

CUNA

# STAFF SALARY REPORT

LESS THAN \$50 MILLION IN ASSETS

// 2019-2020

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# CUNA STAFF SALARY REPORT

## LESS THAN \$50 MILLION IN ASSETS // 2019-2020

The 2019-2020 CUNA Staff Salary Report—Less than \$50 Million in Assets (Stock No. 30700P) is produced by CUNA Research.

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# CUNA STAFF SALARY REPORT

## LESS THAN \$50 MILLION IN ASSETS // 2019-2020

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# CUNA ENVIRONMENTAL SCAN



**84%** of  
leaders see digital  
transformation  
as critical to  
the survival of  
their business

Source: CO-OP  
Financial Services

Organizations with  
a formal mentoring  
program have a

**46%**  
higher leader  
quality overall.

Source: Development  
Dimensions International Inc.

Growing your credit union requires understanding and anticipating the latest trends affecting our industry and applying real-world insights to your strategy. Refresh your insights with the 2019-2020 CUNA Environmental Scan (E-Scan) which compiles the latest industry trends, expert analysis and forecasting data developed by credit union experts and professionals to inform your decisions.

You'll read about trends such as:

- // Economic uncertainty
- // Digital dexterity transforms the member experience
- // Next-generation leadership
- // Real-time payments are here. Now what?

The report is available in print and PDF formats, along with companion resources including video, PowerPoint, DVD and strategic planning kits.

[cuna.org/escan-trends](https://cuna.org/escan-trends)

# SURVEY METHODS, REGIONS, AND SERVICES

**This report summarizes the results of a survey conducted by CUNA in Madison, Wis., between February and June 2019.**

In February, CUNA sent questionnaires to the Human Resource (HR) professional or CEO/manager of 5,388 credit unions with \$1 million or more in assets. This number includes 2,935 credit unions with \$1 million to \$50 million in assets. An online version of the questionnaire was available as well.

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

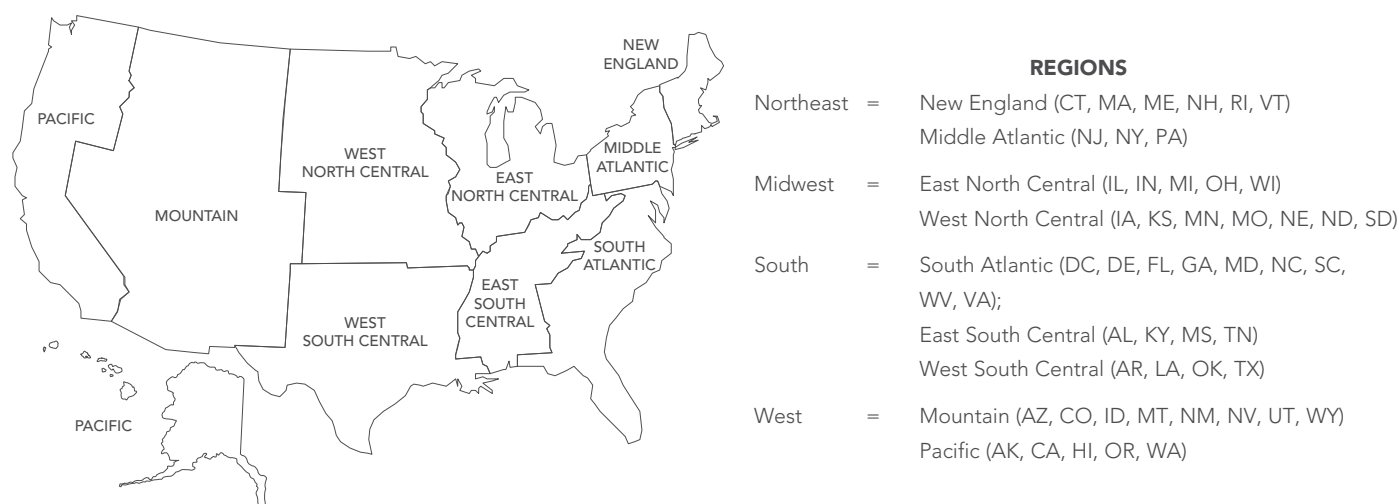
CUNA asked credit unions to provide compensation data effective Jan. 1, 2019.

By April 2019, the cutoff date for inclusion in the report, CUNA had received a total of 599 responses from credit unions with assets of \$1 million to \$50 million—the group of focus for this study.

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 also were 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 599 respondents, the maximum sampling error for the overall percentages is  $\pm 3.9\%$  at a 95% confidence level. That is, in 95 of 100 similar samples, the overall percentages would fall within 3.9 percentage points of those presented in the data tables.

Because the sample was limited to credit unions with \$1 million to \$50 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 display the information by several variables—including, but not limited to—credit union asset size, number of members, U.S. region, and number of services offered.

The U.S. map on the previous page 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.

Below is the list of 20 services that comprise the “number of services offered” breakdowns:

- Share drafts/checking
- ATM/debit cards
- Online banking
- Mobile banking
- Online bill payment
- Remote deposit capture
- ACH services
- International remittances
- Insurance products
- Financial planning
- Third-party savings/investments
- Money market accounts
- IRAs
- Certificates/CDs
- Business loans/services
- Indirect auto financing
- Credit cards
- Home equity loans/lines of credit
- First mortgages
- Student loans



# LIST OF PARTICIPATING CUs

## ALABAMA

Alabama Rural Electric CU  
Brassies CU  
Covington School FCU  
Fedmont FCU  
Fogce FCU  
North Alabama Papermakers FCU  
Nucor EFCU  
Postal ECU  
Rocket City FCU  
The Infirmary FCU  
Tuscaloosa VA FCU  
Tuscumbia FCU  
WCU CU

## ARIZONA

Alhambra CU  
APC EFCU  
EM FCU  
Mohave Community FCU  
Prescott FCU  
Rim Country FCU

## ARKANSAS

Arkansas Education Assn FCU  
Baptist Health FCU  
Democrat P and L FCU  
Fort Smith Teachers FCU  
LRFD FCU  
Natural State FCU  
Rheem Arkansas FCU  
Southern Gas FCU  
United Arkansas FCU  
Usem Mena FCU  
White County FCU

## CALIFORNIA

Atchison Village CU  
Bourns EFCU  
Cal Poly FCU  
City of Ukiah ECU  
Delta Schools FCU  
Denocos FCU  
Dow Great Western CU  
Employees Choice FCU  
Espeeco FCU  
Fresno Grangers FCU  
High Sierra CU  
Limoneira FCU  
Modestos First FCU  
Mojave Plant EFCU  
Ontario Public EFCU  
Organized Labor CU  
Pacoima Development FCU  
Watsonville Hospital FCU  
Western Healthcare FCU

## COLORADO

BCS Community CU  
Electrical FCU  
Harrison District 2 FCU  
One Thirteen CU  
Options CU  
Otero County Teachers FCU  
Rio Blanco Schools FCU  
School District 3 FCU  
Yuma County FCU

## CONNECTICUT

Bridgeport Post Office FCU  
Lawrence Memorial Hospital EFCU  
Regional Water Authority ECU Inc  
St Vincents Medical Center FCU  
Stamford Postal EFCU  
Torrington Municipal-Teachers FCU

Valley Catholic FCU  
Waterbury Police FCU

## DELAWARE

Priority Plus FCU  
Provident FCU

## DISTRICT OF COLUMBIA

HUD FCU

## FLORIDA

Coral Community FCU  
ECU CU  
Farmers FCU  
First Coast FCU  
Flag CU  
Florida Dept of Trans CU  
FRSA CU  
Manatee Community FCU  
My Healthcare FCU  
South Atlantic FCU  
Town of Palm Beach FCU

## GEORGIA

Colquitt County Teachers FCU  
Combined Employees CU  
Flowers Employees Credit League  
Lanier FCU  
Macon-Bibb Employees CU  
North Main CU  
Savannah Postal CU  
Three Rivers CU

## HAWAII

Hawaii First FCU  
Hawaiian Electric EFCU  
Kahuku FCU  
Lanai FCU  
McCabe Hamilton and Renny FCU

## IDAHO

Simplot ECU  
St Joe Valley CU

## ILLINOIS

2 Rivers Area CU  
Acme Continental CU  
ADM CU  
Altonized Community FCU  
ASH ECU  
Aurora Firefighters CU  
Aurora Postal ECU  
Central Illinois CU  
Champaign Postal CU  
Chicago Firemans Assn CU  
Clifford Jacobs ECU  
Community Plus FCU  
CSX Chicago Terminal CU  
Decatur Postal CU  
Dupage County ECU  
Elite Community CU  
Evergreen Park Schools FCU  
Fieldstone CU  
Financial Partners CU  
Fox Valley CU  
Gale CU  
Joliet Firefighters CU  
Joliet Municipal EFCU  
Kaskaskia Valley Community CU  
Kone ECU  
LinXus CU  
Maternity BVM CU  
New Horizon CU  
Northern Illinois FCU  
Oak Lawn Municipal ECU  
Paris Hiway CU  
Peoria Postal ECU  
Quincy Postal ECU  
Riverside Community CU

School Dist 162 163 EFCU  
Sherwin Williams ECU  
Silgan White Cap CU  
SIUE CU  
Sourceone CU  
South Division CU  
South Shop FCU  
Springfield Fire Fighters CU  
Synergy Partners CU  
Western Illinois CU  
Western Illinois School ECU  
Williamson County Catholic CU

## INDIANA

Bar-Cons FCU  
Bluffton Motor Works Franklin Electric ECU  
Central Soya FCU  
Clifty Creek EFCU  
Concora Wabash FCU  
Dearborn County Hospital FCU  
Financial Health FCU  
Financial Partners FCU  
Fortress FCU  
Gary Fire Fighters Assn FCU  
Huntington County FCU  
Jefferson Community FCU  
LaPorte Community FCU  
Link FCU  
Richmond City EFCU  
TLCU Financial  
Whitewater Regional FCU

## IOWA

Burlington Municipal ECU  
Capitol View CU  
Casebine Community CU  
Davenport Police Dept CU  
KAH CU  
Midwest Community CU

North Western ECU  
Polk County CU  
Power Co-Op ECU  
Quaker Oats CU  
River Community CU  
United CU

## KANSAS

Bradken CU  
C & R CU  
Catholic Family FCU  
Central Kansas Education CU  
Cooperative CU  
Dillon CU  
Eagle FCU  
Enterprise CU  
Morton CU  
Reliance CU  
Salina Interparochial CU  
Tri-County CU  
United CU  
United Northwest FCU  
USPLK EFCU  
Wheat State CU

## KENTUCKY

Bluegrass Community FCU  
C and O United CU  
Hopkins County Teachers FCU  
KIT FCU  
KUE FCU  
Modern EFCU  
Morehead Community FCU  
Tayco EFCU  
Your Hometown FCU

## LOUISIANA

3rd District Highway FCU  
Acadian FCU

CF LA CU  
Coast Guard ECU  
Concordia Parish School EFCU  
District 58 FCU  
First Street FCU  
Geismar Complex FCU  
Iberville FCU  
Jeff Davis Teachers FCU  
Montell FCU  
Morton Weeks FCU  
Municipal EFCU  
NAS JRB CU  
Northwest Louisiana FCU  
Rapides FCU  
South Louisiana Highway FCU  
Texaco CU of Houma  
UNO FCU  
Valex FCU

## MAINE

Capital Area FCU  
Connected CU  
Lewiston Municipal FCU  
Monmouth FCU

## MARYLAND

Baltimore Washington FCU  
Carco FCU  
HEALTHCARE 1st FCU  
Howard County Education FCU  
Peninsula General Hosp Med Ctr EFCU  
SelfReliance Baltimore FCU  
WOR Co FCU

## MASSACHUSETTS

Bedford VA FCU  
Cambridge Municipal EFCU  
Chelsea EFCU  
Commonwealth Utilities ECU

Leominster Employees FCU  
Lincoln Sudbury Town EFCU  
Lynn Firemens FCU  
Malden FCU  
Manchester FCU  
Norwood Town EFCU  
Ocean Spray EFCU  
Somerville Municipal FCU  
St Anne CU  
Winchester FCU

## MICHIGAN

Detour Drummond Comm CU  
Dowagiac Area FCU  
Eastpointe Community CU  
Four Flags Area CU  
Harbor Beach Community FCU  
Kent County CU  
Lake Superior CU  
Limestone FCU  
Northwest Consumers FCU  
Riverview Community FCU  
SB Community FCU  
Settlers FCU  
Southeast Michigan State EFCU  
Tri-Cities CU  
Unified Communities FCU

## MINNESOTA

Central Hanna ECU  
Electric Machinery ECU  
Embarrass Vermillion FCU  
Energy Services FCU  
Federated ECU  
FIRST PACE CU  
Latvian CU  
Mower County ECU  
North Memorial FCU  
Northern Energy FCU

Northern States Power St Paul CU  
Riverview CU  
Toro EFCU  
Trades and Labor FCU  
United ECU  
Wadena FCU  
Wakota FCU  
West Metro Schools CU

## MISSISSIPPI

Biloxi Teachers FCU  
Citizens Choice FCU  
First Neshoba FCU  
Memorial FCU  
Meridian Postal FCU  
MS Highway Safety Patrol FCU  
MUNA FCU  
Natchez Adams Educators FCU  
Pearl Municipal FCU  
Shelby Bolivar County FCU  
Tombigbee FCU  
Twin States FCU

## MISSOURI

Cape Regional CU  
City CU  
Dexter Public Schools CU  
Division 10 Highway ECU  
JC Federal ECU  
MAWC CU  
Missouri Baptist CU  
Neosho School ECU  
SW Counties School Employees CU  
UBC CU

## MONTANA

Butte Community FCU  
Miles City FCU  
Mountain West FCU

SEG FCU  
Tricounty FCU  
Wolf Point FCU

## NEBRASKA

Bakers FCU  
Box Butte Public EFCU  
Chadron FCU  
Dale Employees FCU  
Heartland Area FCU  
KRD FCU  
North Platte Union Pacific ECU  
Northeast Nebraska FCU  
Omaha Douglas FCU  
Roberts Dairy EFCU

## NEVADA

Las Vegas UP EFCU  
Pahranagat Valley FCU

## NEW JERSEY

Atlantic City Police FCU  
Clifton NJ Postal EFCU  
Jersey City Police FCU  
Linden NJ Police and Firemen FCU  
M & C Menlo Park FCU  
Manville Area FCU  
Monmouth County Postal ECU  
New Jersey Law and Public Safety CU  
Newark Police FCU  
P.S.E. and G. Nuclear EFCU  
VAH Lyons EFCU  
West Hudson Teachers FCU

## NEW MEXICO

Deming School ECU  
Eddy FCU  
Everyone's FCU  
Ft Bayard FCU

Jemez Valley CU  
Telco Roswell New Mexico FCU  
U-1st Community FCU

## NEW YORK

Allegany First FCU  
Amherst FCU  
Att-Wyo Correctional EFCU  
Boulevard FCU  
BS & CP Hospitals EFCU  
Buffalo Police FCU  
Cobblestone Country FCU  
Coxsackie Correctional EFCU  
CVPH EFCU  
Division 726 FCU  
Encompass Niagara FCU  
Erie County Employees CU  
Erie Metro FCU  
Focus First FCU  
ICS FCU  
Linton FCU  
Local 804 FCU  
Lockport Schools FCU  
Long Island State EFCU  
MONEY FCU  
Niagara Falls Teachers FCU  
Niagara Frontier Federal Municipal ECU  
Niagara Regional FCU  
Niagara Wheatfield FCU  
Norton-Troy ECU  
O and R Utilities EFCU  
Peru FCU  
Postal Emp of Troy NY FCU  
Rediform Niagara Falls NY FCU  
Remington FCU  
Rochester and Monroe Co EFCU  
Rome FCU  
Steuben Citizens FCU  
SUNY Fredonia FCU  
Sweet Home FCU  
Syracuse Postal FCU

Town of Cheektowaga FCU  
Troy FCU  
Twin Rivers FCU  
Upstate Telco FCU

## NORTH CAROLINA

Acclaim FCU  
Shuford FCU  
Team & Wheel FCU  
Vision Financial FCU

## NORTH DAKOTA

AREA Community CU  
 Fargo Public Schools FCU  
FFE FCU  
Flasher Community CU  
GEM FCU  
Minot Area Schools FCU  
Northern States Power Co EFCU  
Postal Family FCU  
Tel-U-Watt FCU  
University FCU

## OHIO

Bardes EFCU  
Community United CU  
DN Community FCU  
Dynamic FCU  
Edison CU  
Eight FCU  
Emerald CU  
Goodyear ECU Inc  
Greater Wayne Community FCU  
GROhio Community CU  
Kraton Belpre FCU  
Lake Community FCU  
Local Union 392 FCU  
Members Choice CU  
ODJFS FCU  
Presidents FCU  
RSC YO/CL Offices FCU

Sorg Bay West FCU  
St James Parish CU  
St Josephs FCU  
Wiremens CU Inc  
Woodco FCU

#### OKLAHOMA

Friends FCU  
OK Members First FCU  
Space Age Tulsa FCU

#### OREGON

Emerald Empire FCU  
Laneco FCU  
South Coast ILWU FCU

#### PENNSYLVANIA

Ambridge Area FCU  
Beaver Falls PA Teachers FCU  
Blue Chip FCU  
Bradford Area FCU  
Community Regional CU  
Consumer 1st FCU  
Corry Jamestown CU  
Erie City Emp FCU  
Erie Times FCU  
Fayette Federal Employees FCU  
Financial 1st FCU  
First Area FCU  
Fort Ligonier FCU  
Glass Cap FCU  
IBEW - Local NO.5 FCU  
Irvin Works FCU  
Lake Erie Community FCU  
North East Welch FCU  
PACE Resources FCU  
Riverside Beaver County FCU  
R-S Bellco FCU  
Sarco FCU

Spirit Financial CU  
Springdale P P G FCU  
Stanwood Area FCU  
State College FCU  
Superior CU  
Trouvaille FCU  
U F C W Local 1776 FCU  
Vasco FCU  
West York Area School Dist Employees FCU  
Westmoreland Water FCU  
Your Choice FCU

#### SOUTH CAROLINA

Columbia Post Office CU  
G.H.S FCU  
Nucor ECU  
South Carolina Methdst Cnfrnc CU  
Spartanburg City ECU

#### SOUTH DAKOTA

Consumers FCU  
Coteau Valley FCU  
Dakota Star FCU  
East River FCU  
Fort Randall FCU  
HB Telco FCU  
Lakota FCU  
M-O FCU  
OAHE FCU  
Palace City FCU

#### TENNESSEE

Appliance CU  
AUB ECU  
Binsy FCU  
Chattanooga Federal Empl CU  
Chattanooga First FCU  
Dixie Line CU  
Enlighten FCU

First Choice Community CU  
Foothills FCU  
Greeneville City ECU  
Healthcare Services CU  
HealthNet FCU  
Kennedy VA EFCU  
Middle Tennessee FCU  
MPD Community CU  
Outreach Community FCU  
Pathway CU  
St Thomas CU  
Tenn Depart of Safety CU  
Tennessee River FCU  
TVA Mid South FCU  
Veritas FCU

#### TEXAS

Andrews School FCU  
Ben E Keith EFCU  
Brazos Community CU  
Cochran Cnty Schools FCU  
Concho Valley CU  
C-T Waco FCU  
Dallas UP Employees CU  
Faith Cooperative FCU  
Fannin Co Teachers FCU  
FCS FCU  
Germania CU  
Highway District 2 CU  
Highway ECU  
Local 20 IBEW FCU  
Local 24 EFCU  
Longview FCU  
Lufkin FCU  
Mesquite CU  
Mountain Star FCU  
Northeast Texas Teach FCU  
NRCS FCU  
Pasadena Postal CU

Pie CU  
Pollock Employees CU  
Port Arthur Teachers FCU  
Port Terminal FCU  
Shared Resources CU  
South Texas FCU  
Southland FCU  
St Lukes Community FCU  
Star of Texas CU  
Sweeny Teachers FCU  
Temple Santa Fe Community CU  
Texas Assn of Professionals FCU  
Texas People FCU  
Valwood Park FCU  
Victoria FCU  
Wharton County Teachers CU  
Yoakum County FCU

#### UTAH

Employees First CU  
Freedom CU  
Gibbons & Reed EFCU  
HollyFrontier ECU  
Logan Medical FCU  
San Juan CU  
Uintah CU  
Utah Prison ECU  
Varex FCU

#### VERMONT

Members 1st CU  
Northeast Schools and Hospital CU  
Vermont VA FCU

#### VIRGINIA

Augusta County FCU  
Glamorgan EFCU

Kraftsman FCU  
Mountain Empire FCU  
Portsmouth Schools FCU  
Prime Care CU  
Richmond Virginia Fire Police CU  
Vantage Point FCU

#### WASHINGTON

Blue Mountain CU  
CALCOE FCU  
Connection CU  
Newrizons FCU  
TRI-CU  
Utility Employees FCU

#### WEST VIRGINIA

CCMH FCU  
CHA TEL FCU  
Clarksburg Area Postal EFCU  
Logan County School EFCU  
Morgantown AES FCU  
National EFCU  
Natrium Employees FCU  
Raleigh County Educators FCU  
Teamsters Local 697 FCU  
WAYCOSE FCU

#### WISCONSIN

1st Class Express CU  
Air Tech CU  
Athens Area CU  
Bay Shore CU  
Brantwood CU  
Brewery CU  
Compassionate Care CU  
CONE CU  
County City CU  
Evergreen CU

First Choice CU  
FOCUS CU  
Golden Rule Community CU  
Health Care CU  
Holy Family Memorial CU  
Kenosha Police and Firemen CU  
Lakewood CU  
Utilities CU  
MCU Financial Center - CU  
Meadowland CU  
Members First CU  
MG & E CU  
Northern Paper Mills CU  
Oshkosh Community CU  
Oshkosh Postal Employees CU  
Oshkosh Truck CU  
Post Office CU  
Public Service CU  
Schneider Community CU  
School Employees CU  
Service CU  
St Mary's and Affiliates CU  
Teachers CU  
The Labor CU  
Utilities CU  
WEA CU  
Wisconsin Medical CU  
Wood County Employees CU

#### WYOMING

CITCO FCU  
Powell Schools FCU  
Sweetwater FCU  
Yellowstone FCU

# KEY FINDINGS

**Mirroring historical patterns, base salary increases at credit unions with assets of \$1 million to \$50 million remain modest relative to those found among their larger-asset credit union counterparts.**

## SALARY/WAGE INCREASES

The vast majority—76% to 83%—of credit unions with assets of \$1 million to \$50 million plan to provide salary/wage increases to at least some of their employees by the end of 2019 (Tables ES-4 to ES-6).

