wherever possible.
3. Notify co-signers regarding status of delinquent accounts.
4. Update files and system accounts via the credit union's delinquent loan recovery system.
5. Secure credit bureau reports. Skip trace on loan accounts. Maintain accurate data for repossession log, bankruptcy files, charge-off list, etc.
6. Research payroll deductions, stops, starts, and changes as they may affect the status of a loan repayment.
7. Assist members with delinquent real-estate loans to resolve delinquency.
8. Determine when to compromise and settle balances and when to initiate foreclosure or repossession proceedings.
9. Determine when loan collateral should be repossessed, and serve as liaison with attorneys or agencies in handling repossession of collateral.
10. File all claims, attend hearings, and coordinate with trustees for all bankruptcy filings.
11. Investigate and correct discrepancies in loan applications and credit bureau reports.

**Table 20-1
Accountant Salaries**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		22	\$37,549	\$32,335	\$37,500	\$42,700	\$47,250
By credit union asset size	\$2M-\$5M	2	*	*	*	*	*
	\$10M-\$20M	3	*	*	*	*	*
	\$20M-\$35M	17	\$38,609	\$33,600	\$38,776	\$42,900	\$49,483
By region	New England	3	*	*	*	*	*
	Middle Atlantic	3	*	*	*	*	*
	East North Central	1	*	*	*	*	*
	West North Central	1	*	*	*	*	*
	South Atlantic	4	*	*	*	*	*
	East South Central	2	*	*	*	*	*
	West South Central	4	*	*	*	*	*
By number of full-time employees	1	1	*	*	*	*	*
	2-4	3	*	*	*	*	*
	5-9	13	\$38,266	\$33,600	\$38,030	\$42,000	\$49,483
	10-49	5	*	*	*	*	*
By number of services offered**	1-2	0	*	*	*	*	*
	7-8	4	*	*	*	*	*
	9-10	2	*	*	*	*	*
	11-12	5	*	*	*	*	*
	13-20	11	\$40,367	\$35,000	\$39,000	\$46,822	\$47,250
By amount of loans outstanding	\$500,000-\$2M	1	*	*	*	*	*
	\$2M-\$5M	1	*	*	*	*	*
	\$5-\$20M	18	\$37,567	\$33,300	\$37,500	\$42,000	\$49,483
	\$20M-\$50M	2	*	*	*	*	*
By number of members	1-999	1	*	*	*	*	*
	1,000-1,999	3	*	*	*	*	*
	2,000-4,999	17	\$38,060	\$33,600	\$38,030	\$42,000	\$49,483
	5,000-9,999	1	*	*	*	*	*
Number of branch offices	None	1	*	*	*	*	*
	1	12	\$38,870	\$35,000	\$38,776	\$42,000	\$46,822
	2	7	*	*	*	*	*
	3	2	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 20-2
Accountant Incentives/Bonuses and Total Cash Compensation**

		N	% paid incentive and/or bonus	N	Average incentive/ bonus	N	Total cash compensation
Overall		19	68%	12	\$823	22	\$37,992
By credit union asset size	\$2M-\$5M	2	*	2	*	2	*
	\$10M-\$20M	3	*	1	*	3	*
	\$20M-\$35M	14	71%	9	*	17	\$39,055

*Insufficient data.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonus payments.

Accounting & Finance

TITLE: **Accountant**

REPORTS TO: Accounting Manager/Supervisor

Purpose

Perform tasks necessary to balance and update general ledger and subsidiary accounts, maintain and reconcile daily cash accounts, and manage other accounting-related duties. Prepare various accounting reports as required.