Looking down the road, roughly 77% of credit unions anticipate providing salary increases in 2020 for their CEO, management employees, and/or nonmanagement employees (Tables ES-7 to ES-9).

For credit unions with assets of \$20 million to \$50 million, the percentages planning for such increases stand at 83% to 89%, depending on the employee category.

Overall, the average anticipated 2020 salary bumps hover around 2.5% for all categories. These averages include credit unions that don't plan to raise salaries for employees in 2020. Average anticipated 2020 salary adjustments within each employee category rise as credit union asset size increases.

## INCENTIVES/BONUSES

About 56% of credit unions with assets of \$1 million to \$50 million provided some sort of variable pay—bonuses (i.e., after-the-fact rewards for a job well done) and/or incentives (i.e., awards tied to preset performance criteria) to their full-time employees in 2018 (Table ES-12).

The prevalence of variable pay rises with asset size. While less than 39% of credit unions with assets of \$1 million to \$5 million provided some form of variable pay, the figure rises to 86% among those with assets of \$35 million to \$50 million.

Bonuses were more prevalent than incentives by more than a

### Average 2020 anticipated full-time management base pay increase\*

Asset size (\$ millions)	
\$1-2	0.4%
2-5	0.6
5-10	1.9
10-20	2.4
20-35	2.9
\$35-50	3.4%
<b>Overall</b>	<b>2.4%</b>

### Average 2020 anticipated full-time nonmanagement base pay increase\*

Asset size (\$ millions)	
\$1-2	0.1%
2-5	1.3
5-10	2.4
10-20	2.6
20-35	2.9
\$35-50	3.1%
<b>Overall</b>	<b>2.5%</b>

\*Limited to CUs with \$1 million to \$50 million in assets and at least one full-time employee

2-to-1 margin for both management and nonmanagement personnel (Tables ES-10 and ES-11).

## SALARY STRUCTURE

Eleven percent of credit unions adjusted their salary structures within the first few months of 2019, prior to the data-collection closing period for the study (Table ES-13). An additional 35% made alterations some-time during 2018.

## FORMAL SALARY RANGES

Overall, 15% of credit unions with assets of \$1 million to \$50 million have formal salary ranges. However, the likelihood of having them is higher among larger credit unions. It stands at 17% among credit unions with \$20 million to \$35 million in assets, and 35% among those with assets of \$35 million to \$50 million (Table ES-14). Meanwhile, about 5% to 10% of credit unions with assets \$1 million to \$10 million have formal salary ranges.

Among credit unions with formal salary ranges, the average anticipated increases for 2020 stand between 2.0% and 2.2%, depending on the employee category (Tables ES-21 to ES-23).

## EMPLOYMENT

Nearly 90% of credit unions with assets of \$1 million to \$50 million have at least one full-time employee (Table ES-25).

## HIRING PLANS

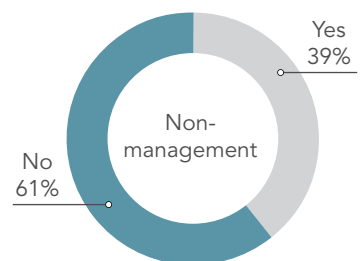
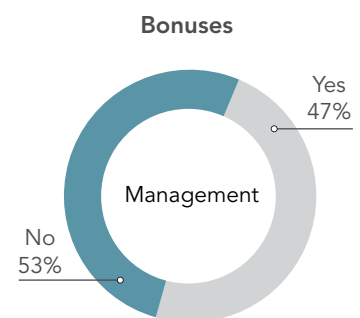
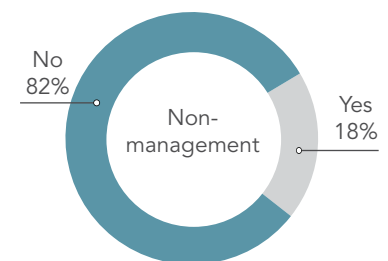
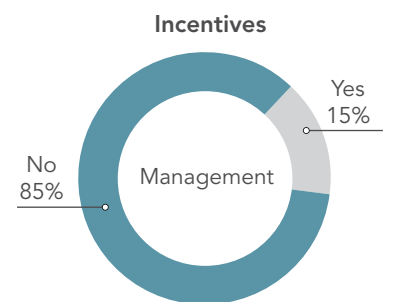
Credit unions with assets of \$1 million to \$50 million continue to have fairly modest hiring intentions.

Just 11% plan to add full-time employees to their payrolls during 2019 (Table ES-28). However, 39% of those credit unions with assets of \$35 million to \$50 million plan to do so.

On average, credit unions plan to add 1.3 full-time employees, with the figure ranging from 1.0 to 1.6 in each asset size category studied in this report.

Credit unions' anticipated plans for adding part-time staff mirror those related to full-time staff. Only 14% plan to increase their number

## Provided incentives and/or bonuses to full-time employees by year-end 2018\*



\*Limited to CUs with \$1 million to \$50 million in assets and at least one full-time employee



of part-timers by year's end 2019, with the figure standing at approximately 22% among the largest credit unions surveyed.

Find information about credit unions' 2019 hiring plans in Tables ES-27 to ES-30.

## SUCCESSION PLANNING

Expect about 10% of CEOs at credit unions with assets of \$1 million to \$50 million to retire in the next two years (Table ES-34).

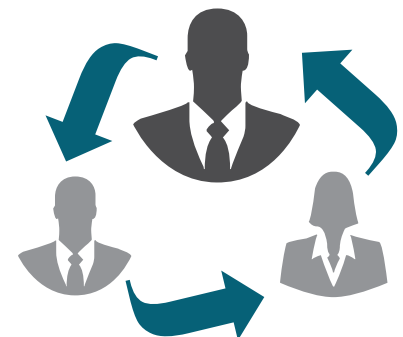
Sixty-five percent of credit unions have formal CEO succession plans currently in place, while an additional 14% expect to establish a plan by year's end 2019 (Table ES-33).

Over half (56%) of credit unions prefer to look from within when replacing their CEOs. Another 34% post the job internally and externally at the same time and give equal consideration to both (Table ES-35).

Boards of directors use these CEO succession plans to ensure that their credit union sustains excellence through the transition from one leader to the next.

More detailed information on this topic and the other issues covered in the Key Findings can be found in Tables ES-1 through ES-35.

## Succession Planning



14% more plan to develop such plans by year's end **2019**

10%  
of CEOs plan  
to retire during  
the next two years

Three silhouettes of people in business attire (two men and one woman) are shown in a line, facing right. A dotted line with an arrowhead points from the right towards the silhouettes, indicating the 10% statistic.

\*Limited to CUs with \$1 million to \$50 million in assets and at least one full-time employee

## ADAPT YOUR COMPENSATION STRATEGY TO RETAIN EMPLOYEES

Worker confidence is rising, resulting in greater risk-taking by employees.

Lora Bray, Market Intelligence Analyst

Employees expect bigger raises and bonuses, says the Society for Human Resource Management (SHRM), and “signs indicate a bigger jump in raises for 2019 will outpace employers’ earlier expectations.”

Employers need to pay attention to this trend. A PayScale study shows 25% of workers look to switch employers in hopes of finding a bigger salary. In fact, larger earnings are the top reason employees look to quit, beating out workplace unhappiness and a desire to find a job better aligned with personal values.

Indeed, sixteen percent of new hires were attracted to their organizations because of higher compensation.

“With unemployment low and the economy strong, worker confidence is rising which has resulted in more risk-taking,” notes a Statista data journalist in a recent blog post about the PayScale survey. “In February alone, 2.86 million Americans quit their jobs.”

In compensation planning for 2019, 78% and 73% of employers listed retention and attraction as their respective priorities—a marked increase from 68% and 63% since 2017, says SHRM.

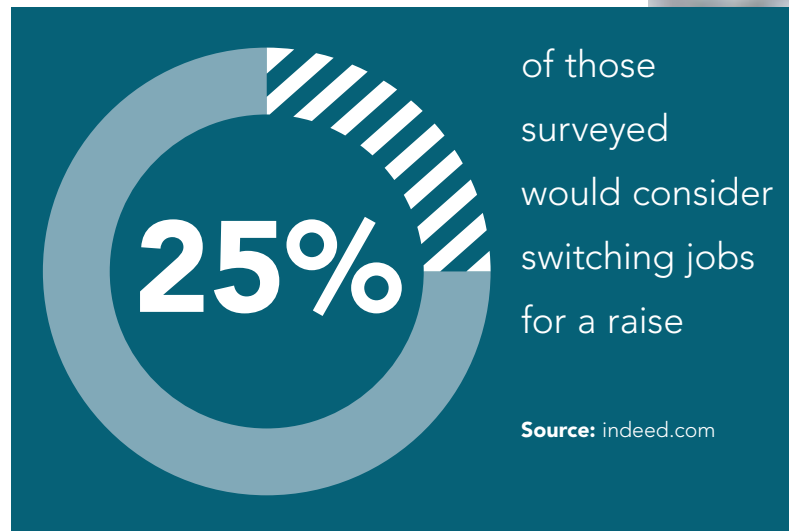
Given employee expectations and employers’ desire to attract and retain quality staff, organizations need to ask themselves two important questions in designing their compensation strategies:

- Are we dealing with talent shortages in certain business roles or geographic areas?
- Are we monitoring compensation levels for those positions most critical to our success?

SHRM suggests that as employers hike pay rates for new hires, they also need to pay attention to the possibility of compensation discrepancies between new and existing workers—such circumstances, too, will contribute to turnover.

Ask the following questions at your workplace to help balance and manage recruitment and retention efforts against the bottom line in a challenging labor market:

- **Is compensation for top-level talent appropriate?** Consider that various factors comprise a pay package, including incentives, performance measures, and new opportunities. All variables offer flexibility.
- **Is existing talent well-managed?** A lack of understanding about which roles are the greatest contributors to success can result in the departure of influential staff.
- **Do we have issues with pay equity?** Decisions made in compensating workers of equal talent and performance are important in meeting success. Be fair, consistent, and document policies.
- **Can we “play offense, not just defense” in determining pay?** Compensation strategies must



be nimble and adapt to market changes as well as potential to find new talent.

Further considerations on compensation planning as posed by BambooHR indicate four big trends that will impact 2020's workforce and demand employer attention.

First, multiple generations on the payroll will continue to influence compensation strategy. Each has their own style and preferences that demand a holistic approach to pay determinations as employers think about base and incentive pay; benefits; training; and corporate culture.

For example, note that millennials will comprise half the workforce in 2020. They expect that jobs and experiences will be tailored to their preferences.

Second, employers must realize "the gig economy is here to stay." Freelancing is a trend predicted to grow. A majority of Americans will work as freelancers by 2027, according to 2017's "Freelancing in America" survey.

Third, note that jobs are always changing. Some examples of job evolutions include the combining of roles, as in "office manager/HR/payroll" or "sales/account management." Workers can learn skills faster in such designations. Also, some abilities will continue to command greater compensation, netting workers double-digit pay increases compared to those lacking certain skills.

Finally, automation will continue to make waves as jobs like data-entry positions or receptionists are eliminated.

Ways to approach these trends in designing compensation strategies include "mixing and matching" value propositions for specific workers; offer rewards with greater frequency; "future-proofing" pay structure to adapt to market changes; having open discussion with employees on pay decisions; making training and development available to staff; and by offering benefits that resonate with gig employees.

DECISIONS MADE IN COMPENSATING  
WORKERS OF EQUAL TALENT AND  
PERFORMANCE **ARE IMPORTANT IN  
MEETING SUCCESS.**

## THE BIG QUESTIONS

- **Is** your credit union transparent in communicating pay policies and salaries?
- **Does** your compensation strategy keep pace with the market, and if not, how might you become more competitive to attract and retain employees? What is the timeline to enact change?
- **Do** you budget for retention?
- **What** communication channels do you use in sharing information on compensation? Who is your audience? Do you share total value of compensation in your messaging?
- **To** what extent is employee satisfaction connected to compensation at your credit union? If you don't know, how might you find out?
- **When** was the last time you reviewed your compensation plan and philosophy? Is it time to revisit them? What are you looking for in determining what objectives to eliminate, update, or add?
- **Has** variable pay become increasingly important for the credit union and/or your staff—in both the way you compensate employees, and employee expectations?
- **Are** all employees recognized and acknowledged in organization-wide variable pay compensation? How do bonuses or incentives vary by position?
- **How** does social media contribute to formulation of your compensation plans? Do prospective employees have a good idea what to expect in salary before they interview? Are you prepared to have this kind of conversation during the screening and interview process?
- **What** impact will variable pay have to your credit union's bottom line, and what factors determining business success will influence variable pay?
- **Are** you prepared to meet the starting salaries new graduates are demanding? How might you maintain balance with existing employees concerning compensation?

# CUNA CREATING MEMBER LOYALTY™

*“You have to build CML into your credit union culture, you can’t look at it as checking a box. It’s so overarching and influential within the credit union that it pretty much touches everything.”*

- Kalei Reeder,  
Member Loyalty  
Program Administrator,  
Numerica CU

Transform your credit union into a member relationship and engagement powerhouse with CUNA Creating Member Loyalty™ (CML).

CML provides strategic guidance at the individual and business level, which results in a culture that exceeds members’ expectations.

Our collaborative process goes beyond training to generate buy-in from all staff members and create organizational change that delivers results.

Through our framework, your credit union will initiate a transformation to grow your member relationships and engagement.

[cuna.org/cml](https://cuna.org/cml)

# BASE SALARIES

The following tables show the 2019 average and median base salaries for different positions.

Please note:

- **Any 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 - 2019

EXECUTIVE MANAGEMENT	2019 BASE SALARIES	2019 BASE SALARIES
	AVERAGE	MEDIAN
President/CEO/Manager	\$74,960	\$72,000
Executive VP or assistant manager	55,060	52,750
Chief financial officer	61,940	59,850
Chief operations officer	\$57,100	\$56,170
SUPPORT/MEMBER SERVICES	2019 BASE SALARIES	2019 BASE SALARIES
	AVERAGE	MEDIAN
MANAGEMENT		
Member services VP	\$46,660	\$45,000
Teller manager/supervisor	38,400	36,830
NONMANAGEMENT		
Universal employee	\$31,370	\$30,160
Member service representative II/Sr.	32,980	32,010
Member service representative I	29,680	28,000
Head teller	32,670	33,000
Teller II/Sr.	28,760	28,410
Teller I	25,900	26,000
EFT/ACH clerk	34,080	34,000
Executive Secretary/Administrative Asst.	42,960	41,000
General office clerk	34,310	32,000
Small credit union generalist	\$33,160	\$33,070

LENDING/COLLECTIONS	2019 BASE SALARIES	2019 BASE SALARIES
	AVERAGE	MEDIAN
<b>MANAGEMENT</b>		
SVP/VP Lending	\$57,590	\$55,000
Consumer loan VP/manager	51,410	51,808
Mortgage loan VP/manager	54,610	55,050
Collections VP/manager	\$43,710	\$43,370
<b>NONMANAGEMENT</b>		
Loan officer II/Sr.	\$42,050	\$42,630
Loan officer I	36,080	35,000
Loan processor	31,790	30,240
Loan clerk	34,330	30,860
Consumer loan officer I	39,200	37,670
Mortgage loan officer II/Sr.	48,000	47,460
Mortgage loan officer I	42,950	44,410
Mortgage Loan Processor/Clerk	37,180	36,780
Collector/adjuster	36,080	35,360
Collection clerk	\$32,710	\$31,200
<b>PLASTIC CARDS</b>		
	2019 BASE SALARIES	2019 BASE SALARIES
	AVERAGE	MEDIAN
<b>MANAGEMENT</b>		
Plastic card manager/supervisor	\$39,160	\$37,440
<b>NONMANAGEMENT</b>		
Plastic card clerk	\$33,470	\$33,380
Member services rep - plastic cards	\$33,410	\$32,500
<b>MARKETING</b>		
	2019 BASE SALARIES	2019 BASE SALARIES
	AVERAGE	MEDIAN
<b>NONMANAGEMENT</b>		
Marketing specialist	\$42,680	\$44,310
Marketing/Communications Coordinator	37,290	37,850
<b>LEGAL &amp; AUDIT</b>		
	2019 BASE SALARIES	2019 BASE SALARIES
	AVERAGE	MEDIAN
<b>NONMANAGEMENT</b>		
Compliance Officer	\$44,400	\$45,320

ACCOUNTING & FINANCE	2019 BASE SALARIES	2019 BASE SALARIES
	AVERAGE	MEDIAN
<b>MANAGEMENT</b>		
Accounting manager/supervisor	\$53,130	\$54,130
<b>NONMANAGEMENT</b>		
Accountant	\$42,710	\$41,010
Accounting clerk	\$35,330	\$34,780
BRANCH OPERATIONS & CALL CENTER	2019 BASE SALARIES	2019 BASE SALARIES
	AVERAGE	MEDIAN
<b>MANAGEMENT</b>		
Branch operations VP	\$49,690	\$49,480
Branch manager II	44,120	41,910
Branch manager I	\$44,030	\$42,310
Assistant Branch Manager I	40,270	45,100
PART-TIME POSITIONS	2019 BASE SALARIES	2019 BASE SALARIES
	AVERAGE	MEDIAN
President/CEO/Manager	\$24.75	\$22.96
Executive VP or Assistant Manger	\$19.69	\$17.00
Universal employee	\$15.18	\$13.24
Teller	\$12.90	\$12.37
Member services representative	\$13.58	\$12.75
Loan officer	\$18.63	\$17.00
Loan processor/clerk	\$16.82	\$16.00
Accountant	\$18.43	\$16.65



# HOW TO USE THE DATA TABLES, INCLUDING DEFINITIONS OF TERMS

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

This also is true for the average/median minimums, midpoints, and maximums of formal salary ranges; 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 is closely associated with the number of members, full-time employees, services offered, and loans outstanding a credit union ultimately has. As a result, salaries often tend to increase as these other measures of credit union size increase.

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

## EVALUATING MANAGEMENT SALARIES

The “overall” salary figures in this report should not be used to establish manager/CEO or other management salaries in your credit union. While “overall” salaries are useful to glean industry trends, they can be misleading because they are composite values. They overstate the pay levels in small credit unions and understate the pay levels in large credit unions.

In addition, these figures reflect the incidence of the various positions in credit unions of different asset sizes. For example, chief information officers (CIO) have higher average and/or median salaries overall than other executive managers because CIOs are more common among larger credit unions.

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. As mentioned above, asset size is the most important determinant of salaries for management positions.

**3. Base your comparisons** on the average and/or median, or choose one of the other percentiles. Percentiles involve a range of pay when listed from highest to lowest; in a list of 100 salaries, the 25th percentile is the 25th from the lowest amount listed, while the 75th percentile is the 75th from the lowest amount listed.

Top performers in similar credit unions generally receive salaries in the 75th or 90th percentile. For a low performer, something between the 25th percentile and median may be a more suitable 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's approach is to pay above market for your various positions, you may want to focus on the 75th or 90th percentiles. Conversely, something between the 25th percentile and median may be more appropriate. You can use the average or the median if your credit union has 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 main office location (i.e., region).

Generally, geographic adjustments are smaller compared with the differences between asset size groups.

## EVALUATING NONMANAGEMENT SALARIES

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. Find the salary** for your credit union's asset size group within the appropriate table.

**3. Base your comparisons** on the average and/or median, or choose one of the other percentiles, just as you would for management salaries.

Also 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, if needed, using the "by region" panel of the table.

Generally, geographic adjustments are smaller when compared with both the differences between asset groups, as well as what you might find with respect to management salaries.

## DEFINING TERMS

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

- **N** refers to the number of responding credit unions. It 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 listed from highest to lowest; in a list of 100 salaries, the 25th percentile is the 25th from the lowest amount listed, while the 75th percentile is the 75th from the lowest amount listed.
- **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 pay 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. The total includes the main office. Thus, “1” means there is only the main office; there are no branch offices.
- **Region** is an independent variable included in the data tables. The “About the Regions” section of this report explains the regional divisions.