Duties and Responsibilities

1. Prepare, pay, and file all accounts payable for the credit union. Research and resolve discrepancies.
2. Prepare and enter daily and monthly general ledger transactions including investment activity and schedules, employee payroll, pension and 401(k) entries.
3. Analyze and reconcile general ledger for various accounts as assigned.
4. Prepare summary journal vouchers and verify that all other journal vouchers and cash received have been properly balanced and authorized.
5. Review and analyze financial data. Generate a variety of reports and statements as requested by management. Prepare financial statements and reports on a regular basis. Examples of reports include teller variance report, daily cash flow report, renewable and share insurance reports.
6. Post and reconcile the subsidiary records for the accrued income from investment accounts.
7. Post investment interest checks.
8. Review daily cash balances.
9. Prepare the credit union's tax returns.
10. Research and adjust all open items, cash imbalances and variances.
11. Set-up and run all prepaid and fixed asset items in the depreciation program.
12. Prepare all inter-company elimination entries.

**Table 21-1
Accounting Clerk Salaries**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		25	\$32,554	\$29,120	\$32,708	\$35,900	\$37,000
By credit union asset size	\$2M-\$5M	1	*	*	*	*	*
	\$5M-\$10M	1	*	*	*	*	*
	\$10M-\$20M	5	*	*	*	*	*
	\$20M-\$35M	18	\$32,895	\$29,120	\$33,149	\$35,400	\$40,601
By region	New England	2	*	*	*	*	*
	East North Central	6	*	*	*	*	*
	West North Central	0	*	*	*	*	*
	South Atlantic	3	*	*	*	*	*
	East South Central	4	*	*	*	*	*
	West South Central	4	*	*	*	*	*
	Mountain	1	*	*	*	*	*
	Pacific	5	*	*	*	*	*
By number of full-time employees	1	1	*	*	*	*	*
	2-4	1	*	*	*	*	*
	5-9	11	\$33,478	\$30,119	\$33,590	\$36,400	\$36,556
	10-49	12	\$32,930	\$29,560	\$33,904	\$35,700	\$37,000
By number of services offered**	7-8	2	*	*	*	*	*
	9-10	6	*	*	*	*	*
	11-12	8	*	*	*	*	*
	13-20	9	*	*	*	*	*
By amount of loans outstanding	\$500,000-\$2M	1	*	*	*	*	*
	\$2M-\$5M	1	*	*	*	*	*
	\$5-\$20M	20	\$33,247	\$30,409	\$34,518	\$36,000	\$36,556
	\$20M-\$50M	3	*	*	*	*	*
By number of members	1-999	1	*	*	*	*	*
	1,000-1,999	3	*	*	*	*	*
	2,000-4,999	18	\$33,669	\$30,119	\$32,708	\$35,400	\$37,000
	5,000-9,999	3	*	*	*	*	*
Number of branch offices	1	18	\$33,253	\$29,120	\$33,590	\$36,400	\$40,601
	2	6	*	*	*	*	*
	3	1	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 21-2
Accounting Clerk Incentives, Bonuses, and Total Cash Compensation**

		N	% paid incentive and/or bonus	N	Average incentive/ bonus	N	Total cash compensation
Overall		23	65%	14	\$697	25	\$32,942
By credit union asset size	\$2M-\$5M	1	*	1	*	1	*
	\$5M-\$10M	0	*	0	*	1	*
	\$10M-\$20M	5	*	2	*	5	*
	\$20M-\$35M	17	65%	11	\$632	18	\$33,281

*Insufficient data.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonus payments.

Accounting & Finance

TITLE: Accounting Clerk

REPORTS TO: Accounting Manager/Supervisor

Purpose

Follow detailed and standardized procedures in performing routine accounting clerical operations. Perform a variety of support duties related to the accounting function within the credit union.