# LIST OF DATA TABLES AND JOB DESCRIPTIONS

## **EXECUTIVE SUMMARY**

Compensation and Staffing Trends	30
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## **PRESIDENT/CEO/MANAGER**

President/CEO/Manager	65
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## **EXECUTIVE MANAGEMENT**

Executive VP or assistant manager	71
Chief financial officer	77
Chief operations officer	83
Chief information officer	89

## **SUPPORT/MEMBER SERVICES**

Member services VP	95
Teller manager/supervisor	100
Share draft manager	105
Business services VP/director	110
Universal employee	115
Member services representative II/Sr.	120
Member services representative I	125
Head teller	130
Teller II/Sr.	135
Teller I	140
Share draft clerk	145
EFT/ACH clerk	150
Executive secretary/ administrative assistant	155
Receptionist	160
General office clerk	165
IRA/certificate specialist	170
Small credit union generalist	175

## **LENDING/COLLECTIONS**

SVP/VP of Lending	180
Consumer loan VP/manager	185
Mortgage loan VP/manager	190
Member business loan VP/manager	195
Collections VP/manager (head of collections)	200
Loan officer II/Sr.	205
Loan officer I	210
Loan processor	215

Loan clerk	220
Member business loan officer II/Sr.	225
Member business loan officer I	230
Consumer loan officer II/Sr.	235
Consumer loan officer I	240
Consumer loan processor/clerk	245
Mortgage loan officer II/Sr.	250
Mortgage loan officer I	255
Mortgage loan processor/clerk	260
Collector/adjuster	265
Collection clerk	270

## **PLASTIC CARDS**

Plastic card manager/supervisor	275
Plastic card clerk	280
Member service representative- plastic cards	285

## **INFORMATION TECHNOLOGY (IT)**

Systems analyst	290
Network administrator	295
Technology specialist	300

## **MARKETING**

SVP/VP of Marketing	305
Marketing manager/supervisor	310
Business development manager	315
Marketing specialist	320
Marketing/communications coordinator	325
Business development representative	330

## **HUMAN RESOURCES**

SVP/VP of Human Resources	335
Human resources manager/supervisor	340
Human resources assistant/specialist	345
Training coordinator/specialist	350
Payroll coordinator/administration	355

## LEGAL & AUDIT

Internal audit VP	360
Internal audit manager/supervisor	365
Compliance officer	370
Risk management officer/specialist	375

## ACCOUNTING & FINANCE

Investments VP	380
Investments manager	385
Accounting VP	390
Accounting manager/supervisor	395
Accountant	400
Accounting clerk	405

## BRANCH OPERATIONS & CALL CENTER

Branch operations VP	410
Branch manager II	415
Branch manager I	420
Assistant branch manager II	425
Assistant branch manager I	430
Call center VP	435
Call center representative II	440
Call center representative I	445

## PART-TIME POSITIONS

President/CEO/Manager	450
Executive VP or Assistant Manager	453
Universal employee	456
Teller	459
Member services representative	462
Loan officer	465
Loan processor/clerk	468
Accountant	471
Call center representative	474



# CUNA Training

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- // Compliance
- // Finance & Economics
- // HR & Training
- // Lending & Collections
- // Management & Leadership
- // Operations & Member Experience
- // Security & Technology

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**Table ES - 1**  
**Salary/Wage Increase Given 2018: CEO**

*For each category of full-time positions listed below ... What was the average percentage salary increase given during 2018?*

		N	average*	median*	zero	less than 1.0%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall		644	2.80%	3.00%	26%	2%	5%	15%	35%	17%
By credit union assets size	\$1M-\$2M	41	1.10%	0.00%	73%	0%	0%	7%	13%	7%
	\$2M-\$5M	99	1.60%	0.00%	59%	0%	2%	10%	18%	10%
	\$5M-\$10M	122	2.80%	2.80%	23%	3%	5%	20%	37%	12%
	\$10M-\$20M	153	2.80%	3.00%	29%	2%	4%	12%	36%	17%
	\$20M-\$35M	150	3.40%	3.00%	11%	2%	8%	17%	42%	21%
	\$35M-\$50M	79	3.30%	3.00%	16%	2%	2%	21%	37%	24%
By region	New England	31	2.30%	2.00%	45%	0%	0%	9%	27%	18%
	Middle Atlantic	90	3.00%	3.00%	14%	0%	2%	26%	43%	15%
	East North Central	147	2.80%	3.00%	21%	2%	4%	20%	43%	11%
	West North Central	93	3.40%	3.00%	18%	2%	6%	15%	32%	28%
	South Atlantic	60	2.50%	2.00%	37%	5%	7%	10%	28%	14%
	East South Central	60	2.10%	2.10%	31%	2%	4%	21%	31%	10%
	West South Central	79	2.70%	3.00%	32%	3%	2%	9%	36%	17%
	Mountain	49	3.30%	3.00%	27%	3%	6%	6%	33%	25%
	Pacific	36	3.20%	1.80%	35%	0%	14%	7%	21%	22%

\* Average/median calculations include zeroes (0)

**Table ES - 2**  
**Salary/Wage Increase Given 2018: Management**

*For each category of full-time positions listed below ... What was the average percentage salary increase given during 2018?*

		N	average*	median*	zero	less than 1.0%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
<b>Overall</b>		644	2.80%	3.00%	27%	2%	5%	14%	38%	14%
<b>By credit union assets size</b>	\$1M-\$2M	41	0.80%	0.00%	90%	0%	0%	0%	0%	10%
	\$2M-\$5M	99	1.70%	0.00%	76%	0%	3%	3%	12%	6%
	\$5M-\$10M	122	2.60%	2.00%	31%	2%	5%	21%	36%	5%
	\$10M-\$20M	153	2.10%	2.00%	36%	1%	5%	14%	32%	11%
	\$20M-\$35M	150	3.30%	3.00%	12%	2%	6%	14%	50%	16%
	\$35M-\$50M	79	3.70%	3.00%	3%	3%	3%	18%	45%	27%
<b>By region</b>	New England	31	2.40%	2.60%	45%	0%	0%	5%	27%	23%
	Middle Atlantic	90	2.60%	3.00%	21%	0%	2%	23%	48%	6%
	East North Central	147	2.50%	3.00%	22%	1%	5%	22%	44%	6%
	West North Central	93	2.60%	3.00%	26%	0%	6%	11%	46%	11%
	South Atlantic	60	2.30%	2.70%	30%	3%	11%	9%	34%	14%
	East South Central	60	2.70%	2.50%	25%	3%	5%	20%	34%	14%
	West South Central	79	2.60%	3.00%	34%	2%	4%	9%	32%	19%
	Mountain	49	3.10%	3.00%	29%	8%	0%	8%	29%	26%
	Pacific	36	5.30%	3.00%	30%	0%	8%	8%	23%	31%

\* Average/median calculations include zeroes (0)

**Table ES -3**  
**Salary/Wage Increase Given 2018: Nonmanagement**

*For each category of full-time positions listed below ... What was the average percentage salary increase given during 2018 ?*

		N	average*	median*	zero	less than 1.0%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall		644	2.90%	3.00%	19%	1%	5%	18%	43%	14%
By credit union assets size	\$1M-\$2M	41	0.40%	0.00%	90%	0%	0%	0%	10%	0%
	\$2M-\$5M	99	2.70%	0.00%	55%	0%	5%	9%	20%	11%
	\$5M-\$10M	122	2.40%	2.00%	26%	1%	8%	23%	34%	8%
	\$10M-\$20M	153	2.90%	3.00%	18%	2%	3%	18%	41%	17%
	\$20M-\$35M	150	3.00%	3.00%	7%	2%	6%	15%	59%	11%
	\$35M-\$50M	79	3.70%	3.00%	3%	2%	2%	23%	49%	21%
By region	New England	31	3.00%	3.00%	33%	0%	0%	8%	42%	17%
	Middle Atlantic	90	2.80%	3.00%	13%	0%	2%	29%	43%	13%
	East North Central	147	2.90%	3.00%	13%	1%	4%	19%	52%	11%
	West North Central	93	3.60%	3.00%	14%	0%	6%	20%	41%	19%
	South Atlantic	60	2.80%	3.00%	24%	5%	7%	14%	36%	14%
	East South Central	60	2.30%	2.50%	25%	3%	5%	20%	38%	10%
	West South Central	79	2.60%	3.00%	30%	4%	4%	5%	41%	16%
	Mountain	49	2.50%	3.00%	22%	0%	3%	22%	47%	6%
	Pacific	36	3.20%	3.00%	18%	0%	11%	11%	41%	18%

\* Average/median calculations include zeroes (0)



**Table ES - 4**  
**Salary/Wage Increase Budgeted for 2019: CEO**

*For each category of full-time positions listed below ... What percentage increase has been budgeted for 2019?*

		N	average*	median*	zero	less than 1.0%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall		644	2.80%	3.00%	21%	1%	5%	13%	43%	17%
By credit union assets size	\$1M-\$2M	41	0.80%	0.00%	79%	0%	0%	7%	7%	7%
	\$2M-\$5M	99	1.60%	0.00%	51%	0%	6%	9%	26%	9%
	\$5M-\$10M	122	2.60%	3.00%	23%	1%	7%	10%	51%	8%
	\$10M-\$20M	153	2.90%	3.00%	22%	1%	4%	16%	35%	22%
	\$20M-\$35M	150	3.40%	3.00%	6%	2%	7%	17%	49%	20%
	\$35M-\$50M	79	3.30%	3.00%	12%	0%	2%	10%	57%	20%
By region	New England	31	2.40%	3.00%	25%	0%	5%	15%	40%	15%
	Middle Atlantic	90	3.00%	3.00%	8%	0%	6%	21%	48%	17%
	East North Central	147	3.00%	3.00%	16%	2%	4%	16%	49%	13%
	West North Central	93	3.00%	3.00%	18%	0%	3%	13%	43%	22%
	South Atlantic	60	2.20%	2.60%	39%	3%	5%	5%	37%	12%
	East South Central	60	2.10%	2.80%	29%	0%	4%	20%	38%	9%
	West South Central	79	2.70%	3.00%	29%	2%	4%	4%	41%	20%
	Mountain	49	3.10%	3.00%	16%	0%	9%	6%	50%	19%
	Pacific	36	4.00%	3.00%	23%	0%	12%	12%	19%	35%

\* Average/median calculations include zeroes (0)

**Table ES - 5**  
**Salary/Wage Increase Budgeted for 2019: Management**

*For each category of full-time positions listed below ... What percentage increase has been budgeted for 2019?*

	N	average*	median*	zero	less than 1.0%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
<b>Overall</b>	<b>644</b>	<b>2.80%</b>	<b>3.00%</b>	<b>24%</b>	<b>1%</b>	<b>5%</b>	<b>13%</b>	<b>44%</b>	<b>14%</b>
<b>By credit union assets size</b>	\$1M-\$2M	41	0.60%	0.00%	89%	0%	0%	0%	11%
	\$2M-\$5M	99	1.40%	0.00%	70%	0%	7%	7%	10%
	\$5M-\$10M	122	2.60%	2.00%	34%	0%	6%	15%	43%
	\$10M-\$20M	153	2.50%	3.00%	24%	0%	5%	15%	43%
	\$20M-\$35M	150	3.20%	3.00%	8%	2%	6%	13%	54%
	\$35M-\$50M	79	3.50%	3.00%	8%	0%	3%	13%	52%
<b>By region</b>	New England	31	2.40%	3.00%	34%	0%	5%	9%	33%
	Middle Atlantic	90	2.60%	3.00%	14%	0%	5%	16%	63%
	East North Central	147	2.80%	3.00%	14%	1%	6%	17%	54%
	West North Central	93	2.60%	3.00%	28%	2%	2%	12%	44%
	South Atlantic	60	2.20%	2.00%	39%	0%	3%	18%	25%
	East South Central	60	2.50%	3.00%	26%	0%	5%	14%	43%
	West South Central	79	2.60%	3.00%	33%	0%	2%	7%	36%
	Mountain	49	2.80%	3.00%	22%	0%	9%	9%	39%
	Pacific	36	5.30%	3.10%	20%	0%	13%	4%	25%

\* Average/median calculations include zeroes (0)

**Table ES - 6**  
**Salary/Wage Increase Budgeted for 2019: Nonmanagement**

*For each category of full-time positions listed below ... What percentage increase has been budgeted for 2019?*

		N	average*	median*	zero	less than 1.0%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall		644	3.20%	3.00%	17%	0%	4%	18%	46%	16%
By credit union assets size	\$1M-\$2M	41	0.10%	0.00%	90%	0%	10%	0%	0%	0%
	\$2M-\$5M	99	2.00%	0.80%	50%	0%	2%	10%	29%	10%
	\$5M-\$10M	122	4.50%	3.00%	26%	0%	6%	15%	39%	14%
	\$10M-\$20M	153	3.00%	3.00%	13%	0%	5%	21%	39%	21%
	\$20M-\$35M	150	3.20%	3.00%	3%	1%	4%	18%	58%	15%
	\$35M-\$50M	79	3.30%	3.00%	5%	0%	0%	22%	58%	15%
By region	New England	31	2.80%	3.00%	22%	0%	4%	13%	52%	9%
	Middle Atlantic	90	2.80%	3.00%	8%	0%	6%	23%	54%	9%
	East North Central	147	3.00%	3.00%	11%	1%	4%	17%	55%	11%
	West North Central	93	4.50%	3.00%	15%	0%	3%	22%	39%	20%
	South Atlantic	60	2.10%	2.50%	27%	0%	2%	25%	38%	7%
	East South Central	60	2.40%	2.80%	24%	0%	5%	26%	32%	13%
	West South Central	79	2.80%	3.00%	28%	0%	4%	2%	42%	24%
	Mountain	49	4.10%	3.00%	16%	0%	3%	13%	48%	19%
	Pacific	36	4.30%	3.30%	8%	0%	4%	12%	40%	36%

\* Average/median calculations include zeroes (0)

**Table ES - 7**  
**Salary/Wage Increase Anticipated for 2020: CEO**

*For each category of full-time positions listed below ... What percentage increase do you anticipate for 2020?*

		N	average*	median*	zero	less than 1.0%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall		644	2.60%	3.00%	22%	1%	4%	15%	43%	15%
By credit union assets size	\$1M-\$2M	41	0.70%	0.00%	69%	0%	8%	8%	15%	0%
	\$2M-\$5M	99	1.20%	0.00%	60%	0%	5%	8%	20%	8%
	\$5M-\$10M	122	2.40%	3.00%	27%	4%	5%	13%	41%	11%
	\$10M-\$20M	153	2.80%	3.00%	23%	0%	1%	16%	41%	19%
	\$20M-\$35M	150	3.00%	3.00%	7%	2%	6%	19%	50%	16%
	\$35M-\$50M	79	3.40%	3.00%	6%	0%	2%	12%	60%	20%
By region	New England	31	2.50%	3.00%	33%	0%	0%	6%	33%	28%
	Middle Atlantic	90	2.70%	3.00%	13%	0%	5%	25%	47%	11%
	East North Central	147	2.70%	3.00%	14%	1%	2%	23%	49%	10%
	West North Central	93	2.70%	3.00%	19%	0%	6%	13%	42%	20%
	South Atlantic	60	2.60%	3.00%	27%	3%	5%	6%	43%	16%
	East South Central	60	1.90%	2.50%	38%	0%	0%	16%	41%	5%
	West South Central	79	2.50%	3.00%	31%	5%	2%	3%	39%	19%
	Mountain	49	3.00%	3.00%	16%	0%	8%	4%	57%	15%
	Pacific	36	3.00%	2.30%	27%	0%	9%	18%	18%	27%

\* Average/median calculations include zeroes (0)

**Table ES - 8**  
**Salary/Wage Increase Anticipated for 2020: Management**

*For each category of full-time positions listed below ... What percentage increase do you anticipate for 2020 ?*

	N	average*	median*	zero	less than 1.0%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall	644	2.40%	3.00%	27%	1%	3%	15%	42%	12%
By credit union assets size									
\$1M-\$2M	41	0.40%	0.00%	89%	0%	0%	0%	11%	0%
\$2M-\$5M	99	0.60%	0.00%	76%	0%	7%	7%	7%	3%
\$5M-\$10M	122	1.90%	2.00%	39%	3%	3%	13%	37%	5%
\$10M-\$20M	153	2.40%	3.00%	32%	0%	1%	14%	43%	10%
\$20M-\$35M	150	2.90%	3.00%	11%	1%	5%	18%	49%	16%
\$35M-\$50M	79	3.40%	3.00%	6%	0%	0%	19%	54%	21%
By region									
New England	31	2.30%	2.50%	44%	0%	0%	6%	16%	34%
Middle Atlantic	90	2.50%	3.00%	22%	0%	6%	16%	54%	3%
East North Central	147	2.50%	3.00%	15%	1%	1%	27%	49%	6%
West North Central	93	2.30%	3.00%	30%	0%	5%	10%	48%	7%
South Atlantic	60	2.30%	2.30%	32%	0%	3%	18%	33%	14%
East South Central	60	2.00%	2.50%	35%	0%	0%	16%	45%	3%
West South Central	79	2.40%	3.00%	38%	3%	0%	3%	33%	23%
Mountain	49	2.80%	3.00%	24%	0%	5%	5%	43%	24%
Pacific	36	2.90%	2.00%	28%	0%	10%	15%	24%	24%

\* Average/median calculations include zeroes (0)

**Table ES - 9**  
**Salary/Wage Increase Anticipated for 2020: Nonmanagement**

*For each category of full-time positions listed below ... What percentage increase do you anticipate for 2020?*

		N	average*	median*	zero	less than 1.0%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall		644	2.50%	3.00%	21%	1%	3%	18%	47%	11%
By credit union assets size	\$1M-\$2M	41	0.10%	0.00%	89%	0%	11%	0%	0%	0%
	\$2M-5M	99	1.30%	0.00%	58%	0%	0%	11%	25%	6%
	\$5M-\$10M	122	2.40%	3.00%	28%	2%	4%	14%	42%	10%
	\$10M-\$20M	153	2.60%	3.00%	21%	0%	2%	21%	39%	16%
	\$20M-\$35M	150	2.90%	3.00%	5%	1%	4%	22%	58%	11%
	\$35M-\$50M	79	3.10%	3.00%	6%	0%	0%	19%	65%	10%
By region	New England	31	2.30%	3.00%	30%	0%	0%	10%	55%	5%
	Middle Atlantic	90	2.50%	3.00%	12%	0%	5%	26%	50%	7%
	East North Central	147	2.70%	3.00%	13%	1%	1%	24%	51%	10%
	West North Central	93	2.60%	3.00%	18%	0%	6%	18%	45%	12%
	South Atlantic	60	2.20%	3.00%	25%	0%	3%	17%	48%	8%
	East South Central	60	2.10%	2.50%	31%	0%	0%	25%	38%	6%
	West South Central	79	2.40%	3.00%	35%	3%	3%	3%	35%	22%
	Mountain	49	2.70%	3.00%	20%	0%	4%	8%	60%	8%
	Pacific	36	3.30%	3.00%	14%	0%	0%	24%	38%	24%

\* Average/median calculations include zeroes (0)

**Table ES - 10**  
**Receipt of Incentive Payments**

*In addition to base pay, did any full-time employees receive incentive payments in 2018  
(i.e., payment rewards based on meeting pre-set performance criteria)?*

		N	yes	yes, some or all management employees received incentive payments in 2018	yes, some or all full-time nonmanagement employees received incentive payments in 2018	no
Overall		644	21%	15%	18%	79%
By credit union assets size	\$1M-\$2M	41	0%	0%	0%	100%
	\$2M-\$5M	99	4%	4%	1%	96%
	\$5M-\$10M	122	10%	9%	5%	90%
	\$10M-\$20M	153	17%	15%	15%	83%
	\$20M-\$35M	150	34%	23%	28%	66%
	\$35M-\$50M	79	54%	29%	50%	46%
By region	New England	31	4%	0%	4%	96%
	Middle Atlantic	90	10%	10%	10%	90%
	East North Central	147	27%	18%	24%	73%
	West North Central	93	23%	17%	19%	77%
	South Atlantic	60	31%	24%	25%	69%
	East South Central	60	20%	9%	18%	80%
	West South Central	79	21%	13%	17%	79%
	Mountain	49	28%	22%	20%	72%
	Pacific	36	16%	13%	6%	84%

**Table ES - 11**  
**Receipt of Bonus Payments**

*In addition to base pay, did any full-time employees receive bonus payments in 2018  
(i.e., after-the-fact payment rewards not tied to any pre-set performance criteria)?*

		N	yes	yes, some or all full-time management employees received bonus payments in 2018	yes, some or all full-time nonmanagement employees received bonus payments in 2018	no
Overall		644	50%	47%	39%	50%
By credit union assets size	\$1M-\$2M	41	12%	12%	3%	88%
	\$2M-\$5M	99	25%	23%	17%	75%
	\$5M-\$10M	122	46%	40%	30%	54%
	\$10M-\$20M	153	54%	51%	44%	46%
	\$20M-\$35M	150	63%	59%	51%	37%
	\$35M-\$50M	79	73%	72%	65%	27%
By region	New England	31	45%	45%	31%	55%
	Middle Atlantic	90	32%	30%	27%	68%
	East North Central	147	53%	51%	38%	47%
	West North Central	93	59%	54%	49%	41%
	South Atlantic	60	53%	53%	39%	47%
	East South Central	60	45%	40%	33%	55%
	West South Central	79	59%	55%	45%	41%
	Mountain Pacific	49 36	45% 58%	45% 46%	35% 58%	55% 42%



**Table ES - 12  
Incentive/Bonus Summaries**

*In addition to base pay, did any full-time employees receive incentive payments in 2018 (i.e., payment rewards based on meeting pre-set performance criteria)? In addition to base pay, did any full-time employees receive bonus payments in 2018 (i.e., after-the-fact payment rewards not tied to any pre-set performance criteria)?*

		N	management and/or nonmanagement received variable pay	management received both incentives and bonuses	nonmanagement received both incentives and bonuses	management and/or nonmanagement received both incentives and bonuses	nobody received either
Overall		644	56%	9%	12%	14%	44%
By credit union assets size	\$1M-\$2M	41	12%	0%	0%	0%	88%
	\$2M-\$5M	99	27%	1%	1%	1%	73%
	\$5M-\$10M	122	50%	5%	3%	5%	50%
	\$10M-\$20M	153	58%	10%	10%	13%	42%
	\$20M-\$35M	150	71%	14%	19%	23%	29%
	\$35M-\$50M	79	86%	18%	32%	36%	14%
By region	New England	31	45%	0%	4%	4%	55%
	Middle Atlantic	90	36%	6%	6%	6%	64%
	East North Central	147	62%	9%	13%	15%	38%
	West North Central	93	64%	13%	14%	16%	36%
	South Atlantic	60	57%	20%	17%	23%	43%
	East South Central	60	53%	2%	11%	11%	47%
	West South Central	79	62%	11%	14%	18%	38%
	Mountain Pacific	49 36	55% 61%	13% 6%	13% 6%	18% 12%	45% 39%

**Table ES - 13**  
**Last Salary Structure Adjustment**

*In what year did your credit union last adjust its salary structure?*

		N	2019	2018	2017	2016	2015	2014	2013	before 2013	never	don't know	
<b>Overall</b>		644	11%	35%	9%	4%	3%	1%	1%	8%	9%	19%	
<b>By credit union assets size</b>	\$1M-\$2M	41	0%	10%	10%	6%	6%	3%	0%	23%	13%	29%	
	\$2M-\$5M	99	13%	36%	7%	7%	5%	1%	0%	10%	10%	12%	
	\$5M-\$10M	122	10%	40%	5%	3%	4%	0%	0%	10%	9%	18%	
	\$10M-\$20M	153	7%	33%	12%	3%	1%	3%	2%	5%	11%	24%	
	\$20M-\$35M	150	16%	36%	10%	5%	2%	1%	0%	6%	10%	14%	
	\$35M-\$50M	79	13%	43%	10%	1%	1%	0%	3%	4%	0%	22%	
<b>By region</b>	New England	31	15%	37%	11%	4%	4%	4%	0%	11%	4%	11%	
	Middle Atlantic	90	13%	41%	5%	3%	5%	0%	3%	11%	6%	13%	
	East North Central	147	10%	31%	13%	4%	3%	2%	1%	6%	9%	22%	
	West North Central	93	12%	40%	7%	4%	1%	0%	0%	4%	10%	22%	
	South Atlantic	60	2%	38%	4%	4%	2%	6%	0%	15%	13%	15%	
	East South Central	60	15%	30%	9%	2%	0%	2%	0%	9%	11%	21%	
	West South Central	79	12%	33%	9%	3%	6%	0%	1%	9%	12%	16%	
	Mountain	49	17%	39%	6%	8%	0%	0%	0%	6%	6%	19%	
	Pacific	36	3%	32%	16%	10%	0%	0%	0%	0%	6%	7%	26%

**Table ES - 14**  
**Prevalence of Formal Salary Ranges**

*Does your credit union have formal salary ranges (i.e., established minimums, midpoints, and maximums for each position)?*

		N	yes	no	don't know
Overall		644	15%	82%	3%
By credit union assets size	\$1M-\$2M	41	0%	100%	0%
	\$2M-\$5M	99	10%	85%	5%
	\$5M-\$10M	122	10%	85%	5%
	\$10M-\$20M	153	13%	84%	3%
	\$20M-\$35M	150	17%	83%	0%
	\$35M-\$50M	79	35%	60%	6%
By region	New England	31	18%	78%	3%
	Middle Atlantic	90	8%	91%	1%
	East North Central	147	12%	84%	4%
	West North Central	93	17%	82%	1%
	South Atlantic	60	22%	76%	2%
	East South Central	60	18%	78%	4%
	West South Central	79	15%	79%	5%
	Mountain	49	14%	83%	2%
	Pacific	36	24%	73%	3%

**Table ES - 15**  
**Range Increase Given 2018: CEO**

*By what percentage did the formal salary range structures increase during 2018?*

	N	average*	median*	zero	less than 1.0%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall	94	2.50%	2.50%	35%	0%	5%	14%	34%	12%
By credit union assets size									
\$1M-\$2M	0								
\$2M-\$5M	10	3.30%	2.00%	38%	0%	13%	0%	25%	25%
\$5M-\$10M	12	2.40%	2.10%	33%	0%	11%	22%	22%	11%
\$10M-\$20M	19	2.60%	1.00%	50%	0%	0%	13%	31%	6%
\$20M-\$35M	25	2.00%	2.00%	38%	0%	10%	5%	38%	10%
\$35M-\$50M	28	2.80%	3.00%	20%	0%	0%	25%	40%	15%
By region									
New England	5	3.40%	2.80%	25%	0%	0%	25%	25%	25%
Middle Atlantic	6	2.40%	3.00%	19%	0%	0%	0%	81%	0%
East North Central	17	3.10%	2.50%	33%	0%	0%	27%	27%	13%
West North Central	15	3.50%	3.00%	36%	0%	9%	0%	36%	18%
South Atlantic	12	1.30%	0.00%	60%	0%	10%	0%	20%	10%
East South Central	11	1.50%	2.00%	42%	0%	0%	29%	29%	0%
West South Central	12	2.10%	2.30%	30%	0%	10%	20%	30%	10%
Mountain	6	1.60%	1.40%	34%	0%	17%	16%	33%	0%
Pacific	9	3.80%	3.30%	16%	0%	0%	0%	50%	34%

\* Average/median calculations include zeroes (0)

**Table ES - 16**  
**Range Increase Given 2018: Management**

*By what percentage did the formal salary range structures increase during 2018?*

	N	average*	median*	zero	less than 1.0%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall	94	1.90%	2.00%	37%	2%	7%	12%	34%	8%
By credit union assets size									
\$1M-\$2M	0								
\$2M-\$5M	10	0.80%	0.00%	60%	0%	20%	0%	20%	0%
\$5M-\$10M	12	1.10%	1.30%	43%	0%	29%	14%	14%	0%
\$10M-\$20M	19	1.40%	1.60%	46%	0%	8%	15%	31%	0%
\$20M-\$35M	25	1.50%	1.80%	43%	5%	5%	10%	38%	0%
\$35M-\$50M	28	3.10%	3.00%	19%	0%	0%	14%	43%	24%
By region									
New England	5	2.80%	3.00%	20%	0%	0%	20%	40%	20%
Middle Atlantic	6	2.10%	3.00%	20%	0%	19%	0%	61%	0%
East North Central	17	2.00%	2.30%	42%	0%	0%	16%	33%	8%
West North Central	15	1.60%	0.00%	55%	0%	11%	0%	23%	11%
South Atlantic	12	0.90%	0.00%	67%	0%	11%	0%	22%	0%
East South Central	11	3.20%	3.00%	14%	0%	0%	14%	57%	14%
West South Central	12	1.30%	1.10%	37%	13%	13%	13%	25%	0%
Mountain	6	1.50%	1.40%	34%	0%	17%	16%	33%	0%
Pacific	9	2.80%	2.50%	16%	0%	0%	34%	34%	17%

\* Average/median calculations include zeroes (0)

**Table ES - 17**  
**Range Increase Given 2018: Nonmanagement**

*By what percentage did the formal salary range structures increase during 2018?*

	N	average*	median*	zero	less than 1.0%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall	94	2.30%	2.80%	31%	0%	5%	14%	38%	12%
By credit union assets size									
\$1M-\$2M	10	2.70%	2.00%	43%	0%	0%	14%	14%	29%
\$2M-\$5M	12	1.20%	0.80%	50%	0%	13%	13%	25%	0%
\$5M-\$10M	19	1.70%	2.00%	31%	0%	13%	13%	44%	0%
\$10M-\$20M	25	2.10%	2.50%	36%	0%	5%	9%	41%	9%
\$20M-\$35M	28	3.30%	3.00%	14%	0%	0%	19%	43%	24%
\$35M-\$50M									
By region									
New England	5	2.70%	3.00%	20%	0%	0%	20%	40%	20%
Middle Atlantic	6	2.70%	3.00%	0%	0%	19%	0%	81%	0%
East North Central	17	2.50%	3.00%	31%	0%	0%	15%	38%	16%
West North Central	15	2.30%	3.00%	36%	0%	9%	0%	36%	19%
South Atlantic	12	1.60%	0.90%	50%	0%	10%	0%	30%	10%
East South Central	11	3.20%	2.50%	13%	0%	12%	25%	37%	13%
West South Central	12	1.40%	0.00%	55%	0%	0%	11%	34%	0%
Mountain	6	2.70%	2.00%	34%	0%	0%	33%	16%	17%
Pacific	9	2.80%	3.00%	13%	0%	0%	29%	43%	15%

\* Average/median calculations include zeroes (0)

**Table ES - 18**  
**Range Increase Budgeted for 2019: CEO**

*What percentage increase has been budgeted for 2019?*

	N	average*	median*	zero	less than 1.0%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall	94	2.80%	2.60%	38%	0%	3%	12%	32%	15%
By credit union assets size									
\$1M-\$2M	0								
\$2M-\$5M	10	1.30%	0.50%	50%	0%	13%	13%	25%	0%
\$5M-\$10M	12	2.10%	1.00%	50%	0%	0%	13%	25%	13%
\$10M-\$20M	19	2.80%	2.80%	27%	0%	0%	27%	20%	27%
\$20M-\$35M	25	3.60%	2.00%	43%	0%	5%	5%	33%	14%
\$35M-\$50M	28	2.70%	3.00%	30%	0%	0%	10%	45%	15%
By region									
New England	5	2.60%	2.80%	25%	0%	0%	25%	25%	25%
Middle Atlantic	6	3.60%	3.00%	0%	0%	0%	19%	61%	20%
East North Central	17	3.60%	3.00%	27%	0%	0%	20%	33%	20%
West North Central	15	2.60%	3.00%	26%	0%	0%	16%	42%	16%
South Atlantic	12	0.80%	0.00%	70%	0%	10%	0%	20%	0%
East South Central	11	6.60%	3.00%	43%	0%	0%	0%	29%	28%
West South Central	12	1.00%	0.00%	66%	0%	0%	0%	34%	0%
Mountain	6	1.50%	1.40%	34%	0%	17%	33%	16%	0%
Pacific	9	3.60%	4.20%	25%	0%	0%	0%	25%	49%

\* Average/median calculations include zeroes (0)

**Table ES - 19**  
**Range Increase Budgeted for 2019: Management**

*What percentage increase has been budgeted for 2019?*

	N	average*	median*	zero	less than 1.0%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall	94	2.50%	2.50%	36%	0%	2%	15%	32%	15%
By credit union assets size									
\$1M-\$2M	0								
\$2M-\$5M	10	0.50%	0.00%	75%	0%	0%	25%	0%	0%
\$5M-\$10M	12	1.00%	0.00%	57%	0%	0%	29%	14%	0%
\$10M-\$20M	19	2.40%	2.80%	23%	0%	0%	31%	38%	8%
\$20M-\$35M	25	3.00%	3.00%	38%	0%	5%	5%	38%	14%
\$35M-\$50M	28	2.80%	3.00%	29%	0%	0%	10%	33%	29%
By region									
New England	5	3.50%	5.00%	20%	0%	0%	20%	0%	60%
Middle Atlantic	6	2.60%	3.00%	20%	0%	0%	19%	61%	0%
East North Central	17	2.60%	2.70%	25%	0%	0%	25%	33%	17%
West North Central	15	1.70%	2.00%	40%	0%	0%	19%	41%	0%
South Atlantic	12	0.90%	0.00%	67%	0%	11%	0%	22%	0%
East South Central	11	5.40%	3.00%	29%	0%	0%	0%	42%	29%
West South Central	12	1.10%	0.00%	62%	0%	0%	13%	25%	0%
Mountain	6	1.40%	1.90%	41%	0%	0%	40%	19%	0%
Pacific	9	4.50%	5.00%	0%	0%	0%	0%	41%	59%

\* Average/median calculations include zeroes (0)



**Table ES - 20**  
**Range Increase Budgeted for 2019: Nonmanagement**

*What percentage increase has been budgeted for 2019 ?*

	N	average*	median*	zero	less than 1.0%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall	94	2.40%	2.80%	32%	0%	4%	16%	36%	12%
By credit union assets size									
\$1M-\$2M	0								
\$2M-\$5M	10	1.90%	0.50%	50%	0%	13%	13%	13%	13%
\$5M-\$10M	12	1.30%	0.00%	57%	0%	0%	0%	43%	0%
\$10M-\$20M	19	2.60%	2.80%	13%	0%	7%	33%	33%	13%
\$20M-\$35M	25	2.40%	2.40%	36%	0%	5%	14%	36%	9%
\$35M-\$50M	28	2.80%	3.00%	24%	0%	0%	14%	43%	19%
By region									
New England	5	3.30%	4.00%	20%	0%	0%	20%	20%	40%
Middle Atlantic	6	3.60%	3.00%	0%	0%	0%	19%	61%	20%
East North Central	17	2.30%	2.70%	22%	0%	7%	21%	42%	7%
West North Central	15	2.30%	3.00%	28%	0%	0%	17%	46%	9%
South Atlantic	12	1.10%	0.00%	60%	0%	10%	0%	30%	0%
East South Central	11	1.50%	1.50%	38%	0%	12%	25%	25%	0%
West South Central	12	2.70%	0.00%	55%	0%	0%	0%	34%	11%
Mountain	6	2.70%	2.00%	34%	0%	0%	33%	16%	17%
Pacific	9	3.70%	3.50%	0%	0%	0%	20%	41%	39%

\* Average/median calculations include zeroes (0)

**Table ES - 21**  
**Range Increase Anticipated for 2020: CEO**

*What percentage increase do you anticipate for 2020?*

	N	average*	median*	zero	less than 1.0%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall	94	2.20%	2.80%	35%	0%	3%	12%	38%	12%
By credit union assets size									
\$1M-\$2M	0								
\$2M-\$5M	10	1.30%	0.00%	57%	0%	0%	14%	29%	0%
\$5M-\$10M	12	1.80%	1.50%	50%	0%	0%	0%	33%	17%
\$10M-\$20M	19	2.40%	2.50%	33%	0%	0%	17%	33%	17%
\$20M-\$35M	25	2.20%	2.00%	32%	0%	11%	11%	42%	5%
\$35M-\$50M	28	2.70%	3.00%	25%	0%	0%	13%	44%	19%
By region									
New England	5	2.60%	2.80%	25%	0%	0%	25%	25%	25%
Middle Atlantic	6	3.30%	3.00%	0%	0%	0%	0%	100%	0%
East North Central	17	3.60%	3.00%	8%	0%	0%	31%	38%	23%
West North Central	15	2.50%	3.00%	26%	0%	0%	0%	63%	12%
South Atlantic	12	0.80%	0.00%	70%	0%	10%	0%	20%	0%
East South Central	11	2.40%	3.00%	43%	0%	0%	0%	29%	28%
West South Central	12	1.20%	0.00%	55%	0%	11%	0%	34%	0%
Mountain	6	2.00%	2.00%	26%	0%	0%	50%	24%	0%
Pacific	9	1.80%	1.90%	48%	0%	0%	0%	52%	0%

\* Average/median calculations include zeroes (0)

**Table ES - 22**  
**Range Increase Anticipated for 2020: Management**

*What percentage increase do you anticipate for 2020?*

	N	average*	median*	zero	less than 1.0%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall	94	2.00%	2.30%	37%	0%	2%	14%	38%	9%
By credit union assets size									
\$1M-\$2M	0								
\$2M-\$5M	10	0.50%	0.00%	75%	0%	0%	25%	0%	0%
\$5M-\$10M	12	0.80%	0.00%	75%	0%	0%	0%	25%	0%
\$10M-\$20M	19	1.80%	2.00%	36%	0%	0%	27%	36%	0%
\$20M-\$35M	25	1.90%	2.00%	37%	0%	5%	11%	42%	5%
\$35M-\$50M	28	2.80%	3.00%	22%	0%	0%	11%	44%	22%
By region									
New England	5	3.10%	3.00%	20%	0%	0%	20%	20%	40%
Middle Atlantic	6	2.30%	3.00%	33%	0%	0%	0%	67%	0%
East North Central	17	2.90%	3.00%	9%	0%	0%	36%	36%	18%
West North Central	15	1.60%	2.00%	43%	0%	0%	14%	44%	0%
South Atlantic	12	0.90%	0.00%	67%	0%	11%	0%	22%	0%
East South Central	11	2.60%	3.00%	29%	0%	0%	0%	57%	14%
West South Central	12	1.00%	0.00%	71%	0%	0%	0%	29%	0%
Mountain	6	1.70%	2.00%	26%	0%	0%	50%	24%	0%
Pacific	9	2.20%	3.00%	32%	0%	0%	0%	68%	0%

\* Average/median calculations include zeroes (0)

**Table ES - 23**  
**Range Increase Anticipated for 2020: Nonmanagement**

*What percentage increase do you anticipate for 2020?*

	N	average*	median*	zero	less than 1.0%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall	94	2.00%	2.50%	30%	0%	5%	16%	46%	3%
By credit union assets size									
\$1M-\$2M	0								
\$2M-\$5M	10	0.90%	0.00%	57%	0%	14%	14%	14%	0%
\$5M-\$10M	12	1.50%	1.50%	50%	0%	0%	0%	50%	0%
\$10M-\$20M	19	2.00%	2.00%	25%	0%	8%	25%	42%	0%
\$20M-\$35M	25	2.00%	2.80%	30%	0%	5%	15%	50%	0%
\$35M-\$50M	28	2.80%	3.00%	17%	0%	0%	17%	56%	11%
By region									
New England	5	2.90%	3.00%	20%	0%	0%	20%	40%	20%
Middle Atlantic	6	3.30%	3.00%	0%	0%	0%	0%	100%	0%
East North Central	17	2.60%	3.00%	8%	0%	8%	31%	46%	8%
West North Central	15	2.20%	3.00%	26%	0%	0%	12%	63%	0%
South Atlantic	12	1.10%	0.00%	60%	0%	10%	0%	30%	0%
East South Central	11	1.90%	2.30%	25%	0%	12%	25%	37%	0%
West South Central	12	1.40%	0.00%	55%	0%	0%	0%	45%	0%
Mountain	6	1.70%	2.00%	26%	0%	0%	50%	24%	0%
Pacific	9	2.20%	3.00%	32%	0%	0%	0%	68%	0%

\* Average/median calculations include zeroes (0)

**Table ES - 24**  
**Number of Current Employees: Full-Time + Part-Time**

*What is the current number of employees at your credit union?*

		N	average*	median*	none	1	2 - 4	5 - 9	10 - 49	50 - 99	100 or more
Overall		644	6.2	5	0%	5%	44%	31%	20%	0%	0%
By credit union assets size	\$1M-\$2M	41	1.9	2	0%	33%	67%	0%	0%	0%	0%
	\$2M-\$5M	99	2.6	2	0%	11%	86%	3%	0%	0%	0%
	\$5M-\$10M	122	3.4	3	0%	5%	79%	15%	1%	0%	0%
	\$10M-\$20M	153	5.3	5	0%	0%	45%	51%	4%	0%	0%
	\$20M-\$35M	150	9.1	9	0%	0%	4%	56%	39%	0%	0%
	\$35M-\$50M	79	13.8	13	0%	0%	1%	21%	78%	0%	0%
By region	New England	31	5.5	4	0%	7%	45%	38%	11%	0%	0%
	Middle Atlantic	90	5.2	4	0%	5%	53%	33%	9%	0%	0%
	East North Central	147	7.2	6	0%	4%	36%	33%	27%	0%	0%
	West North Central	93	5.3	4	0%	6%	46%	34%	14%	0%	0%
	South Atlantic	60	7.5	6	0%	4%	36%	32%	29%	0%	0%
	East South Central	60	6.7	5	0%	6%	44%	24%	26%	0%	0%
	West South Central	79	5.7	4	0%	6%	52%	23%	20%	0%	0%
	Mountain	49	6	4	0%	2%	51%	31%	16%	0%	0%
	Pacific	36	6.7	5	0%	3%	36%	39%	22%	0%	0%

\* Average/median calculations include zeroes (0)

**Table ES - 25**  
**Number of Current Employees: Full-Time**

*What is the current number of full-time employees at your credit union?*

		N	average*	median*	none	1	2 - 4	5 - 9	10 - 49	50 - 99	100 or more
Overall		644	5.4	4	12%	11%	37%	27%	13%	0%	0%
By credit union assets size	\$1M-\$2M	41	1.1	1	72%	25%	3%	0%	0%	0%	0%
	\$2M-\$5M	99	1.8	2	35%	32%	32%	1%	0%	0%	0%
	\$5M-\$10M	122	2.4	2	9%	20%	68%	3%	0%	0%	0%
	\$10M-\$20M	153	4.2	4	1%	4%	59%	35%	1%	0%	0%
	\$20M-\$35M	150	7.4	7	0%	1%	17%	59%	23%	0%	0%
	\$35M-\$50M	79	11.9	11	0%	0%	4%	32%	64%	0%	0%
By region	New England	31	5	5	24%	10%	28%	31%	7%	0%	0%
	Middle Atlantic	90	4.5	4	16%	10%	47%	22%	5%	0%	0%
	East North Central	147	5.9	4	10%	13%	32%	29%	15%	0%	0%
	West North Central	93	4.9	5	12%	13%	31%	39%	6%	0%	0%
	South Atlantic	60	6.5	5	11%	9%	33%	26%	20%	0%	0%
	East South Central	60	6.3	5	11%	11%	31%	22%	24%	0%	0%
	West South Central	79	5.1	3	10%	11%	42%	20%	17%	0%	0%
	Mountain	49	5.2	4	11%	7%	49%	22%	11%	0%	0%
	Pacific	36	5.7	4	6%	15%	39%	21%	19%	0%	0%

\* Average/median calculations include zeroes (0)

**Table ES - 26**  
**Number of Current Employees: Part-Time**

*What is the current number of part-time employees at your credit union?*

		N	average*	median*	none	1	2 - 4	5 - 9	10 - 49	50 - 99	100 or more
Overall		644	2.1	2	32%	30%	35%	4%	0%	0%	0%
By credit union assets size	\$1M-\$2M	41	1.8	2	11%	42%	47%	0%	0%	0%	0%
	\$2M-\$5M	99	1.9	2	27%	31%	41%	1%	0%	0%	0%
	\$5M-\$10M	122	2	2	42%	25%	31%	2%	0%	0%	0%
	\$10M-\$20M	153	1.9	1	37%	32%	29%	2%	0%	0%	0%
	\$20M-\$35M	150	2.4	2	28%	27%	38%	7%	0%	0%	0%
	\$35M-\$50M	79	2.6	2	28%	28%	35%	8%	1%	0%	0%
By region	New England	31	2.4	2	28%	21%	48%	3%	0%	0%	0%
	Middle Atlantic	90	2.1	2	28%	33%	34%	5%	0%	0%	0%
	East North Central	147	2.4	2	20%	28%	48%	4%	0%	0%	0%
	West North Central	93	1.6	1	34%	39%	25%	2%	0%	0%	0%
	South Atlantic	60	2.2	2	25%	34%	37%	2%	2%	0%	0%
	East South Central	60	1.9	2	42%	28%	28%	2%	0%	0%	0%
	West South Central	79	2	1	46%	29%	20%	4%	0%	0%	0%
	Mountain	49	2.6	2	48%	11%	36%	5%	0%	0%	0%
	Pacific	36	1.9	2	27%	31%	39%	3%	0%	0%	0%

\* Average/median calculations include zeroes (0)

**Table ES - 27**  
**Plan to Add: Full-Time + Part-Time**

*How many positions do you plan to add in 2019?*

		N	average*	median*	none	1	2	3 or more
Overall		644	1.4	1	77%	16%	5%	2%
By credit union assets size	\$1M-\$2M	41	1.0	1	89%	11%	0%	0%
	\$2M-\$5M	99	1.2	1	93%	6%	1%	0%
	\$5M-\$10M	122	1.3	1	85%	11%	3%	1%
	\$10M-\$20M	153	1.1	1	80%	18%	2%	0%
	\$20M-\$35M	150	1.4	1	65%	23%	9%	3%
	\$35M-\$50M	79	1.8	1	51%	25%	17%	7%
By region	New England	31	1.1	1	69%	28%	4%	0%
	Middle Atlantic	90	1.4	1	83%	10%	8%	0%
	East North Central	147	1.6	1	78%	15%	4%	4%
	West North Central	93	1.2	1	76%	20%	5%	0%
	South Atlantic	60	1.4	1	79%	12%	9%	0%
	East South Central	60	1.5	1	78%	15%	6%	2%
	West South Central	79	1.6	1	75%	15%	6%	4%
	Mountain	49	1.1	1	73%	25%	2%	0%
	Pacific	36	1.5	1	69%	22%	6%	3%