Duties and Responsibilities

1. Perform a variety of activities to assist the manager in maintaining the financial, statistical, and accounting records of the credit union.
2. Enter data into accounting systems and generate reports on a daily basis. Prepare various financial, regulatory, and special reports on a weekly, monthly, and quarterly basis as requested by management.
3. On a daily basis, verify and balance teller sheets from all locations. Total checks and prepare deposit slips for daily bank deposit. Verify that checks received from members have restricted endorsement. Run tapes of check vouchers, receipts, and offline items.
4. Assist share draft department in encoding errors, late returns, and other problems. Batch checks in numerical order, indicating missing stubs.
5. Journalize all necessary transactions and make sure everything is in balance.
6. Review and enter employee expenses into the general ledger.
7. Post some general ledger entries, and proof totals with the general ledger system. File and store general ledger journals daily.
8. Prepare accounts payable checks after receiving proper authorization.
9. Maintain FED Line by wiring money to/from Federal Reserve, verifying outgoing wires, daily roll-over, and reconciling Federal Reserve Account. Wire money for purchase of mortgages.
10. Reconcile MasterCard statements and share draft statements.
11. Deposit mortgage checks from the settlement companies.
12. Maintain working knowledge of various accounting software programs.

**Table 22-1
Branch Manager I Salaries**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		12	\$42,054	\$37,800	\$38,300	\$44,292	\$52,610
By credit union asset size	\$10M-\$20M	1	*	*	*	*	*
	\$20M-\$35M	11	\$42,454	\$36,598	\$38,314	\$46,384	\$52,610
By region	Middle Atlantic	1	*	*	*	*	*
	East North Central	3	*	*	*	*	*
	South Atlantic	3	*	*	*	*	*
	East South Central	1	*	*	*	*	*
	West South Central	1	*	*	*	*	*
	Mountain	1	*	*	*	*	*
	Pacific	2	*	*	*	*	*
By number of full-time employees	5-9	7	*	*	*	*	*
	10-49	5	*	*	*	*	*
By number of services offered**	9-10	2	*	*	*	*	*
	13-20	10	*	*	*	*	*
By amount of loans	\$5-\$20M	12	\$42,054	\$37,800	\$38,300	\$44,292	\$52,610
By number of members	2,000-4,999	11	\$42,694	\$37,800	\$38,314	\$46,384	\$52,610
	5,000-9,999	1	*	*	*	*	*
Number of branch offices	2	11	\$42,549	\$37,800	\$38,314	\$46,384	\$52,610
	3	1	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 22-2
Branch Manager I Total Cash Compensation**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		12	\$42,699	\$38,000	\$38,594	\$44,417	\$52,610
By credit union asset size	\$10M-\$20M	1	*	*	*	*	*
	\$20M-\$35M	11	\$43,141	\$36,598	\$38,750	\$46,884	\$52,610
By region	Middle Atlantic	1	*	*	*	*	*
	East North Central	3	*	*	*	*	*
	South Atlantic	3	*	*	*	*	*
	East South Central	1	*	*	*	*	*
	West South Central	1	*	*	*	*	*
	Mountain	1	*	*	*	*	*
	Pacific	2	*	*	*	*	*
By number of full-time employees	5-9	7	*	*	*	*	*
	10-49	5	*	*	*	*	*
By number of services offered**	9-10	2	*	*	*	*	*
	13-20	10	*	*	*	*	*
By amount of loans	\$5-\$20M	12	\$42,699	\$38,000	\$38,594	\$44,417	\$52,610
By number of members	2,000-4,999	11	\$43,333	\$38,000	\$38,750	\$46,884	\$52,610
	5,000-9,999	1	*	*	*	*	*
Number of branch offices	2	11	\$43,252	\$38,000	\$38,750	\$46,884	\$52,610
	3	1	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

Branch Operations & Call Center

TITLE: **Branch Manager I**

REPORTS TO: Branch Operations VP

Purpose

Guide and manage branch office in providing quality service to members in account transactions, loan applications, and new account. Solve problems within established policies and guidelines. Manage branch with less than ten full-time employees.

Duties and Responsibilities

1. Maintain a highly motivated, well-trained staff, maintaining effective employee relations.
2. Implement and monitor the budget for the branch.
3. Apply and evaluate policies and procedures for the branch. Ensure that the branch is in compliance with federal laws and regulations set forth by the National Credit Union Administration and other regulatory agencies.
4. Evaluate the job performance of branch office staff to ensure quality of work and service to members.
5. Monitor branch activity, including number of transactions, volume, teller errors, loan volume, teller and loan personal sales, and new accounts.
6. Monitor key products and sales within branch to ensure profitable and sound business practices and a high quality of service for members.
7. Manage the security and safety of the branch. Analyze and monitor security and safety policies and procedures on an on-going basis.
8. Ensure that staff receives on-going training on security and robbery procedures.
9. Schedule adequate staff to ensure efficient branch operation.
10. Conduct loan interviews. Process, approve and/or close loans.
11. Monitor branch operations to ensure a consistent, professional approach.
12. Assist staff or members in solving complex account problems.
13. Create and maintain a cross-selling environment within the branch.

**Table 23-1
Part-Time President/CEO/Manager Hourly Wage**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		64	\$26.42	\$16.50	\$22.00	\$31.00	\$45.00
By credit union asset size	\$1M-\$2M	15	\$20.40	\$15.00	\$18.00	\$21.00	\$40.00
	\$2M-\$5M	30	\$26.26	\$15.00	\$25.00	\$41.00	\$45.00
	\$5M-\$10M	15	\$26.69	\$24.39	\$26.00	\$30.90	\$33.50
	\$10M-\$20M	3	*	*	*	*	*
	\$20M-\$35M	1	*	*	*	*	*
By region	New England	3	*	*	*	*	*
	Middle Atlantic	14	\$32.72	\$15.00	\$25.11	\$40.00	\$59.75
	East North Central	19	\$21.57	\$14.81	\$16.50	\$30.90	\$41.00
	West North Central	11	\$27.10	\$20.16	\$25.00	\$26.76	\$46.00
	South Atlantic	7	*	*	*	*	*
	East South Central	5	*	*	*	*	*
	West South Central	2	*	*	*	*	*
	Mountain	1	*	*	*	*	*
	Pacific	2	*	*	*	*	*
By number of full-time employees	1	11	\$20.70	\$12.00	\$15.00	\$30.90	\$34.75
	2-4	6	*	*	*	*	*
By number of services offered**	None	24	\$25.41	\$15.13	\$20.00	\$30.00	\$46.00
	1-2	14	\$27.87	\$19.83	\$24.39	\$26.00	\$40.00
	3-4	13	\$23.46	\$16.50	\$25.00	\$31.06	\$34.75
	5-6	4	*	*	*	*	*
	7-8	2	*	*	*	*	*
	9-10	2	*	*	*	*	*
	11-12	2	*	*	*	*	*
By amount of loans outstanding	\$500,000-\$2M	47	\$24.67	\$15.00	\$20.16	\$25.00	\$42.50
	\$2M-\$5M	14	\$29.04	\$25.11	\$28.85	\$31.06	\$42.00
	\$5-\$20M	3	*	*	*	*	*
By number of members	1-999	52	\$24.28	\$15.13	\$21.23	\$27.69	\$42.50
	1,000-1,999	11	\$37.21	\$20.00	\$30.00	\$43.00	\$59.75
	2,000-4,999	1	*	*	*	*	*
Number of branch offices	None	12	\$24.78	\$14.81	\$15.83	\$25.00	\$33.50
	1	52	\$26.86	\$19.00	\$25.00	\$34.75	\$45.00
	2	0	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 23-2
Part-Time President/CEO/Manager Incentives and Bonuses Where Offered**

		N	% paid incentive and/or bonus	N	Average incentive/ bonus
Overall		62	17%	9	*
By credit union asset size	\$1M-\$2M	15	6%	0	*
	\$2M-\$5M	30	16%	4	*
	\$5M-\$10M	14	43%	5	*
	\$10M-\$20M	2	*	0	*
	\$20M-\$35M	1	*	0	*
By region	New England	3	*	0	*
	Middle Atlantic	13	7%	1	*
	East North Central	19	12%	1	*
	West North Central	10	*	2	*
	South Atlantic	7	*	2	*
	East South Central	5	*	2	*
	West South Central	2	*	1	*
	Mountain Pacific	1 2	* *	0 0	* *
By number of full-time employees	1	11	26%	1	*
	2-4	6	*	1	*
By number of services offered**	None	23	16%	2	*
	1-2	13	7%	1	*
	3-4	13	21%	3	*
	5-6	4	*	2	*
	7-8	2	*	0	*
	9-10	2	*	0	*
	11-12	2	*	0	*
By amount of loans outstanding	\$500,000-\$2M	46	12%	4	*
	\$2M-\$5M	13	46%	5	*
	\$5-\$20M	3	*	0	*
By number of members	1-999	51	17%	8	*
	1,000-1,999	10	*	1	*
	2,000-4,999	1	*	0	*
Number of branch offices	None	11	7%	0	*
	1	51	20%	9	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonus payments.