\* Average/median calculations include zeroes (0)



**Table ES - 28**  
**Plan to Add: Full-Time**

*How many full-time positions do you plan to add in 2019?*

		N	average*	median*	none	1	2	3 or more
Overall		644	1.3	1	86%	11%	2%	1%
By credit union assets size	\$1M-\$2M	41			100%	0%	0%	0%
	\$2M-\$5M	99	1.3	1	97%	2%	1%	0%
	\$5M-\$10M	122	1.0	1	95%	5%	0%	0%
	\$10M-\$20M	153	1.1	1	90%	9%	1%	0%
	\$20M-\$35M	150	1.1	1	79%	19%	1%	1%
	\$35M-\$50M	79	1.6	1	61%	26%	7%	6%
By region	New England	31	1.0	1	86%	14%	0%	0%
	Middle Atlantic	90	1.3	1	90%	8%	3%	0%
	East North Central	147	1.4	1	88%	9%	2%	1%
	West North Central	93	1.1	1	86%	13%	1%	0%
	South Atlantic	60	1.1	1	84%	14%	2%	0%
	East South Central	60	1.4	1	85%	13%	0%	2%
	West South Central	79	1.6	1	85%	10%	3%	3%
	Mountain	49	1.0	1	82%	18%	0%	0%
	Pacific	36	1.8	1	87%	10%	0%	3%

\* Average/median calculations include zeroes (0)

**Table ES - 29**  
**Plan to Add: Part-Time**

*How many part-time positions do you plan to add in 2019?*

		N	average*	median*	none	1	2	3 or more
Overall		644	1.1	1	86%	12%	1%	0%
By credit union assets size	\$1M-\$2M	41	1.0	1	89%	11%	0%	0%
	\$2M-\$5M	99	1.0	1	97%	3%	0%	0%
	\$5M-\$10M	122	1.2	1	88%	10%	2%	0%
	\$10M-\$20M	153	1.0	1	89%	11%	0%	0%
	\$20M-\$35M	150	1.2	1	78%	18%	2%	1%
	\$35M-\$50M	79	1.1	1	79%	18%	3%	0%
By region	New England	31	1.0	1	79%	21%	0%	0%
	Middle Atlantic	90	1.0	1	88%	12%	0%	0%
	East North Central	147	1.4	1	86%	10%	2%	2%
	West North Central	93	1.1	1	87%	12%	1%	0%
	South Atlantic	60	1.2	1	89%	9%	2%	0%
	East South Central	60	1.0	1	87%	13%	0%	0%
	West South Central	79	1.1	1	86%	13%	1%	0%
	Mountain	49	1.0	1	89%	11%	0%	0%
	Pacific	36	1.1	1	78%	18%	3%	0%

\* Average/median calculations include zeroes (0)

**Table ES - 30**  
**Plan to Eliminate: Full-Time + Part-Time**

*How many positions do you plan to eliminate in 2019?*

		N	average*	median*	none	1	2	3 or more
Overall		644	1.2	1	95%	4%	0%	0%
By credit union assets size	\$1M-\$2M	41			100%	0%	0%	0%
	\$2M-\$5M	99	1.0	1	98%	2%	0%	0%
	\$5M-\$10M	122	1.0	1	96%	4%	0%	0%
	\$10M-\$20M	153	1.0	1	97%	3%	0%	0%
	\$20M-\$35M	150	1.3	1	91%	7%	1%	1%
	\$35M-\$50M	79	1.4	1	93%	6%	0%	1%
By region	New England	31	1.0	1	96%	4%	0%	0%
	Middle Atlantic	90	1.0	1	98%	2%	0%	0%
	East North Central	147	1.0	1	98%	2%	0%	0%
	West North Central	93	1.0	1	98%	2%	0%	0%
	South Atlantic	60	1.4	1	91%	7%	0%	2%
	East South Central	60	1.0	1	94%	6%	0%	0%
	West South Central	79	1.3	1	92%	7%	0%	1%
	Mountain	49	1.3	1	91%	7%	2%	0%
	Pacific	36	1.0	1	94%	6%	0%	0%

\* Average/median calculations include zeroes (0)

**Table ES - 31**  
**Plan to Eliminate: Full-Time**

*How many full-time positions do you plan to eliminate in 2019?*

		N	average*	median*	none	1	2	3 or more
Overall		644	1.2	1	98%	2%	0%	0%
By credit union assets size	\$1M-\$2M	41			100%	0%	0%	0%
	\$2M-\$5M	99			100%	0%	0%	0%
	\$5M-\$10M	122	1.0	1	97%	3%	0%	0%
	\$10M-\$20M	153	1.0	1	99%	1%	0%	0%
	\$20M-\$35M	150	1.0	1	97%	3%	0%	0%
	\$35M-\$50M	79	1.7	1	96%	3%	0%	1%
By region	New England	31	1.0	1	96%	4%	0%	0%
	Middle Atlantic	90	1.0	1	99%	1%	0%	0%
	East North Central	147	1.0	1	99%	1%	0%	0%
	West North Central	93			100%	0%	0%	0%
	South Atlantic	60	1.7	1	94%	4%	0%	2%
	East South Central	60	1.0	1	98%	2%	0%	0%
	West South Central	79	1.0	1	97%	3%	0%	0%
	Mountain	49	1.0	1	96%	4%	0%	0%
	Pacific	36			100%	0%	0%	0%

\* Average/median calculations include zeroes (0)

**Table ES - 32**  
**Plan to Eliminate: Part-Time**

*How many part-time positions do you plan to eliminate in 2019?*

		N	average*	median*	none	1	2	3 or more
Overall		644	1.2	1	97%	3%	0%	0%
By credit union assets size	\$1M-\$2M	41			100%	0%	0%	0%
	\$2M-\$5M	99	1.0	1	98%	2%	0%	0%
	\$5M-\$10M	122	1.0	1	99%	1%	0%	0%
	\$10M-\$20M	153	1.0	1	97%	3%	0%	0%
	\$20M-\$35M	150	1.4	1	94%	4%	1%	1%
	\$35M-\$50M	79	1.0	1	97%	3%	0%	0%
By region	New England	31			100%	0%	0%	0%
	Middle Atlantic	90	1.0	1	99%	1%	0%	0%
	East North Central	147	1.0	1	99%	1%	0%	0%
	West North Central	93	1.0	1	98%	2%	0%	0%
	South Atlantic	60	1.0	1	96%	4%	0%	0%
	East South Central	60	1.0	1	96%	4%	0%	0%
	West South Central	79	1.5	1	94%	4%	0%	1%
	Mountain	49	1.5	2	95%	2%	2%	0%
	Pacific	36	1.0	1	94%	6%	0%	0%

\* Average/median calculations include zeroes (0)

**Table ES - 33**  
**CEO Succession Plans**

*Does your credit union have a formal succession plan in place that specifies how your credit union will replace your president/CEO/manager?*

		N	yes	no, but plan to by year-end 2019	no, and do not plan to during 2019
Overall		644	65%	14%	21%
By credit union assets size	\$1M-\$2M	41	58%	19%	22%
	\$2M-\$5M	99	65%	13%	23%
	\$5M-\$10M	122	64%	14%	21%
	\$10M-\$20M	153	61%	19%	20%
	\$20M-\$35M	150	70%	11%	20%
	\$35M-\$50M	79	71%	8%	21%
By region	New England	31	59%	31%	10%
	Middle Atlantic	90	65%	9%	26%
	East North Central	147	66%	14%	20%
	West North Central	93	59%	10%	31%
	South Atlantic	60	75%	18%	8%
	East South Central	60	73%	16%	11%
	West South Central	79	55%	17%	28%
	Mountain	49	70%	12%	18%
Pacific	36	74%	3%	23%	

**Table ES - 34**  
**CEO Plan To Retire/Leave**

*Does your credit union's president/CEO/manager plan to retire or leave his/her position  
for any other reason in the next two years?*

		N	plans to retire	plans to leave for other reasons	no such plans	don't know
Overall		644	10%	1%	81%	8%
By credit union assets size	\$1M-\$2M	41	14%	3%	78%	6%
	\$2M-\$5M	99	8%	3%	77%	12%
	\$5M-\$10M	122	9%	1%	82%	9%
	\$10M-\$20M	153	10%	1%	80%	9%
	\$20M-\$35M	150	12%	1%	82%	5%
	\$35M-\$50M	79	10%	0%	86%	4%
By region	New England	31	3%	7%	86%	3%
	Middle Atlantic	90	10%	0%	79%	11%
	East North Central	147	10%	1%	83%	5%
	West North Central	93	9%	1%	83%	8%
	South Atlantic	60	6%	2%	86%	6%
	East South Central	60	14%	0%	72%	14%
	West South Central	79	11%	1%	77%	11%
	Mountain Pacific	49 36	17% 9%	0% 0%	80% 85%	2% 6%

**Table ES - 35**  
**Replacing the CEO**

*When replacing the president/CEO/manager, how does your credit union generally fill the position?*

		N	internal applicants are given first preference; if position is not filled, external applicants are interviewed	post the job externally and internally at the same time, both types of applicants are given equal preference	external applicants are preferred	other
Overall		644	56%	34%	6%	5%
By credit union assets size	\$1M-\$2M	41	59%	34%	3%	3%
	\$2M-\$5M	99	59%	23%	10%	7%
	\$5M-\$10M	122	59%	28%	8%	6%
	\$10M-\$20M	153	55%	36%	6%	4%
	\$20M-\$35M	150	57%	36%	5%	2%
	\$35M-\$50M	79	46%	47%	1%	6%
By region	New England	31	52%	44%	0%	4%
	Middle Atlantic	90	72%	21%	4%	3%
	East North Central	147	56%	35%	6%	3%
	West North Central	93	48%	44%	8%	0%
	South Atlantic	60	60%	26%	6%	8%
	East South Central	60	55%	32%	9%	4%
	West South Central	79	47%	33%	8%	11%
	Pacific	49	57%	36%	2%	5%
		36	47%	44%	3%	6%



## PRESIDENT/CEO/MANAGER

### **Reports to: Board of Directors**

**Position 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.

### **Job Responsibilities**

- Direct all credit union operations, which include planning and implementing programs, policies, and procedures.
- 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.
- Manage the day-to-day operation of the credit union and establish office procedures to utilize staff and facilities most efficiently, to promote products and services, to provide outstanding member service, and to achieve the goals of the credit union.
- Develop, recommend, and implement financial policies and procedures.
- Analyze workflow of the credit union on a continuous basis and make changes to improve and reduce cost.
- 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.
- Recruit and select quality applicants for management vacancies, ensuring that the credit union is adequately staffed with competent employees.
- Supervise a budget for the credit union that is consistent with the overall strategic plan.
- Evaluate the job performance of credit union management to ensure quality service to members.
- 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.
- Ensure adequate equipment, supplies, and working space is available.
- 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.
- Provide direction to the Board on compensation philosophy. Plan and recommend appropriate wage and salary structure in accordance with that philosophy.
- Plan and oversee the employee benefits program, balancing internal demands, equity in the marketplace, and costs.
- 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 1 - 1**  
**Salaries**  
**President / CEO / Manager (#1 position)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		481	\$74,960	\$55,980	\$72,000	\$86,290	\$108,220
By credit union asset size	\$1M to \$2M	6	\$37,540	\$35,480	\$36,410	\$39,060	*
	\$2M to \$5M	48	\$46,710	\$40,260	\$46,650	\$51,620	\$61,320
	\$5M to \$10M	86	\$57,460	\$47,440	\$55,070	\$66,980	\$75,310
	\$10M to \$20M	141	\$70,950	\$60,400	\$70,000	\$79,990	\$89,950
	\$20M to \$35M	129	\$85,830	\$72,890	\$82,330	\$100,000	\$109,600
	\$35M to \$50M	71	\$105,410	\$82,600	\$100,590	\$120,000	\$141,400
By region	New England	20	\$94,500	\$77,360	\$93,400	\$105,880	\$126,230
	Middle Atlantic	61	\$70,470	\$54,820	\$69,000	\$80,000	\$102,400
	East North Central	111	\$72,420	\$55,970	\$69,330	\$81,450	\$105,060
	West North Central	72	\$70,390	\$52,160	\$70,490	\$84,670	\$98,950
	South Atlantic	48	\$80,830	\$56,500	\$78,780	\$100,700	\$120,600
	East South Central	41	\$70,160	\$55,050	\$68,350	\$83,640	\$104,570
	West South Central	59	\$72,410	\$52,000	\$68,190	\$89,160	\$107,610
	Pacific	39	\$74,270	\$55,000	\$75,000	\$87,100	\$105,940
By number of full-time employees	1	44	\$52,310	\$41,660	\$50,070	\$62,400	\$74,250
	2 - 4	199	\$63,970	\$51,180	\$61,840	\$75,000	\$84,850
	5 - 9	160	\$81,500	\$68,640	\$79,730	\$91,870	\$107,730
	10 - 49	78	\$101,470	\$80,840	\$96,750	\$114,500	\$130,280
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	35	\$58,420	\$47,450	\$53,000	\$70,000	\$83,590
	3 - 4	35	\$56,880	\$45,560	\$54,540	\$67,000	\$77,620
	5 - 6	41	\$54,880	\$43,820	\$52,000	\$66,990	\$73,580
	7 - 8	57	\$62,680	\$47,550	\$61,120	\$72,600	\$90,000
	9 - 10	64	\$71,740	\$59,690	\$70,820	\$80,040	\$100,480
	11 - 12	95	\$77,570	\$65,000	\$76,450	\$88,420	\$104,790
	13 - 20	141	\$95,540	\$75,730	\$87,990	\$109,000	\$126,160
By amount of loans outstanding	\$500,000 to \$2M	37	\$47,600	\$36,020	\$43,160	\$58,290	\$68,820
	\$2M to \$5M	109	\$56,490	\$46,170	\$53,000	\$68,000	\$74,980
	\$5M to \$20M	265	\$78,340	\$65,000	\$76,410	\$86,000	\$104,910
	\$20M to \$50M	70	\$104,700	\$84,520	\$104,340	\$119,800	\$131,800
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	80	\$50,390	\$41,090	\$47,510	\$57,660	\$72,370
	1,000 - 1,999	151	\$67,680	\$54,590	\$65,400	\$77,300	\$89,850
	2,000 - 4,999	214	\$83,130	\$69,000	\$80,000	\$95,060	\$110,000
	5,000 - 9,999	35	\$109,200	\$82,550	\$104,570	\$120,750	\$141,110
	10,000 - 19,999	1	*	*	*	*	*
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	361	\$70,950	\$53,000	\$69,000	\$82,560	\$102,620
	2	80	\$87,800	\$65,280	\$80,130	\$105,000	\$125,000
	3	22	\$89,610	\$69,790	\$83,640	\$102,690	\$131,260
	4	4	*	*	*	*	*
	5 or more	3	*	*	*	*	*

\* Insufficient data

**Table 1 - 2  
Incentives and Bonuses  
President / CEO / Manager (#1 position)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		474	57%	265	\$4,720
By credit union asset size	\$1M to \$2M	5	40%	2	*
	\$2M to \$5M	46	33%	15	\$1,390
	\$5M to \$10M	85	53%	44	\$2,690
	\$10M to \$20M	139	54%	75	\$3,270
	\$20M to \$35M	129	61%	78	\$4,740
	\$35M to \$50M	70	74%	51	\$9,490
By region	New England	20	50%	10	\$4,430
	Middle Atlantic	60	37%	22	\$2,690
	East North Central	110	60%	66	\$4,870
	West North Central	70	63%	42	\$3,670
	South Atlantic	47	53%	25	\$4,750
	East South Central	40	55%	21	\$3,090
	West South Central	58	66%	38	\$5,040
	Mountain Pacific	39 30	62% 57%	24 17	\$5,410 \$9,730
By number of full-time employees	1	40	40%	16	\$2,100
	2 - 4	198	46%	91	\$3,180
	5 - 9	158	68%	107	\$4,460
	10 - 49	78	68%	51	\$8,690
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	32	28%	9	\$2,220
	3 - 4	35	46%	16	\$3,700
	5 - 6	38	42%	16	\$2,900
	7 - 8	57	58%	33	\$1,980
	9 - 10	64	62%	40	\$3,630
	11 - 12	95	62%	57	\$3,990
	13 - 20	140	65%	90	\$7,480
By amount of loans outstanding	\$500,000 to \$2M	36	28%	10	\$1,840
	\$2M to \$5M	105	44%	46	\$1,940
	\$5M to \$20M	264	61%	158	\$4,110
	\$20M to \$50M	69	75%	51	\$9,530
	\$50M to \$100M	0		0	
	\$100M to \$200M \$200M or more	0 0		0 0	
By number of members	1 - 999	76	42%	32	\$1,880
	1,000 - 1,999	150	49%	73	\$3,270
	2,000 - 4,999	212	64%	135	\$4,880
	5,000 - 9,999	35	72%	24	\$11,870
	10,000 - 19,999	1	100%	1	*
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	355	54%	192	\$3,930
	2	80	69%	55	\$5,570
	3	22	55%	10	\$8,510
	4	4	75%	3	*
	5 or more	3	100%	2	*

\* Insufficient data

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

**Table 1 - 3  
Total Cash Compensation  
President / CEO / Manager (#1 position)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		481	\$77,560	\$56,590	\$73,440	\$89,860	\$111,470
By credit union asset size	\$1M to \$2M	6	\$37,720	\$35,970	\$36,660	\$39,060	*
	\$2M to \$5M	48	\$47,140	\$41,300	\$46,750	\$51,960	\$62,370
	\$5M to \$10M	86	\$58,840	\$49,920	\$55,790	\$68,440	\$79,500
	\$10M to \$20M	141	\$72,690	\$62,290	\$72,840	\$80,540	\$90,000
	\$20M to \$35M	129	\$88,700	\$73,680	\$84,220	\$102,720	\$115,000
	\$35M to \$50M	71	\$112,230	\$84,930	\$107,170	\$126,600	\$150,390
By region	New England	20	\$96,720	\$79,610	\$94,060	\$108,290	\$135,980
	Middle Atlantic	61	\$71,440	\$55,690	\$70,050	\$80,860	\$107,400
	East North Central	111	\$75,320	\$56,570	\$72,550	\$85,000	\$109,530
	West North Central	72	\$72,540	\$54,720	\$71,320	\$87,500	\$102,560
	South Atlantic	48	\$83,300	\$57,740	\$78,980	\$107,340	\$128,090
	East South Central	41	\$71,740	\$55,530	\$68,520	\$85,300	\$104,780
	West South Central	59	\$75,670	\$52,970	\$70,060	\$90,610	\$115,000
	Mountain	39	\$77,600	\$56,030	\$79,500	\$93,360	\$123,370
Pacific	30	\$100,040	\$70,380	\$83,770	\$112,030	\$145,000	
By number of full-time employees	1	44	\$53,070	\$41,660	\$50,640	\$62,580	\$77,230
	2 - 4	199	\$65,420	\$51,870	\$63,160	\$76,730	\$88,180
	5 - 9	160	\$84,480	\$69,950	\$81,600	\$95,950	\$111,800
	10 - 49	78	\$107,170	\$84,010	\$99,000	\$122,450	\$138,520
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	35	\$59,000	\$47,450	\$54,480	\$70,000	\$83,590
	3 - 4	35	\$58,580	\$45,560	\$54,960	\$70,000	\$79,680
	5 - 6	41	\$56,000	\$44,190	\$52,500	\$67,490	\$73,580
	7 - 8	57	\$63,830	\$50,140	\$62,240	\$73,210	\$90,000
	9 - 10	64	\$74,010	\$60,480	\$72,540	\$82,840	\$101,180
	11 - 12	95	\$79,960	\$65,350	\$79,340	\$89,120	\$107,320
	13 - 20	141	\$100,340	\$79,030	\$91,250	\$113,610	\$135,750
By amount of loans outstanding	\$500,000 to \$2M	37	\$48,100	\$36,340	\$43,160	\$58,290	\$70,650
	\$2M to \$5M	109	\$57,310	\$46,640	\$53,640	\$69,910	\$75,840
	\$5M to \$20M	265	\$80,800	\$66,010	\$79,000	\$89,330	\$107,400
	\$20M to \$50M	70	\$111,650	\$90,540	\$107,190	\$126,630	\$145,340
	\$50M to \$100M	0					
	\$100M to \$200M	0					
\$200M or more	0						
By number of members	1 - 999	80	\$51,140	\$41,390	\$48,410	\$58,690	\$74,780
	1,000 - 1,999	151	\$69,260	\$55,260	\$67,500	\$78,990	\$93,010
	2,000 - 4,999	214	\$86,210	\$72,000	\$82,930	\$98,560	\$121,000
	5,000 - 9,999	35	\$117,380	\$85,210	\$109,010	\$130,000	\$149,370
	10,000 - 19,999	1	*	*	*	*	*
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	361	\$73,040	\$54,250	\$70,500	\$85,040	\$106,930
	2	80	\$91,640	\$68,870	\$82,520	\$105,020	\$135,750
	3	22	\$93,500	\$69,790	\$86,380	\$107,240	\$143,600
	4	4	*	*	*	*	*
	5 or more	3	*	*	*	*	*

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 1 - 4**  
**Salary Ranges**  
**President / CEO / Manager (#1 position)**

		N	average minimum	average midpoint	average maximum
Overall		86	\$64,970	\$81,490	\$98,000
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	6	\$37,880	\$42,850	\$47,810
	\$5M to \$10M	12	\$47,370	\$55,530	\$63,690
	\$10M to \$20M	20	\$63,450	\$77,690	\$91,940
	\$20M to \$35M	27	\$68,510	\$83,620	\$98,730
	\$35M to \$50M	21	\$79,290	\$107,550	\$135,820

\* Insufficient data

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

**Table 1 - 5  
Education  
President / CEO / Manager (#1 position)**

		N	high school or less	some college	college degree	some grad school	grad degree
Overall		465	10%	33%	44%	4%	9%
By credit union asset size	\$1M to \$2M	6	0%	83%	17%	0%	0%
	\$2M to \$5M	46	15%	41%	37%	4%	2%
	\$5M to \$10M	81	9%	46%	41%	1%	4%
	\$10M to \$20M	135	10%	32%	47%	4%	7%
	\$20M to \$35M	127	7%	28%	48%	3%	14%
	\$35M to \$50M	70	14%	19%	44%	7%	16%

\* Insufficient data

**Table 1 - 6  
Average Salaries by Level of Education  
President / CEO / Manager (#1 position)**

		N	high school or less	some college	college degree	some grad school	grad degree
Overall		481	\$68,800	\$68,670	\$77,480	\$81,970	\$90,440
By credit union asset size	\$1M to \$2M	6		\$37,730	*		
	\$2M to \$5M	48	\$45,140	\$48,050	\$47,440	*	*
	\$5M to \$10M	86	\$56,850	\$57,710	\$57,530	*	*
	\$10M to \$20M	141	\$62,240	\$69,330	\$72,760	\$68,580	\$72,700
	\$20M to \$35M	129	\$78,390	\$80,760	\$88,180	*	\$89,060
	\$35M to \$50M	71	\$93,160	\$106,370	\$103,710	\$114,370	\$118,220

\* Insufficient data

**Table 1 - 7  
Sex  
President / CEO / Manager (#1 position)**

		N	male	female
Overall		466	28%	72%
By credit union asset size	\$1M to \$2M	6	0%	100%
	\$2M to \$5M	47	6%	94%
	\$5M to \$10M	81	19%	81%
	\$10M to \$20M	134	28%	72%
	\$20M to \$35M	127	35%	65%
	\$35M to \$50M	71	44%	56%

\* Insufficient data

## EXECUTIVE VICE PRESIDENT/ASSISTANT MANAGER

### **Reports to: President/CEO/Manager**

**Position 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.

### **Job Responsibilities**

- Direct and supervise the operational management of credit union employees on a day-to-day basis.
- Work with the President in identifying trends in the industry, instituting new programs or products, and evaluating products and services.
- Recruit and select quality applicants for vacancies, ensuring that the credit union is adequately staffed with competent employees.
- Maintain a highly motivated, well-trained staff.
- Establish and maintain effective employee relations.
- Assist in the preparation and implementation of the budget for the credit union that is consistent with the overall strategic plan.
- Develop, apply, and evaluate policies and procedures for the credit union.
- Develop, implement, and maintain operational procedures to maximize efficiency and quality of work and provide consistent quality service to members.
- 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.
- 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.
- Attend board meetings and report on assigned areas of responsibility as requested by the president.
- Review and develop strategic plans in relation to the overall goals of the credit union.
- Work with the auditor to ensure compliance with internal controls.
- 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.
- Assume all responsibilities of the credit union President/CEO/Manager in his or her absence.