**Table 24-1
Part-Time Executive VP or Assistant Manager Hourly Wage**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		33	\$22.26	\$15.00	\$20.00	\$30.00	\$35.00
By credit union asset size	\$1M-\$2M	0	*	*	*	*	*
	\$2M-\$5M	14	\$20.90	\$12.31	\$15.00	\$30.00	\$41.00
	\$5M-\$10M	13	\$20.53	\$15.00	\$18.00	\$26.33	\$29.75
	\$10M-\$20M	4	*	*	*	*	*
	\$20M-\$35M	2	*	*	*	*	*
By region	New England	3	*	*	*	*	*
	Middle Atlantic	7	*	*	*	*	*
	East North Central	13	\$21.56	\$13.84	\$17.00	\$29.75	\$41.00
	West North Central	2	*	*	*	*	*
	South Atlantic	2	*	*	*	*	*
	East South Central	2	*	*	*	*	*
	West South Central	2	*	*	*	*	*
	Mountain	1	*	*	*	*	*
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	13	\$19.29	\$15.00	\$17.50	\$22.50	\$32.00
	2-4	4	*	*	*	*	*
	5-9	2	*	*	*	*	*
	10-49	1	*	*	*	*	*
By number of services offered**	None	7	*	*	*	*	*
	1-2	5	*	*	*	*	*
	3-4	7	*	*	*	*	*
	5-6	4	*	*	*	*	*
	7-8	1	*	*	*	*	*
	9-10	2	*	*	*	*	*
	11-12	1	*	*	*	*	*
	13-20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000-\$2M	16	\$18.47	\$13.84	\$15.00	\$21.00	\$34.75
	\$2M-\$5M	10	*	*	*	*	*
	\$5-\$20M	7	*	*	*	*	*
By number of members	1-999	21	\$22.30	\$14.00	\$21.00	\$30.00	\$37.50
	1,000-1,999	7	*	*	*	*	*
	2,000-4,999	5	*	*	*	*	*
Number of branch offices	None	4	*	*	*	*	*
	1	28	\$23.23	\$15.00	\$20.35	\$32.00	\$37.50
	2	1	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 24-2
Part-Time Executive VP or Assistant Manager Incentives and Bonuses Where Offered**

		N	% paid incentive and/or bonus	N	Average incentive/ bonus
Overall		28	28%	6	*
By credit union asset size	\$2M-\$5M	12	23%	2	*
	\$5M-\$10M	11	36%	3	*
	\$10M-\$20M	4	*	1	*
	\$20M-\$35M	1	*	0	*
By region	New England	3	*	0	*
	Middle Atlantic	7	*	1	*
	East North Central	10	*	1	*
	West North Central	1	*	0	*
	South Atlantic	2	*	1	*
	East South Central	1	*	1	*
	West South Central	2	*	1	*
	Mountain Pacific	1 1	* *	1 0	* *
By number of full-time employees	1	11	26%	2	*
	2-4	4	*	0	*
	5-9	2	*	1	*
By number of services offered**	None	5	*	0	*
	1-2	4	*	1	*
	3-4	7	*	2	*
	5-6	3	*	1	*
	7-8	1	*	0	*
	9-10	2	*	1	*
	11-12	1	*	0	*
	13-20	1	*	0	*
By amount of loans outstanding	\$500,000-\$2M	14	34%	4	*
	\$2M-\$5M	8	*	0	*
	\$5-\$20M	6	*	2	*
By number of members	1-999	18	32%	5	*
	1,000-1,999	6	*	0	*
	2,000-4,999	4	*	1	*
Number of branch offices	None	2	*	0	*
	1	26	31%	6	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonus payments.