**Table 2 - 1**  
**Salaries**  
**Executive VP or Assistant Manager (#2 position)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		206	\$55,060	\$43,370	\$52,750	\$63,590	\$77,740
By credit union asset size	\$1M to \$2M	1	*	*	*	*	*
	\$2M to \$5M	3	*	*	*	*	*
	\$5M to \$10M	36	\$39,690	\$34,360	\$38,260	\$43,820	\$52,730
	\$10M to \$20M	62	\$51,290	\$42,680	\$48,530	\$59,620	\$66,870
	\$20M to \$35M	66	\$60,410	\$51,640	\$57,030	\$66,200	\$77,930
	\$35M to \$50M	38	\$68,020	\$58,230	\$65,500	\$78,150	\$85,240
By region	New England	5	\$69,620	\$53,910	\$63,500	\$88,720	*
	Middle Atlantic	32	\$51,270	\$41,620	\$48,860	\$56,290	\$79,610
	East North Central	48	\$56,230	\$44,910	\$54,090	\$62,620	\$82,290
	West North Central	29	\$54,400	\$45,270	\$52,550	\$65,530	\$73,580
	South Atlantic	20	\$54,880	\$41,150	\$49,710	\$70,920	\$79,690
	East South Central	20	\$52,620	\$44,040	\$50,000	\$61,010	\$69,280
	West South Central	28	\$50,370	\$39,120	\$52,240	\$59,880	\$66,850
	Mountain Pacific	13 11	\$54,170 \$73,940	\$35,270 \$56,910	\$55,840 \$66,350	\$65,450 \$87,690	\$79,880 \$114,690
By number of full-time employees	1	0					
	2 - 4	80	\$46,050	\$36,940	\$43,480	\$51,510	\$63,680
	5 - 9	81	\$57,340	\$48,920	\$55,670	\$63,360	\$77,170
	10 - 49	45	\$66,410	\$56,000	\$65,000	\$77,000	\$82,960
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	9	\$48,900	\$32,570	\$49,880	\$55,250	*
	3 - 4	12	\$41,570	\$33,950	\$39,160	\$45,960	\$60,710
	5 - 6	13	\$44,620	\$38,260	\$43,000	\$48,370	\$66,860
	7 - 8	22	\$52,260	\$42,400	\$49,510	\$58,300	\$77,700
	9 - 10	30	\$48,390	\$39,120	\$47,890	\$55,390	\$66,750
	11 - 12	44	\$55,110	\$47,780	\$55,460	\$61,860	\$66,940
	13 - 20	70	\$65,090	\$55,000	\$62,530	\$76,890	\$82,820
By amount of loans outstanding	\$500,000 to \$2M	8	\$34,510	\$29,640	\$33,000	\$38,940	*
	\$2M to \$5M	35	\$43,180	\$34,960	\$38,900	\$49,910	\$58,430
	\$5M to \$20M	123	\$54,910	\$47,200	\$52,390	\$62,830	\$76,540
	\$20M to \$50M	40	\$69,530	\$58,130	\$66,760	\$78,560	\$96,480
	\$50M to \$100M	0					
	\$100M to \$200M	0					
\$200M or more	0						
By number of members	1 - 999	17	\$38,180	\$31,370	\$36,410	\$39,160	\$54,380
	1,000 - 1,999	68	\$49,160	\$41,000	\$47,440	\$54,730	\$68,800
	2,000 - 4,999	104	\$58,330	\$49,190	\$56,390	\$66,000	\$77,110
	5,000 - 9,999	16	\$75,550	\$62,860	\$74,590	\$82,120	\$110,780
	10,000 - 19,999	1	*	*	*	*	*
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	143	\$52,490	\$41,000	\$50,000	\$61,200	\$77,130
	2	43	\$61,110	\$49,110	\$57,400	\$73,690	\$79,540
	3	11	\$59,990	\$50,890	\$55,500	\$66,000	\$80,000
	4	1	*	*	*	*	*
	5 or more	3	*	*	*	*	*

\* Insufficient data



**Table 2 - 2  
Incentives and Bonuses  
Executive VP or Assistant Manager (#2 position)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		199	64%	123	\$3,180
By credit union asset size	\$1M to \$2M	1	100%	1	*
	\$2M to \$5M	3	0%	0	
	\$5M to \$10M	35	60%	20	\$2,420
	\$10M to \$20M	58	52%	30	\$2,010
	\$20M to \$35M	65	69%	44	\$2,770
	\$35M to \$50M	37	78%	28	\$5,620
By region	New England	5	81%	4	*
	Middle Atlantic	31	36%	11	\$5,730
	East North Central	47	73%	34	\$3,290
	West North Central	29	73%	19	\$2,160
	South Atlantic	19	63%	12	\$4,000
	East South Central	20	60%	12	\$2,500
	West South Central	27	64%	16	\$2,090
	Mountain	12	67%	8	\$4,180
	Pacific	9	78%	7	\$2,930
By number of full-time employees	1	0		0	
	2 - 4	77	51%	38	\$2,170
	5 - 9	78	72%	56	\$2,700
	10 - 49	44	71%	29	\$5,380
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	9	23%	2	*
	3 - 4	12	67%	8	\$1,820
	5 - 6	11	45%	4	*
	7 - 8	21	57%	12	\$1,210
	9 - 10	30	57%	17	\$3,200
	11 - 12	42	77%	31	\$2,520
	13 - 20	68	71%	47	\$4,520
By amount of loans outstanding	\$500,000 to \$2M	8	25%	2	*
	\$2M to \$5M	34	44%	14	\$1,070
	\$5M to \$20M	118	65%	76	\$2,580
	\$20M to \$50M	39	82%	31	\$5,640
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	16	50%	8	\$970
	1,000 - 1,999	66	53%	34	\$2,630
	2,000 - 4,999	100	70%	68	\$2,850
	5,000 - 9,999	16	75%	12	\$8,120
	10,000 - 19,999	1	100%	1	*
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	136	61%	82	\$2,650
	2	43	72%	30	\$2,890
	3	11	64%	6	\$10,970
	4	1	100%	1	*
	5 or more	3	67%	2	*

\* Insufficient data

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

**Table 2 - 3  
Total Cash Compensation  
Executive VP or Assistant Manager (#2 position)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		206	\$56,970	\$44,530	\$54,410	\$66,790	\$80,000
By credit union asset size	\$1M to \$2M	1	*	*	*	*	*
	\$2M to \$5M	3	*	*	*	*	*
	\$5M to \$10M	36	\$41,030	\$34,460	\$38,600	\$44,830	\$55,350
	\$10M to \$20M	62	\$52,260	\$43,260	\$49,520	\$59,740	\$70,310
	\$20M to \$35M	66	\$62,250	\$52,890	\$59,200	\$71,080	\$80,010
	\$35M to \$50M	38	\$72,160	\$59,920	\$69,140	\$82,750	\$104,890
By region	New England	5	\$71,690	\$55,020	\$63,500	\$92,840	*
	Middle Atlantic	32	\$53,250	\$41,990	\$49,160	\$57,830	\$80,880
	East North Central	48	\$58,570	\$45,270	\$55,420	\$66,850	\$85,650
	West North Central	29	\$55,810	\$46,320	\$53,800	\$66,730	\$75,430
	South Atlantic	20	\$57,290	\$41,380	\$49,960	\$72,870	\$88,060
	East South Central	20	\$54,110	\$47,600	\$52,300	\$61,170	\$70,800
	West South Central	28	\$51,570	\$39,720	\$53,800	\$60,460	\$70,610
	Mountain Pacific	13 11	\$56,740 \$75,840	\$36,290 \$57,410	\$56,200 \$66,430	\$71,610 \$87,740	\$79,880 \$117,800
By number of full-time employees	1	0					
	2 - 4	80	\$47,080	\$37,590	\$44,950	\$53,710	\$65,560
	5 - 9	81	\$59,220	\$49,200	\$56,800	\$67,300	\$78,670
	10 - 49	45	\$69,880	\$57,790	\$66,860	\$80,000	\$90,610
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	9	\$49,470	\$33,080	\$49,880	\$56,010	*
	3 - 4	12	\$42,790	\$34,230	\$40,400	\$49,140	\$60,900
	5 - 6	13	\$45,210	\$38,600	\$44,950	\$48,590	\$66,860
	7 - 8	22	\$52,920	\$43,260	\$49,720	\$58,300	\$78,890
	9 - 10	30	\$50,210	\$39,340	\$49,490	\$57,480	\$69,680
	11 - 12	44	\$56,900	\$48,360	\$57,110	\$62,740	\$71,070
	13 - 20	70	\$68,140	\$55,000	\$65,500	\$77,590	\$88,480
By amount of loans outstanding	\$500,000 to \$2M	8	\$34,840	\$29,640	\$33,310	\$40,430	*
	\$2M to \$5M	35	\$43,600	\$34,960	\$39,250	\$50,300	\$58,800
	\$5M to \$20M	123	\$56,510	\$47,820	\$54,590	\$64,060	\$76,650
	\$20M to \$50M	40	\$73,900	\$60,080	\$72,090	\$83,440	\$109,730
	\$50M to \$100M	0					
	\$100M to \$200M \$200M or more	0 0					
By number of members	1 - 999	17	\$38,640	\$31,970	\$36,410	\$40,410	\$54,380
	1,000 - 1,999	68	\$50,480	\$41,660	\$48,150	\$56,020	\$72,640
	2,000 - 4,999	104	\$60,210	\$49,840	\$58,090	\$69,890	\$78,870
	5,000 - 9,999	16	\$81,630	\$66,820	\$76,490	\$91,460	\$119,540
	10,000 - 19,999	1	*	*	*	*	*
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	143	\$54,020	\$41,820	\$50,610	\$62,840	\$78,390
	2	43	\$63,130	\$52,620	\$59,750	\$73,790	\$87,590
	3	11	\$66,010	\$52,000	\$61,100	\$71,000	\$111,930
	4	1	*	*	*	*	*
	5 or more	3	*	*	*	*	*

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 2 - 4**  
**Salary Ranges**  
**Executive VP or Assistant Manager (#2 position)**

		N	average minimum	average midpoint	average maximum
Overall		44	\$47,730	\$57,750	\$67,770
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	3	*	*	*
	\$10M to \$20M	12	\$42,280	\$48,730	\$55,180
	\$20M to \$35M	18	\$48,910	\$58,920	\$68,930
	\$35M to \$50M	11	\$54,170	\$69,730	\$85,290

\* Insufficient data

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

**Table 2 - 5  
Education  
Executive VP or Assistant Manager (#2 position)**

		N	high school or less	some college	college degree	some grad school	grad degree
Overall		174	29%	34%	33%	1%	3%
By credit union asset size	\$1M to \$2M	1	100%	0%	0%	0%	0%
	\$2M to \$5M	1	0%	0%	100%	0%	0%
	\$5M to \$10M	27	37%	26%	33%	0%	4%
	\$10M to \$20M	53	28%	42%	28%	0%	2%
	\$20M to \$35M	59	29%	27%	39%	3%	2%
	\$35M to \$50M	33	21%	42%	30%	0%	6%

\* Insufficient data

**Table 2 - 6  
Average Salaries by Level of Education  
Executive VP or Assistant Manager (#2 position)**

		N	high school or less	some college	college degree	some grad school	grad degree
Overall		206	\$49,510	\$56,350	\$58,970	*	\$70,990
By credit union asset size	\$1M to \$2M	1	*				
	\$2M to \$5M	3			*		
	\$5M to \$10M	36	\$37,380	\$41,570	\$41,830		*
	\$10M to \$20M	62	\$46,640	\$51,610	\$52,070		*
	\$20M to \$35M	66	\$56,000	\$60,370	\$64,240	*	*
	\$35M to \$50M	38	\$59,080	\$65,950	\$73,000		*

\* Insufficient data

**Table 2 - 7  
Sex  
Executive VP or Assistant Manager (#2 position)**

		N	male	female
Overall		177	12%	88%
By credit union asset size	\$1M to \$2M	1	0%	100%
	\$2M to \$5M	2	50%	50%
	\$5M to \$10M	28	11%	89%
	\$10M to \$20M	53	11%	89%
	\$20M to \$35M	60	12%	88%
	\$35M to \$50M	33	15%	85%

\* Insufficient data

## CHIEF FINANCIAL OFFICER

### **Reports to: President/CEO/Manager**

**Position 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.

### **Job Responsibilities**

- 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.
- 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.
- May direct and supervise development, production, promotion, and sale of the credit union's products and services.
- Present monthly reports to the board of directors and senior management.
- Participate in determining deposit and loan rates.
- Provide guidance regarding investment decisions.
- Serve as trustee of the credit union's pension plan.
- 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.
- Assist with lease negotiation and major purchasing decisions for capital equipment or other capital asset expenditures.
- Provide direction for planning model runs.
- Assist in analysis of new branch site locations and closings of existing branches.
- Develop, perform, and oversee various internal audit procedures, i.e., cash counts, teller drawer audits, review of employee accounts, loan documentation, wire transfers, etc.
- Serve as the credit union's liaison with regulatory agency examiners and auditors.

**Table 3 - 1**  
**Salaries**  
**Chief Financial Officer / CFO / SVP / VP**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		38	\$61,940	\$50,920	\$59,850	\$70,800	\$82,710
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	1	*	*	*	*	*
	\$10M to \$20M	5	\$59,190	\$42,030	\$68,310	\$71,790	*
	\$20M to \$35M	11	\$57,920	\$43,680	\$61,800	\$71,500	\$76,060
	\$35M to \$50M	21	\$65,450	\$53,750	\$58,160	\$72,230	\$96,330
By region	New England	2	*	*	*	*	*
	Middle Atlantic	3	*	*	*	*	*
	East North Central	6	\$59,930	\$48,180	\$61,000	\$71,290	*
	West North Central	2	*	*	*	*	*
	South Atlantic	7	\$73,830	\$56,390	\$75,800	\$91,790	*
	East South Central	6	\$57,240	\$44,340	\$51,530	\$64,360	*
	West South Central	7	\$62,240	\$55,000	\$63,280	\$71,500	*
	Pacific	3	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	5	\$59,810	\$42,260	\$70,000	\$72,470	*
	5 - 9	12	\$58,110	\$46,570	\$55,520	\$69,310	\$76,030
	10 - 49	21	\$64,580	\$53,750	\$61,800	\$72,230	\$96,330
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	1	*	*	*	*	*
	3 - 4	0					
	5 - 6	1	*	*	*	*	*
	7 - 8	5	\$53,600	\$42,280	\$51,970	\$65,170	*
	9 - 10	2	*	*	*	*	*
	11 - 12	7	\$57,910	\$55,000	\$56,180	\$63,280	*
	13 - 20	22	\$63,880	\$50,850	\$64,080	\$74,450	\$92,860
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$20M	19	\$56,160	\$45,250	\$55,000	\$69,580	\$75,800
	\$20M to \$50M	17	\$68,650	\$55,620	\$63,280	\$77,860	\$98,820
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	4	*	*	*	*	*
	2,000 - 4,999	21	\$58,810	\$49,680	\$55,000	\$68,880	\$88,830
	5,000 - 9,999	13	\$67,880	\$57,220	\$64,900	\$75,020	\$90,900
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	20	\$60,720	\$49,520	\$58,790	\$69,480	\$81,630
	2	11	\$65,010	\$55,000	\$63,740	\$74,020	\$88,430
	3	5	\$51,870	\$36,870	\$55,000	\$65,030	*
	4	1	*	*	*	*	*
	5 or more	1	*	*	*	*	*

\* Insufficient data

**Table 3 - 2  
Incentives and Bonuses  
Chief Financial Officer / CFO / SVP / VP**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		37	52%	19	\$2,640
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	1	0%	0	
	\$10M to \$20M	4	25%	1	*
	\$20M to \$35M	11	64%	7	\$3,970
	\$35M to \$50M	21	52%	11	\$1,930
By region	New England	2	100%	2	*
	Middle Atlantic	2	0%	0	
	East North Central	6	50%	3	*
	West North Central	2	0%	0	
	South Atlantic	7	43%	3	*
	East South Central	6	32%	2	*
	West South Central	7	57%	4	*
	Mountain	3	100%	3	*
	Pacific	2	100%	2	*
By number of full-time employees	1	0		0	
	2 - 4	4	26%	1	*
	5 - 9	12	58%	7	\$3,860
	10 - 49	21	52%	11	\$1,840
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	1	100%	1	*
	3 - 4	0		0	
	5 - 6	1	0%	0	
	7 - 8	5	61%	3	*
	9 - 10	2	100%	2	*
	11 - 12	7	57%	4	*
	13 - 20	21	43%	9	\$2,630
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	2	0%	0	
	\$5M to \$20M	18	50%	9	\$2,540
	\$20M to \$50M	17	59%	10	\$2,730
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	4	50%	2	*
	2,000 - 4,999	20	50%	10	\$2,570
	5,000 - 9,999	13	54%	7	\$2,910
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	19	48%	9	\$2,650
	2	11	73%	8	\$2,250
	3	5	40%	2	*
	4	1	0%	0	
	5 or more	1	0%	0	

\* Insufficient data

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

**Table 3 - 3**  
**Total Cash Compensation**  
**Chief Financial Officer / CFO / SVP / VP**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		38	\$63,270	\$50,940	\$60,470	\$73,230	\$84,410
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	1	*	*	*	*	*
	\$10M to \$20M	5	\$59,390	\$42,530	\$68,310	\$71,790	*
	\$20M to \$35M	11	\$60,450	\$43,680	\$61,800	\$74,500	\$82,690
	\$35M to \$50M	21	\$66,460	\$54,230	\$59,320	\$73,550	\$96,960
By region	New England	2	*	*	*	*	*
	Middle Atlantic	3	*	*	*	*	*
	East North Central	6	\$60,800	\$49,150	\$61,750	\$73,300	*
	West North Central	2	*	*	*	*	*
	South Atlantic	7	\$74,790	\$56,970	\$78,800	\$94,790	*
	East South Central	6	\$57,710	\$45,120	\$52,540	\$64,360	*
	West South Central	7	\$65,400	\$55,000	\$66,240	\$74,500	*
	Mountain Pacific	3	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	5	\$60,440	\$42,260	\$70,000	\$74,100	*
	5 - 9	12	\$60,370	\$47,280	\$56,270	\$72,350	\$82,230
	10 - 49	21	\$65,550	\$54,230	\$61,800	\$73,550	\$96,960
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	1	*	*	*	*	*
	3 - 4	0					
	5 - 6	1	*	*	*	*	*
	7 - 8	5	\$54,430	\$42,820	\$53,850	\$65,810	*
	9 - 10	2	*	*	*	*	*
	11 - 12	7	\$59,810	\$55,000	\$56,780	\$66,240	*
	13 - 20	22	\$64,960	\$50,850	\$65,830	\$75,170	\$93,350
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$20M	19	\$57,370	\$46,230	\$55,000	\$70,020	\$78,800
	\$20M to \$50M	17	\$70,250	\$56,650	\$66,240	\$77,860	\$98,820
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	4	*	*	*	*	*
	2,000 - 4,999	21	\$60,040	\$50,200	\$56,040	\$71,240	\$91,830
	5,000 - 9,999	13	\$69,440	\$58,120	\$67,000	\$77,860	\$91,590
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	20	\$61,920	\$50,160	\$59,110	\$71,790	\$81,680
	2	11	\$66,640	\$56,500	\$66,240	\$74,020	\$91,430
	3	5	\$53,530	\$37,230	\$55,000	\$68,630	*
	4	1	*	*	*	*	*
	5 or more	1	*	*	*	*	*

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.