**Table 25-1
Part-Time Teller Hourly Wage**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		160	\$12.05	\$9.75	\$11.00	\$13.00	\$15.02
By credit union asset size	\$1M-\$2M	10	*	*	*	*	*
	\$2M-\$5M	26	\$13.20	\$10.00	\$12.17	\$14.97	\$25.00
	\$5M-\$10M	37	\$12.64	\$10.00	\$12.00	\$14.00	\$17.63
	\$10M-\$20M	37	\$11.93	\$10.00	\$11.77	\$13.25	\$14.69
	\$20M-\$35M	50	\$10.93	\$9.50	\$10.30	\$12.00	\$14.00
By region	New England	13	\$13.18	\$12.50	\$13.00	\$14.00	\$16.00
	Middle Atlantic	23	\$12.77	\$10.00	\$12.00	\$14.00	\$18.50
	East North Central	45	\$11.01	\$9.50	\$10.00	\$12.00	\$13.25
	West North Central	15	\$11.68	\$9.67	\$10.13	\$13.00	\$18.00
	South Atlantic	18	\$11.16	\$10.00	\$10.50	\$13.00	\$14.25
	East South Central	18	\$13.25	\$9.75	\$11.30	\$15.00	\$21.96
	West South Central	15	\$14.19	\$10.00	\$12.84	\$14.50	\$26.66
	Mountain	4	*	*	*	*	*
	Pacific	9	*	*	*	*	*
By number of full-time employees	1	22	\$12.78	\$11.00	\$12.36	\$14.00	\$14.25
	2-4	60	\$11.74	\$9.50	\$10.50	\$13.40	\$15.00
	5-9	41	\$10.78	\$9.50	\$10.00	\$11.83	\$13.25
	10-49	15	\$10.99	\$10.00	\$10.86	\$11.00	\$13.00
By number of services offered**	None	17	\$14.18	\$12.00	\$12.84	\$15.00	\$16.72
	1-2	12	\$15.05	\$10.00	\$13.75	\$18.00	\$24.00
	3-4	16	\$15.47	\$10.00	\$13.50	\$20.00	\$25.00
	5-6	14	\$11.10	\$9.00	\$10.75	\$13.00	\$13.82
	7-8	21	\$11.19	\$10.00	\$10.30	\$12.00	\$14.50
	9-10	28	\$11.32	\$10.00	\$10.13	\$12.25	\$15.78
	11-12	23	\$10.70	\$9.50	\$9.75	\$13.00	\$13.25
	13-20	25	\$11.20	\$10.00	\$10.86	\$12.00	\$14.00
	By amount of loans outstanding	\$500,000-\$2M	33	\$14.68	\$10.50	\$12.36	\$16.72
\$2M-\$5M		45	\$12.59	\$10.00	\$12.00	\$14.00	\$18.00
\$5-\$20M		78	\$11.22	\$9.67	\$10.50	\$12.84	\$14.13
\$20M-\$50M		4	*	*	*	*	*
By number of members	1-999	42	\$14.08	\$10.00	\$12.36	\$15.00	\$25.00
	1,000-1,999	43	\$12.55	\$10.00	\$12.00	\$13.83	\$18.00
	2,000-4,999	68	\$11.20	\$9.50	\$10.50	\$13.00	\$14.00
	5,000-9,999	7	*	*	*	*	*
Number of branch offices	None	15	\$13.22	\$9.00	\$12.50	\$16.00	\$24.00
	1	117	\$12.49	\$10.00	\$12.00	\$13.82	\$15.79
	2	19	\$10.57	\$9.50	\$10.00	\$10.86	\$12.00
	3	8	*	*	*	*	*
	4	1	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDS, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 25-2
Part-Time Teller Incentives and Bonuses Where Offered**

		N	% paid incentive and/or bonus	N	Average incentive/ bonus
Overall		155	49%	62	\$354
By credit union asset size	\$1M-\$2M	10	*	0	*
	\$2M-\$5M	26	39%	8	*
	\$5M-\$10M	34	58%	13	\$469
	\$10M-\$20M	37	33%	12	\$198
	\$20M-\$35M	48	60%	29	\$383
By region	New England	13	12%	2	*
	Middle Atlantic	22	49%	8	*
	East North Central	44	52%	19	\$326
	West North Central	15	62%	7	*
	South Atlantic	17	51%	7	*
	East South Central	17	60%	7	*
	West South Central	15	48%	7	*
	Mountain	3	*	1	*
	Pacific	9	*	4	*
By number of full-time employees	1	20	55%	6	*
	2-4	59	44%	21	\$323
	5-9	41	66%	23	\$376
	10-49	13	50%	9	*
By number of services offered**	None	17	41%	6	*
	1-2	11	23%	2	*
	3-4	15	17%	2	*
	5-6	13	24%	3	*
	7-8	20	36%	7	*
	9-10	28	53%	13	\$192
	11-12	23	72%	14	\$353
	13-20	24	64%	15	\$362
By amount of loans outstanding	\$500,000-\$2M	33	21%	5	*
	\$2M-\$5M	42	45%	16	\$400
	\$5-\$20M	76	59%	40	\$305
	\$20M-\$50M	4	*	1	*
By number of members	1-999	42	36%	12	\$476
	1,000-1,999	40	20%	7	*
	2,000-4,999	66	66%	38	\$281
	5,000-9,999	7	*	5	*
Number of branch offices	None	14	38%	3	*
	1	115	50%	47	\$331
	2	19	29%	7	*
	3	6	*	4	*
	4	1	*	1	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonus payments.

**Table 25-3
Part-Time Teller Salary Ranges**

		N	Minimum	Maximum
Overall		55	\$10.58	\$13.62
By credit union asset size	\$1M-\$2M	2	*	*
	\$2M-\$5M	6	*	*
	\$5M-\$10M	12	\$11.51	\$13.76
	\$10M-\$20M	12	\$9.88	\$12.29
	\$20M-\$35M	23	\$9.78	\$13.62

*Insufficient data.

NOTE: Limited to credit unions with established minimums and maximums for each job position.