**Table 3 - 4**  
**Salary Ranges**  
**Chief Financial Officer / CFO / SVP / VP**

		N	average minimum	average midpoint	average maximum
Overall		15	\$49,060	\$59,570	\$70,080
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	1	*	*	*
	\$10M to \$20M	1	*	*	*
	\$20M to \$35M	4	*	*	*
	\$35M to \$50M	9	\$49,790	\$62,230	\$74,670

\* Insufficient data

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

**Table 3 - 5  
Education  
Chief Financial Officer / CFO / SVP / VP**

		N	high school or less	some college	college degree	some grad school	grad degree
Overall		33	15%	30%	39%	3%	12%
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	1	100%	0%	0%	0%	0%
	\$10M to \$20M	4	25%	25%	50%	0%	0%
	\$20M to \$35M	10	30%	50%	10%	0%	10%
	\$35M to \$50M	18	0%	22%	56%	6%	17%

\* Insufficient data

**Table 3 - 6  
Average Salaries by Level of Education  
Chief Financial Officer / CFO / SVP / VP**

		N	high school or less	some college	college degree	some grad school	grad degree
Overall		38	\$43,830	\$62,440	\$66,110	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	1	*				
	\$10M to \$20M	5	*	*	*		
	\$20M to \$35M	11	*	\$65,030	*		*
	\$35M to \$50M	21		*	\$68,700	*	*

\* Insufficient data

**Table 3 - 7  
Sex  
Chief Financial Officer / CFO / SVP / VP**

		N	male	female
Overall		34	15%	85%
By credit union asset size	\$1M to \$2M	0		
	\$2M to \$5M	0		
	\$5M to \$10M	1	0%	100%
	\$10M to \$20M	4	25%	75%
	\$20M to \$35M	10	20%	80%
	\$35M to \$50M	19	11%	89%

\* Insufficient data

## CHIEF OPERATIONS OFFICER

### **Reports to: President/CEO/Manager**

**Position 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.

### **Job Responsibilities**

- Assist in directing all credit union operations, which include planning, recommending, and implementing programs and policies, and providing general administrative direction.
- Manage daily operation of credit union and establish office procedures.
- 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.
- Ensure adequate equipment supplies and working space is available.
- Ensure that the president is kept fully informed on the conditions and operations of the credit union and of all important factors influencing them.
- Maintain daily contact with branch managers, providing support, input, feedback, and guidance concerning their daily operations.
- Monitor branch activity, including number of transactions, volume, teller errors, loan volume, teller and loan personal sales, and new accounts.
- Develop, implement, and maintain operational procedures to maximize efficiency and quality of work and to provide consistent quality service to members.
- 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.
- Oversee hiring, promotions, transfers, terminations, and other changes in status of assigned employees.
- Evaluate the job performance of subordinates to ensure quality of work and service to members.
- Attend board meetings and report on assigned areas of responsibility as requested by the president.
- Manage and recommend the purchase of equipment and supplies.

**Table 4 - 1**  
**Salaries**  
**Chief Operations Officer / COO / SVP / VP**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		30	\$57,100	\$47,910	\$56,170	\$69,690	\$75,200
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	3	*	*	*	*	*
	\$10M to \$20M	5	\$48,990	\$38,660	\$46,090	\$60,690	*
	\$20M to \$35M	17	\$56,810	\$51,170	\$58,000	\$66,210	\$70,680
	\$35M to \$50M	5	\$66,940	\$56,720	\$70,000	\$75,580	*
By region	New England	2	*	*	*	*	*
	Middle Atlantic	5	\$57,410	\$45,140	\$53,000	\$72,290	*
	East North Central	2	*	*	*	*	*
	West North Central	7	\$58,380	\$50,080	\$58,000	\$69,600	*
	South Atlantic	6	\$63,620	\$51,410	\$62,760	\$76,680	*
	East South Central	2	*	*	*	*	*
	West South Central	2	*	*	*	*	*
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	1	*	*	*	*	*
	2 - 4	5	\$55,000	\$34,490	\$52,240	\$77,620	*
	5 - 9	15	\$55,040	\$44,420	\$53,620	\$67,020	\$72,030
	10 - 49	9	\$62,060	\$52,630	\$60,080	\$70,640	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	3	*	*	*	*	*
	5 - 6	2	*	*	*	*	*
	7 - 8	2	*	*	*	*	*
	9 - 10	3	*	*	*	*	*
	11 - 12	3	*	*	*	*	*
	13 - 20	17	\$59,870	\$51,760	\$62,000	\$69,800	\$72,570
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	4	*	*	*	*	*
	\$5M to \$20M	21	\$54,980	\$45,400	\$52,360	\$66,340	\$71,110
	\$20M to \$50M	5	\$64,190	\$55,630	\$60,080	\$74,660	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	1	*	*	*	*	*
	1,000 - 1,999	5	\$55,140	\$36,590	\$46,090	\$77,960	*
	2,000 - 4,999	19	\$55,120	\$48,200	\$53,200	\$65,500	\$70,000
	5,000 - 9,999	5	\$67,260	\$57,600	\$70,000	\$75,580	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	14	\$49,710	\$38,820	\$48,370	\$56,410	\$74,460
	2	9	\$59,560	\$52,680	\$60,080	\$67,730	*
	3	4	*	*	*	*	*
	4	1	*	*	*	*	*
	5 or more	0					

\* Insufficient data

**Table 4 - 2  
Incentives and Bonuses  
Chief Operations Officer / COO / SVP / VP**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		29	59%	17	\$3,040
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	2	0%	0	
	\$10M to \$20M	5	60%	3	*
	\$20M to \$35M	17	65%	11	\$3,190
	\$35M to \$50M	5	60%	3	*
By region	New England	2	100%	2	*
	Middle Atlantic	5	20%	1	*
	East North Central	2	0%	0	
	West North Central	7	87%	6	\$3,140
	South Atlantic	5	100%	5	\$3,130
	East South Central	2	0%	0	
	West South Central	2	50%	1	*
	Mountain	3	66%	2	*
	Pacific	1	0%	0	
By number of full-time employees	1	1	0%	0	
	2 - 4	4	0%	0	
	5 - 9	15	73%	11	\$3,030
	10 - 49	9	67%	6	\$3,070
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	2	50%	1	*
	5 - 6	2	0%	0	
	7 - 8	2	50%	1	*
	9 - 10	3	100%	3	*
	11 - 12	3	33%	1	*
	13 - 20	17	65%	11	\$3,450
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	3	0%	0	
	\$5M to \$20M	21	62%	13	\$2,570
	\$20M to \$50M	5	80%	4	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	1	0%	0	
	1,000 - 1,999	4	49%	2	*
	2,000 - 4,999	19	58%	11	\$2,580
	5,000 - 9,999	5	80%	4	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	14	50%	7	\$2,630
	2	9	67%	6	\$2,660
	3	4	75%	3	*
	4	1	0%	0	
	5 or more	0		0	

\* Insufficient data

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

**Table 4 - 3**  
**Total Cash Compensation**  
**Chief Operations Officer / COO / SVP / VP**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		30	\$58,830	\$47,940	\$60,750	\$70,510	\$76,130
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	3	*	*	*	*	*
	\$10M to \$20M	5	\$49,690	\$40,060	\$46,820	\$60,690	*
	\$20M to \$35M	17	\$58,870	\$52,130	\$61,000	\$68,240	\$73,640
	\$35M to \$50M	5	\$69,480	\$60,240	\$70,000	\$78,480	*
By region	New England	2	*	*	*	*	*
	Middle Atlantic	5	\$57,610	\$45,140	\$53,000	\$72,880	*
	East North Central	2	*	*	*	*	*
	West North Central	7	\$61,110	\$52,020	\$61,000	\$73,100	*
	South Atlantic	6	\$66,220	\$58,410	\$65,680	\$77,470	*
	East South Central	2	*	*	*	*	*
	West South Central	2	*	*	*	*	*
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	1	*	*	*	*	*
	2 - 4	5	\$55,000	\$34,490	\$52,240	\$77,620	*
	5 - 9	15	\$57,270	\$46,610	\$60,400	\$68,430	\$74,420
	10 - 49	9	\$64,100	\$52,820	\$62,900	\$71,120	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	3	*	*	*	*	*
	5 - 6	2	*	*	*	*	*
	7 - 8	2	*	*	*	*	*
	9 - 10	3	*	*	*	*	*
	11 - 12	3	*	*	*	*	*
	13 - 20	17	\$62,100	\$52,590	\$66,780	\$71,160	\$74,900
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	4	*	*	*	*	*
	\$5M to \$20M	21	\$56,560	\$46,730	\$55,660	\$68,270	\$73,090
	\$20M to \$50M	5	\$67,830	\$57,200	\$66,780	\$78,870	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	1	*	*	*	*	*
	1,000 - 1,999	5	\$55,720	\$37,660	\$46,820	\$77,960	*
	2,000 - 4,999	19	\$56,620	\$48,400	\$55,240	\$67,000	\$73,250
	5,000 - 9,999	5	\$71,270	\$64,570	\$70,000	\$78,480	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	14	\$51,010	\$38,820	\$49,840	\$62,950	\$74,950
	2	9	\$61,350	\$52,850	\$62,000	\$70,210	*
	3	4	*	*	*	*	*
	4	1	*	*	*	*	*
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 4 - 4**  
**Salary Ranges**  
**Chief Operations Officer / COO / SVP / VP**

		N	average minimum	average midpoint	average maximum
Overall		7	\$55,870	\$71,570	\$87,260
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	1	*	*	*
	\$20M to \$35M	3	*	*	*
	\$35M to \$50M	3	*	*	*

\* Insufficient data

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

**Table 4 - 5  
Education  
Chief Operations Officer / COO / SVP / VP**

		N	high school or less	some college	college degree	some grad school	grad degree
Overall		24	33%	25%	34%	4%	4%
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	1	100%	0%	0%	0%	0%
	\$10M to \$20M	4	50%	50%	0%	0%	0%
	\$20M to \$35M	14	21%	21%	43%	7%	7%
	\$35M to \$50M	5	40%	20%	40%	0%	0%

\* Insufficient data

**Table 4 - 6  
Average Salaries by Level of Education  
Chief Operations Officer / COO / SVP / VP**

		N	high school or less	some college	college degree	some grad school	grad degree
Overall		30	\$48,880	\$60,820	\$62,400	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	3	*				
	\$10M to \$20M	5	*	*			
	\$20M to \$35M	17	*	*	\$59,810	*	*
	\$35M to \$50M	5	*	*	*		

\* Insufficient data

**Table 4 - 7  
Sex  
Chief Operations Officer / COO / SVP / VP**

		N	male	female
Overall		24	13%	87%
By credit union asset size	\$1M to \$2M	0		
	\$2M to \$5M	0		
	\$5M to \$10M	1	0%	100%
	\$10M to \$20M	4	0%	100%
	\$20M to \$35M	14	21%	79%
	\$35M to \$50M	5	0%	100%

\* Insufficient data



## CHIEF INFORMATION OFFICER

### **Reports to: President/CEO/Manager**

**Position Purpose:** Oversee the credit union's technology infrastructure and information systems tools. Develop short- and long-term technology objectives to provide efficient and cost-effective technology tools to the credit union. Lead, manage, direct, and coordinate the planning, production, and activities of a credit union's information technology department. Serve as lead technologist for the credit union.

### **Job Responsibilities**

- Oversee and manage all phases of systems design, programming, networking, installation, and operation.
- Work with the CEO setting the short- and long-term technology objectives while providing the management necessary to achieve revenue growth and other goals and objectives of the organization through technology.
- Identify the strategic objectives and determine specific information requirements for management information services within all departments of the credit union.
- Communicate those objectives within Information Technology Department.
- Review and evaluate project feasibility studies based on management's requirements, priorities, and cost constraints.
- Research industry trends in technology and insure that the credit union's information technology structure and equipment is adequate to meet member needs and strategic plan.
- Ensure that information systems provide tools to satisfy external rules and regulations.
- Implement the installation and operation of information technology. Implement and connect the equipment required to operate systems.
- May manage several direct reports, often including department heads.
- Maintain an environment in which manpower training, turnover, compensation, and growth adequately matches credit union's needs.
- Hold periodic staff meetings. Identify areas for improvement, changes in procedures, new developments, or changes in service or products. Keep staff up to date on trends and general credit union information.

**Table 5 - 1  
Salaries  
Chief Information Officer / CIO / SVP / VP**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		2	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	1	*	*	*	*	*
	\$20M to \$35M	0					
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	1	*	*	*	*	*
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	1	*	*	*	*	*
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	1	*	*	*	*	*
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	1	*	*	*	*	*
	9 - 10	0					
	11 - 12	0					
	13 - 20	1	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	1	*	*	*	*	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	1	*	*	*	*	*
	2	0					
	3	1	*	*	*	*	*
	4	0					
	5 or more	0					

\* Insufficient data

**Table 5 - 2  
Incentives and Bonuses  
Chief Information Officer / CIO / SVP / VP**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		2	52%	1	*
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	1	0%	0	
	\$20M to \$35M	0		0	
	\$35M to \$50M	1	100%	1	*
By region	New England	0		0	
	Middle Atlantic	1	100%	1	*
	East North Central	0		0	
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	1	0%	0	
	West South Central	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	1	0%	0	
	10 - 49	1	100%	1	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	1	0%	0	
	9 - 10	0		0	
	11 - 12	0		0	
By amount of loans outstanding	13 - 20	1	100%	1	*
	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	1	0%	0	
	\$20M to \$50M	1	100%	1	*
	\$50M to \$100M	0		0	
By number of members	\$100M to \$200M	0		0	
	\$200M or more	0		0	
	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	1	0%	0	
	5,000 - 9,999	1	100%	1	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
50,000 - 59,999	0		0		
Number of branch offices	60,000 or more	0		0	
	1	1	0%	0	
	2	0		0	
	3	1	100%	1	*
	4	0		0	
5 or more	0		0		

\* Insufficient data

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

**Table 5 - 3  
Total Cash Compensation  
Chief Information Officer / CIO / SVP / VP**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		2	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	1	*	*	*	*	*
	\$20M to \$35M	0					
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	1	*	*	*	*	*
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	1	*	*	*	*	*
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	1	*	*	*	*	*
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	1	*	*	*	*	*
	9 - 10	0					
	11 - 12	0					
	13 - 20	1	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	1	*	*	*	*	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
50,000 - 59,999	0						
Number of branch offices	60,000 or more	0					
	1	1	*	*	*	*	*
	2	0					
	3	1	*	*	*	*	*
	4	0					
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 5 - 4**  
**Salary Ranges**  
**Chief Information Officer / CIO / SVP / VP**

		N	average minimum	average midpoint	average maximum
Overall		0			
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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

**Table 5 - 5  
Education  
Chief Information Officer / CIO / SVP / VP**

		N	high school or less	some college	college degree	some grad school	grad degree
Overall		1	0%	0%	100%	0%	0%
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	1	0%	0%	100%	0%	0%

\* Insufficient data

**Table 5 - 6  
Average Salaries by Level of Education  
Chief Information Officer / CIO / SVP / VP**

		N	high school or less	some college	college degree	some grad school	grad degree
Overall		2			*		
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	1					
	\$20M to \$35M	0					
	\$35M to \$50M	1			*		

\* Insufficient data

**Table 5 - 7  
Sex  
Chief Information Officer / CIO / SVP / VP**

		N	male	female
Overall		1	100%	0%
By credit union asset size	\$1M to \$2M	0		
	\$2M to \$5M	0		
	\$5M to \$10M	0		
	\$10M to \$20M	0		
	\$20M to \$35M	0		
	\$35M to \$50M	1	100%	0%

\* Insufficient data

## MEMBER SERVICES VICE PRESIDENT

**Reports to:** *Chief Operations Officer or Executive Vice President or CEO*

**Position 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.

### **Job Responsibilities**

- Responsible for all member service department and telephone information center personnel. Responsible for hiring, mentoring, performance evaluations, scheduling, and training of these employees.
- Assist in preparing the budget for the member service department and telephone information center. Monitor the budget throughout its lifecycle for compliance.
- 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.
- Respond to technical and operational questions or problems from credit union staff and make appropriate referrals, recommendations, suggestions, etc.
- Respond to complex or problematic member questions or problems as appropriate and ensure the highest quality of member service and satisfaction.
- May develop a sales program to cross-sell products.
- 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.
- Prepare and disseminate information pertaining to credit union trends, security issues, operations, regulations, and services to department staff on a regular basis.
- 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 survey, etc.
- Responsible for the daily branch/ATM cash operation and adhering to the cash limits set by the board of directors.
- Responsible for the control, operation, and maintenance of automatic teller machines.
- Consistently maintain and improve skills and knowledge for efficient service delivery.

**Table 6 - 1**  
**Salaries**  
**Member Services VP (head of member services)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		16	\$46,660	\$41,130	\$45,000	\$56,050	\$60,780
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$10M	0					
	\$10M to \$20M	3	*	*	*	*	*
	\$20M to \$35M	5	\$44,340	\$34,840	\$43,600	\$54,370	*
	\$35M to \$50M	7	\$50,160	\$44,930	\$45,120	\$59,190	*
By region	New England	3	*	*	*	*	*
	Middle Atlantic	0					
	East North Central	3	*	*	*	*	*
	West North Central	1	*	*	*	*	*
	South Atlantic	3	*	*	*	*	*
	East South Central	0					
	West South Central	2	*	*	*	*	*
	Pacific	2	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	2	*	*	*	*	*
	5 - 9	8	\$47,060	\$40,580	\$44,250	\$55,960	*
	10 - 49	6	\$46,450	\$44,900	\$45,000	\$55,240	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	1	*	*	*	*	*
	11 - 12	4	*	*	*	*	*
	13 - 20	10	\$50,300	\$44,720	\$52,000	\$60,440	\$61,890
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$20M	8	\$45,810	\$37,160	\$44,490	\$55,650	*
	\$20M to \$50M	7	\$49,500	\$44,770	\$45,000	\$59,190	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	1	*	*	*	*	*
	1,000 - 1,999	2	*	*	*	*	*
	2,000 - 4,999	10	\$45,380	\$39,270	\$44,250	\$55,660	\$60,210
	5,000 - 9,999	3	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	11	\$47,640	\$40,030	\$45,260	\$57,000	\$61,860
	2	4	*	*	*	*	*
	3	1	*	*	*	*	*
	4	0					
	5 or more	0					

\* Insufficient data



**Table 6 - 2  
Incentives and Bonuses  
Member Services VP (head of member services)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		16	83%	13	\$1,910
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	1	0%	0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	3	67%	2	*
	\$20M to \$35M	5	80%	4	*
	\$35M to \$50M	7	100%	7	\$2,170
By region	New England	3	67%	2	*
	Middle Atlantic	0		0	
	East North Central	3	68%	2	*
	West North Central	1	100%	1	*
	South Atlantic	3	100%	3	*
	East South Central	0		0	
	West South Central	2	100%	2	*
	Mountain	2	100%	2	*
	Pacific	2	51%	1	*
By number of full-time employees	1	0		0	
	2 - 4	2	49%	1	*
	5 - 9	8	75%	6	\$1,690
	10 - 49	6	100%	6	\$1,830
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	1	0%	0	
	11 - 12	4	100%	4	*
	13 - 20	10	91%	9	\$2,140
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	1	0%	0	
	\$5M to \$20M	8	75%	6	\$1,510
	\$20M to \$50M	7	100%	7	\$2,210
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	1	0%	0	
	1,000 - 1,999	2	48%	1	*
	2,000 - 4,999	10	91%	9	\$1,520
	5,000 - 9,999	3	100%	3	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	11	73%	8	\$1,940
	2	4	100%	4	*
	3	1	100%	1	*
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 6 - 3**  
**Total Cash Compensation**  
**Member Services VP (head of member services)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		16	\$48,240	\$42,430	\$46,450	\$57,470	\$64,360
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$10M	0					
	\$10M to \$20M	3	*	*	*	*	*
	\$20M to \$35M	5	\$45,210	\$35,900	\$44,850	\$54,850	*
	\$35M to \$50M	7	\$52,330	\$46,410	\$47,500	\$61,780	*
By region	New England	3	*	*	*	*	*
	Middle Atlantic	0					
	East North Central	3	*	*	*	*	*
	West North Central	1	*	*	*	*	*
	South Atlantic	3	*	*	*	*	*
	East South Central	0					
	West South Central	2	*	*	*	*	*
	Pacific	2	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	2	*	*	*	*	*
	5 - 9	8	\$48,330	\$41,980	\$45,650	\$56,750	*
	10 - 49	6	\$48,280	\$46,400	\$47,500	\$57,020	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	1	*	*	*	*	*
	11 - 12	4	*	*	*	*	*
	13 - 20	10	\$52,240	\$46,240	\$52,000	\$63,280	\$65,760
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$20M	8	\$46,950	\$37,470	\$45,720	\$56,370	*
	\$20M to \$50M	7	\$51,710	\$46,270	\$47,500	\$61,780	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	1	*	*	*	*	*
	1,000 - 1,999	2	*	*	*	*	*
	2,000 - 4,999	10	\$46,760	\$40,530	\$45,650	\$57,260	\$63,680
	5,000 - 9,999	3	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	11	\$49,060	\$41,520	\$46,460	\$58,000	\$65,780
	2	4	*	*	*	*	*
	3	1	*	*	*	*	*
	4	0					
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 6 - 4**  
**Salary Ranges**  
**Member Services VP (head of member services)**

		N	average minimum	average midpoint	average maximum
Overall		6	\$39,510	\$49,440	\$59,380
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	1	*	*	*
	\$20M to \$35M	2	*	*	*
	\$35M to \$50M	3	*	*	*