**Table 26-1
Part-Time MSR Hourly Wage**

		N	Average	25th percentile	Median	75th percentile	90th percentile
Overall		84	\$13.03	\$10.00	\$11.75	\$14.10	\$19.25
By credit union asset size	\$1M-\$2M	2	*	*	*	*	*
	\$2M-\$5M	13	\$12.52	\$10.00	\$11.48	\$13.00	\$15.00
	\$5M-\$10M	18	\$13.89	\$10.00	\$12.50	\$19.25	\$22.00
	\$10M-\$20M	26	\$12.01	\$10.00	\$11.62	\$13.40	\$15.50
	\$20M-\$35M	25	\$13.53	\$10.00	\$11.50	\$17.00	\$19.00
By region	New England	4	*	*	*	*	*
	Middle Atlantic	15	\$14.28	\$10.00	\$13.00	\$18.00	\$20.20
	East North Central	14	\$12.09	\$10.00	\$12.00	\$13.50	\$13.87
	West North Central	16	\$12.28	\$10.00	\$10.99	\$12.00	\$19.00
	South Atlantic	11	\$14.22	\$10.25	\$13.50	\$15.85	\$22.00
	East South Central	2	*	*	*	*	*
	West South Central	6	*	*	*	*	*
	Pacific	8	*	*	*	*	*
By number of full-time employees	1	10	*	*	*	*	*
	2-4	40	\$13.12	\$10.25	\$12.50	\$14.00	\$19.00
	5-9	20	\$13.01	\$10.75	\$12.00	\$14.10	\$17.00
	10-49	9	*	*	*	*	*
By number of services offered**	None	8	*	*	*	*	*
	1-2	4	*	*	*	*	*
	3-4	9	*	*	*	*	*
	5-6	6	*	*	*	*	*
	7-8	12	\$12.65	\$10.00	\$13.00	\$13.87	\$16.00
	9-10	12	\$12.57	\$10.13	\$10.99	\$15.85	\$17.00
	11-12	16	\$12.58	\$9.75	\$10.00	\$14.10	\$20.20
	13-20	14	\$13.67	\$11.00	\$12.00	\$13.52	\$21.75
By amount of loans outstanding	\$500,000-\$2M	11	\$13.22	\$10.25	\$10.75	\$15.00	\$19.44
	\$2M-\$5M	26	\$13.44	\$10.00	\$12.50	\$14.00	\$20.20
	\$5-\$20M	44	\$12.79	\$10.00	\$11.00	\$14.10	\$18.00
	\$20M-\$50M	3	*	*	*	*	*
By number of members	1-999	21	\$13.70	\$10.25	\$11.90	\$15.00	\$22.00
	1,000-1,999	29	\$13.75	\$10.99	\$13.00	\$14.83	\$20.20
	2,000-4,999	29	\$12.17	\$10.00	\$10.75	\$13.50	\$17.00
	5,000-9,999	5	*	*	*	*	*
Number of branch offices	None	5	*	*	*	*	*
	1	58	\$13.04	\$10.13	\$11.50	\$14.10	\$19.44
	2	16	\$13.68	\$12.00	\$13.00	\$15.50	\$18.00
	3	4	*	*	*	*	*
	4	1	*	*	*	*	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

**Table 26-2
Part-Time MSR Incentives and Bonuses Where Offered**

		N	% paid incentive and/or bonus	N	Average incentive/ bonus
Overall		80	43%	36	\$476
By credit union asset size	\$1M-\$2M	2	*	1	*
	\$2M-\$5M	13	59%	6	*
	\$5M-\$10M	16	19%	4	*
	\$10M-\$20M	25	56%	15	\$560
	\$20M-\$35M	24	36%	10	*
By region	New England	4	*	1	*
	Middle Atlantic	13	28%	5	*
	East North Central	13	41%	5	*
	West North Central	16	49%	9	*
	South Atlantic	11	58%	4	*
	East South Central	1	*	1	*
	West South Central	6	*	2	*
	Pacific	8	*	5	*
By number of full-time employees	1	10	*	6	*
	2-4	37	43%	16	\$414
	5-9	19	40%	9	*
	10-49	9	*	5	*
By number of services offered**	None	7	*	1	*
	1-2	4	*	4	*
	3-4	9	*	3	*
	5-6	6	*	1	*
	7-8	12	49%	7	*
	9-10	10	*	6	*
	11-12	16	23%	5	*
	13-20	13	65%	9	*
By amount of loans outstanding	\$500,000-\$2M	11	57%	4	*
	\$2M-\$5M	25	30%	9	*
	\$5-\$20M	41	45%	22	\$517
	\$20M-\$50M	3	*	1	*
By number of members	1-999	21	50%	9	*
	1,000-1,999	27	37%	11	\$478
	2,000-4,999	27	43%	13	\$477
	5,000-9,999	5	*	3	*
Number of branch offices	None	4	*	0	*
	1	55	41%	24	\$499
	2	16	53%	9	*
	3	4	*	2	*
	4	1	*	1	*

*Insufficient data.

**Only the following services are included: Share drafts/checking, ATM/debit cards, online banking, mobile banking, online bill payment, remote deposit capture, ACH services, International remittances, insurance products, financial planning, 3rd party savings/investments, money market accounts, IRAs, certificates/CDs, business loans/services, indirect auto financing, credit cards, home equity loans/line of credit, first mortgages, student loans.

NOTE: Incentives/bonuses are limited to credit unions reporting incentive/bonus payments.

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