\* Insufficient data

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

## TELLER MANAGER/SUPERVISOR

**Reports to:** Executive Vice President or COO or VP-Member Service

**Position 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.

### Job Responsibilities

- 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.
- 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.
- Evaluate the job performance of subordinates to ensure quality member service and accurate transactions.
- Develop, apply, and evaluate policies and procedures for the department.
- Manage and recommend the purchase of equipment and supplies.
- Maintain an adequate supply of traveler's checks, money orders, and cashier's checks.
- Maintain comprehensive, up-to-date knowledge of all State and Federal regulations that are applicable to the transactions performed in the cashier/teller area. Knowledge of all credit union policies and processes within the teller area.
- Ensure that safety and security policies are up to date and training is provided on the safety and security procedures.
- Serve as a 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.
- Approve member exceptions and authorize service fee refunds to members when deemed necessary.
- Oversee proper availability of daily cash, money orders, and traveler's checks.
- Investigate teller losses and institute corrective flow of work and/or corrective disciplinary action where required.
- 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**  
**Salaries**  
**Teller Manager / Supervisor**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		43	\$38,400	\$32,890	\$36,830	\$43,230	\$50,990
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$10M	3	*	*	*	*	*
	\$10M to \$20M	7	\$37,800	\$32,000	\$34,940	\$49,000	*
	\$20M to \$35M	19	\$38,810	\$33,070	\$38,280	\$45,110	\$49,780
	\$35M to \$50M	13	\$39,490	\$33,950	\$37,820	\$43,940	\$54,780
By region	New England	3	*	*	*	*	*
	Middle Atlantic	2	*	*	*	*	*
	East North Central	12	\$35,660	\$31,580	\$34,500	\$39,030	\$42,840
	West North Central	6	\$40,220	\$34,060	\$39,570	\$48,310	*
	South Atlantic	5	\$44,180	\$34,580	\$42,000	\$54,790	*
	East South Central	2	*	*	*	*	*
	West South Central	6	\$34,800	\$31,620	\$36,820	\$38,280	*
	Mountain Pacific	6	\$41,420	\$28,050	\$45,300	\$50,410	*
By number of full-time employees	1	0					
	2 - 4	5	\$33,240	\$28,870	\$32,680	\$37,900	*
	5 - 9	20	\$38,830	\$32,370	\$36,750	\$46,430	\$52,470
	10 - 49	18	\$39,230	\$33,950	\$38,280	\$43,270	\$54,130
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	2	*	*	*	*	*
	7 - 8	4	*	*	*	*	*
	9 - 10	3	*	*	*	*	*
	11 - 12	13	\$38,600	\$34,470	\$37,320	\$41,290	\$49,480
	13 - 20	21	\$40,560	\$33,990	\$39,660	\$45,920	\$54,370
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$20M	28	\$37,670	\$32,370	\$36,210	\$42,530	\$48,890
	\$20M to \$50M	13	\$40,820	\$33,950	\$39,630	\$48,130	\$54,780
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	8	\$37,730	\$31,460	\$38,550	\$44,270	*
	2,000 - 4,999	25	\$38,660	\$33,230	\$36,530	\$43,800	\$53,240
	5,000 - 9,999	10	\$38,260	\$32,070	\$36,390	\$43,300	\$52,960
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	27	\$40,130	\$34,960	\$38,280	\$46,400	\$53,940
	2	13	\$35,170	\$31,360	\$33,950	\$40,510	\$44,770
	3	3	*	*	*	*	*
	4	0					
	5 or more	0					

\* Insufficient data

**Table 7 - 2  
Incentives and Bonuses  
Teller Manager / Supervisor**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		42	68%	28	\$1,670
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	1	100%	1	*
	\$5M to \$10M	3	67%	2	*
	\$10M to \$20M	7	57%	4	*
	\$20M to \$35M	19	65%	12	\$2,130
	\$35M to \$50M	12	77%	9	\$1,250
By region	New England	3	34%	1	*
	Middle Atlantic	2	100%	2	*
	East North Central	12	66%	8	\$1,220
	West North Central	6	84%	5	\$2,060
	South Atlantic	4	51%	2	*
	East South Central	2	48%	1	*
	West South Central	6	71%	4	*
	Mountain	6	66%	4	*
	Pacific	1	100%	1	*
By number of full-time employees	1	0		0	
	2 - 4	5	80%	4	*
	5 - 9	20	60%	12	\$1,380
	10 - 49	17	74%	12	\$2,030
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	2	52%	1	*
	7 - 8	4	75%	3	*
	9 - 10	3	32%	1	*
	11 - 12	13	79%	10	\$2,280
	13 - 20	20	67%	13	\$1,460
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	2	50%	1	*
	\$5M to \$20M	28	66%	18	\$1,630
	\$20M to \$50M	12	77%	9	\$1,790
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	8	62%	5	\$1,170
	2,000 - 4,999	24	64%	15	\$2,010
	5,000 - 9,999	10	82%	8	\$1,330
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	26	63%	16	\$1,340
	2	13	72%	9	\$1,140
	3	3	100%	3	*
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 7 - 3  
Total Cash Compensation  
Teller Manager / Supervisor**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		43	\$39,510	\$33,830	\$37,190	\$44,250	\$54,600
By credit union asset size	\$1M to \$2M	0		*	*	*	*
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$10M	3	*	*	*	*	*
	\$10M to \$20M	7	\$38,510	\$32,000	\$37,180	\$49,000	*
	\$20M to \$35M	19	\$40,200	\$33,630	\$38,840	\$45,110	\$57,850
	\$35M to \$50M	13	\$40,390	\$34,910	\$38,290	\$45,850	\$54,780
By region	New England	3	*	*	*	*	*
	Middle Atlantic	2	*	*	*	*	*
	East North Central	12	\$36,470	\$32,500	\$35,090	\$41,140	\$44,620
	West North Central	6	\$41,960	\$34,530	\$41,050	\$50,780	*
	South Atlantic	5	\$44,380	\$34,700	\$42,800	\$54,790	*
	East South Central	2	*	*	*	*	*
	West South Central	6	\$35,590	\$32,720	\$36,820	\$38,880	*
	Mountain Pacific	6 1	\$44,270 *	\$28,750 *	\$45,300 *	\$56,720 *	* *
By number of full-time employees	1	0					
	2 - 4	5	\$34,200	\$29,930	\$32,800	\$39,150	*
	5 - 9	20	\$39,660	\$33,100	\$37,980	\$47,230	\$53,880
	10 - 49	18	\$40,660	\$34,360	\$38,880	\$44,910	\$54,960
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	2	*	*	*	*	*
	7 - 8	4	*	*	*	*	*
	9 - 10	3	*	*	*	*	*
	11 - 12	13	\$40,390	\$34,790	\$38,020	\$42,520	\$56,210
	13 - 20	21	\$41,490	\$35,110	\$40,960	\$46,100	\$54,870
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$20M	28	\$38,740	\$32,770	\$37,180	\$42,970	\$48,890
	\$20M to \$50M	13	\$42,100	\$34,910	\$40,890	\$49,670	\$56,790
	\$50M to \$100M	0					
	\$100M to \$200M \$200M or more	0 0					
By number of members	1 - 999	0					
	1,000 - 1,999	8	\$38,450	\$32,310	\$39,550	\$44,660	*
	2,000 - 4,999	25	\$39,890	\$33,910	\$36,980	\$44,010	\$56,030
	5,000 - 9,999	10	\$39,350	\$34,150	\$36,590	\$45,490	\$53,120
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	27	\$40,950	\$35,210	\$38,880	\$47,180	\$54,660
	2	13	\$35,990	\$31,670	\$35,110	\$42,010	\$45,160
	3	3	*	*	*	*	*
	4	0					
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 7 - 4  
Salary Ranges  
Teller Manager / Supervisor**

		N	average minimum	average midpoint	average maximum
Overall		14	\$34,820	\$41,200	\$47,570
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	1	*	*	*
	\$10M to \$20M	3	*	*	*
	\$20M to \$35M	6	\$34,750	\$41,120	\$47,500
	\$35M to \$50M	4	*	*	*

\* Insufficient data

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



## SHARE DRAFT MANAGER

**Reports to:** *Executive Vice President or Assistant Manager or Chief Operations Officer*

**Position Purpose:** Supervises the Share Draft Services Department, which provides technical and administrative support for share draft services to members of the credit union. Provides information to members and potential members regarding share drafts and other credit union services.

### **Job Responsibilities**

- Hire, train, and supervise staff in the Share Draft Services Department.
- Develop, apply, and evaluate policies and procedures for the department.
- Develop, analyze, and complete monthly department reports.
- Prepare, implement, and supervise the budget for the department that is consistent with the overall strategy of the credit union.
- Ensure compliance with share draft rules and regulations.
- Facilitate communication regarding share draft accounts and transactions, including reconciliation of member statements.

**Table 8 - 1 Salaries  
Share Draft Manager**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		2	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	2	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	2	*	*	*	*	*
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	2	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	1	*	*	*	*	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M or more	0					
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	0					
	2	2	*	*	*	*	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 8 - 2  
Incentives and Bonuses  
Share Draft Manager**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		2	50%	1	*
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	0		0	
	\$35M to \$50M	2	50%	1	*
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	2	50%	1	*
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	0		0	
	Mountain	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	2	50%	1	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	0		0	
	13 - 20	2	50%	1	*
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	1	100%	1	*
	\$20M to \$50M	1	0%	0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	0		0	
	5,000 - 9,999	2	50%	1	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	0		0	
	2	2	50%	1	*
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 8 - 3  
Total Cash Compensation  
Share Draft Manager**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		2	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	2	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	2	*	*	*	*	*
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	2	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	1	*	*	*	*	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M or more	0					
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	0					
	2	2	*	*	*	*	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 8 - 4  
Salary Ranges  
Share Draft Manager**

		N	average minimum	average midpoint	average maximum
Overall		0			
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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

## BUSINESS SERVICES VICE PRESIDENT / DIRECTOR

**Reports to:** COO or Executive VP/Assistant Manager or CEO

**Position Purpose:** Oversee all business services department functions including deposit and credit products. Monitor business loan portfolio, train and supervise staff, conduct analyses of business trends and existing performance indicators, make recommendations for the strategic direction of the department, including target growth goals. Create policies and procedures for all departmental functions.

### **Job Responsibilities**

- Responsible for management and direction of the business service department staff. Responsible for hiring, mentoring, performance evaluations, scheduling, and training of these employees.
- Assist in preparing the budget for the business service department and monitor the budget throughout its lifecycle for compliance.
- Create, or assist in the creation of, policies and procedures for the business service function. Ensure that policies and procedures reflect external rules and regulations and are communicated to, and implemented by, all staff.
- Ensure that sound analysis and lending procedures are followed. Act in compliance with the credit union's Business Lending policy at all times.
- Respond to technical and operational questions or problems from credit union staff and make appropriate referrals, recommendations, suggestions, etc.
- Respond to complex or problematic business member questions or problems as appropriate and ensure the highest quality of member service and satisfaction is provided to business members.
- 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. as related to business services.
- 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.
- Consistently maintain and improve skills and knowledge of staff for efficient service delivery.
- Train staff in cross-sell lending and other credit union products as appropriate.

**Table 9 - 1**  
**Salaries**  
**Business Services VP / Director**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		0					
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
\$200M or more	0						
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	0					
	2	0					
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 9 - 2  
Incentives and Bonuses  
Business Services VP / Director**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		0		0	
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	0		0	
	\$35M to \$50M	0		0	
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	0		0	
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	0		0	
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	0		0	
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
By number of members	\$200M or more	0		0	
	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	0		0	
	5,000 - 9,999	0		0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
50,000 - 59,999	0		0		
Number of branch offices	60,000 or more	0		0	
	1	0		0	
	2	0		0	
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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



**Table 9 - 3  
Total Cash Compensation  
Business Services VP / Director**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		0					
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M or more	0					
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999 60,000 or more	0					
Number of branch offices	1	0					
	2	0					
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 9 - 4  
Salary Ranges  
Business Services VP / Director**

		N	average minimum	average midpoint	average maximum
Overall		0			
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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

## UNIVERSAL EMPLOYEE—Financial Services Representative/Member Solutions Consultant

**Reports to: Teller Manager/Supervisor, Sales Manager, or Member Services VP**

*NOTE: This position may be classified under a different job family at your credit union, such as Marketing/Sales instead of Support/Member Services.*

**Position Purpose:** Consistently provides an atmosphere of high quality member service. Confidently supports credit union sales efforts and performs transaction for members with regard to all share and loan products and services. Consult with members and provide solutions to match their needs.

### **Job Responsibilities**

- Promote credit union products and services based on member needs as determined from member interviews. Maintain current knowledge of all credit union's services and policies. Maintain knowledge of competitor's rates, terms, etc., as well as internal trends relating to lending. Counsel members on interest rates and cross-sell services offered at the credit union.
- Open new share accounts and certificates. Assist members in the completion of Individual Retirement Account and Share Certificate applications.
- Process new account information including ordering checks, verifying eligibility, checking for appropriate signatures, filing cards, mailing welcome letters, etc. Type, laminate, and mail membership cards to members. Print starter or temporary checks for members. Assist members with Instant Issue ATM cards.
- Prepare coupons for skip-a-pay when sold.
- Assist members with wire transactions.
- Assist members in closing accounts.
- Assist members with discrepancies and complaints. Make corrections and refunds on accounts if necessary.
- Ensure accurate processing of loans by making sure that each one is properly documented, closed, disbursed, coordinated, and filed. Notify auto dealerships of any missing paperwork.
- Analyze and process consumer loan applications. Pull credit reports for all accounts, verify debts, estimate monthly payment for any outstanding debts not listed and add them to debts on application.
- Mail loan application and/or information to members and prospective members. Look up NADA values and provide quotes to members.
- Review delinquency notices for accuracy and mail them as appropriate.
- Assist member with information as to the status of pending loans. Explain reasons for denial and explore options for members when loans are denied.
- Assist members and Loan Processors in filing debt protection, credit disability, and credit life insurance claims.
- Ensure that all information and transactions regarding credit union members are kept confidential. Enforce strict adherence to established security procedures.

**Table 10 - 1**  
**Salaries**  
**"Universal Employee"**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		100	\$31,370	\$27,250	\$30,160	\$35,120	\$41,000
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	10	\$30,200	\$21,490	\$28,660	\$31,530	\$56,610
	\$5M to \$10M	16	\$30,180	\$26,490	\$32,000	\$32,820	\$37,090
	\$10M to \$20M	30	\$31,020	\$24,570	\$30,850	\$34,650	\$39,720
	\$20M to \$35M	32	\$32,210	\$28,000	\$30,140	\$37,270	\$41,000
	\$35M to \$50M	12	\$31,620	\$27,250	\$29,220	\$36,000	\$44,000
By region	New England	3	*	*	*	*	*
	Middle Atlantic	12	\$31,530	\$28,920	\$30,850	\$34,740	\$36,000
	East North Central	26	\$31,870	\$27,180	\$31,000	\$36,210	\$39,480
	West North Central	12	\$29,760	\$26,450	\$28,990	\$31,660	\$40,680
	South Atlantic	9	\$29,100	\$22,900	\$30,880	\$36,210	*
	East South Central	11	\$28,020	\$23,750	\$27,250	\$31,530	\$35,800
	West South Central	9	\$31,150	\$27,410	\$29,650	\$35,000	*
	Mountain	8	\$33,910	\$22,880	\$37,000	\$41,000	*
Pacific	10	\$35,030	\$29,870	\$32,770	\$42,130	\$44,000	
By number of full-time employees	1	0					
	2 - 4	52	\$32,400	\$26,640	\$31,150	\$36,000	\$45,780
	5 - 9	33	\$30,680	\$27,520	\$28,840	\$36,000	\$40,610
	10 - 49	15	\$30,440	\$25,500	\$29,500	\$35,000	\$42,790
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	6	\$30,990	\$29,730	\$31,390	\$32,340	*
	3 - 4	7	\$31,000	\$25,520	\$31,950	\$35,220	*
	5 - 6	6	\$26,300	\$23,750	\$25,630	\$30,450	*
	7 - 8	13	\$30,390	\$23,000	\$28,840	\$33,280	\$55,070
	9 - 10	16	\$32,110	\$26,660	\$31,030	\$36,770	\$48,640
	11 - 12	20	\$29,080	\$27,410	\$28,810	\$31,120	\$38,000
	13 - 20	32	\$33,310	\$27,930	\$32,760	\$38,540	\$41,500
By amount of loans outstanding	\$500,000 to \$2M	7	\$29,460	\$21,580	\$27,760	\$38,000	*
	\$2M to \$5M	23	\$32,330	\$24,190	\$31,780	\$34,180	\$53,060
	\$5M to \$20M	56	\$30,950	\$25,150	\$30,000	\$35,220	\$41,000
	\$20M to \$50M	14	\$32,020	\$28,000	\$29,830	\$35,950	\$41,560
	\$50M to \$100M	0					
	\$100M to \$200M	0					
\$200M or more	0						
By number of members	1 - 999	14	\$31,460	\$23,760	\$31,110	\$33,130	\$56,610
	1,000 - 1,999	33	\$32,620	\$28,760	\$32,000	\$36,450	\$44,250
	2,000 - 4,999	48	\$30,730	\$27,290	\$29,500	\$35,750	\$41,000
	5,000 - 9,999	5	\$31,740	\$27,250	\$31,370	\$36,040	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	82	\$32,030	\$27,800	\$31,000	\$36,000	\$41,560
	2	8	\$32,150	\$29,500	\$30,000	\$35,800	*
	3	5	\$27,650	\$22,310	\$22,900	\$40,000	*
	4	2	*	*	*	*	*
	5 or more	1	*	*	*	*	*

\* Insufficient data

**Table 10 - 2  
Incentives and Bonuses  
"Universal Employee"**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		94	53%	48	\$980
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	9	77%	6	\$740
	\$5M to \$10M	15	53%	7	\$880
	\$10M to \$20M	28	36%	11	\$810
	\$20M to \$35M	30	65%	19	\$1,060
	\$35M to \$50M	12	39%	5	\$1,200
By region	New England	2	0%	0	
	Middle Atlantic	11	48%	4	*
	East North Central	24	32%	8	\$980
	West North Central	12	70%	7	\$880
	South Atlantic	8	76%	6	\$1,190
	East South Central	11	42%	5	\$900
	West South Central	8	51%	4	*
	Mountain Pacific	8 10	82% 71%	6 8	\$1,070 \$870
By number of full-time employees	1	0		0	
	2 - 4	49	48%	22	\$970
	5 - 9	30	69%	20	\$1,080
	10 - 49	15	36%	6	\$700
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	6	17%	1	*
	3 - 4	6	71%	4	*
	5 - 6	6	50%	3	*
	7 - 8	11	66%	7	\$630
	9 - 10	15	48%	7	\$1,250
	11 - 12	20	62%	12	\$880
	13 - 20	30	47%	14	\$1,140
By amount of loans outstanding	\$500,000 to \$2M	7	38%	3	*
	\$2M to \$5M	20	63%	11	\$590
	\$5M to \$20M	53	54%	27	\$1,090
	\$20M to \$50M	14	44%	7	\$1,000
	\$50M to \$100M	0		0	
	\$100M to \$200M \$200M or more	0 0		0 0	
By number of members	1 - 999	13	53%	6	\$730
	1,000 - 1,999	31	52%	16	\$970
	2,000 - 4,999	45	59%	25	\$1,010
	5,000 - 9,999	5	8%	1	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	78	52%	39	\$990
	2	8	64%	5	\$890
	3	4	88%	3	*
	4	2	50%	1	*
	5 or more	1	0%	0	

\* Insufficient data

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

**Table 10 - 3  
Total Cash Compensation  
"Universal Employee"**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		100	\$31,850	\$27,250	\$31,000	\$35,380	\$42,000
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	10	\$30,700	\$23,130	\$28,660	\$31,530	\$56,610
	\$5M to \$10M	16	\$30,620	\$27,290	\$32,320	\$33,560	\$38,450
	\$10M to \$20M	30	\$31,280	\$24,570	\$30,850	\$34,650	\$40,960
	\$20M to \$35M	32	\$32,880	\$28,290	\$31,110	\$37,270	\$42,100
	\$35M to \$50M	12	\$32,090	\$27,250	\$30,090	\$37,150	\$44,000
By region	New England	3	*	*	*	*	*
	Middle Atlantic	12	\$31,990	\$29,350	\$31,000	\$34,740	\$37,400
	East North Central	26	\$32,150	\$27,240	\$31,690	\$36,210	\$40,220
	West North Central	12	\$30,370	\$26,450	\$30,120	\$31,810	\$41,000
	South Atlantic	9	\$29,940	\$23,800	\$31,470	\$36,210	*
	East South Central	11	\$28,390	\$23,950	\$27,250	\$31,530	\$35,800
	West South Central	9	\$31,490	\$27,410	\$30,030	\$35,300	*
	Mountain	8	\$34,790	\$23,130	\$38,400	\$42,000	*
Pacific	10	\$35,640	\$30,070	\$33,020	\$43,630	\$44,000	
By number of full-time employees	1	0					
	2 - 4	52	\$32,830	\$26,660	\$31,500	\$36,000	\$46,540
	5 - 9	33	\$31,360	\$27,880	\$29,340	\$36,800	\$42,000
	10 - 49	15	\$30,690	\$25,680	\$29,850	\$35,000	\$42,790
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	6	\$31,160	\$29,730	\$31,390	\$32,580	*
	3 - 4	7	\$31,430	\$26,150	\$32,080	\$35,280	*
	5 - 6	6	\$26,790	\$23,910	\$25,630	\$30,870	*
	7 - 8	13	\$30,740	\$23,040	\$29,340	\$34,030	\$55,070
	9 - 10	16	\$32,640	\$27,040	\$31,400	\$36,770	\$50,850
	11 - 12	20	\$29,630	\$27,410	\$29,490	\$31,500	\$38,500
	13 - 20	32	\$33,810	\$28,000	\$33,000	\$39,270	\$42,210
By amount of loans outstanding	\$500,000 to \$2M	7	\$29,970	\$23,610	\$27,760	\$38,000	*
	\$2M to \$5M	23	\$32,650	\$24,190	\$31,850	\$34,560	\$53,060
	\$5M to \$20M	56	\$31,510	\$25,200	\$30,870	\$35,220	\$42,000
	\$20M to \$50M	14	\$32,450	\$28,290	\$30,380	\$36,240	\$41,890
	\$50M to \$100M	0					
	\$100M to \$200M	0					
\$200M or more	0						
By number of members	1 - 999	14	\$31,800	\$23,880	\$31,110	\$34,130	\$56,610
	1,000 - 1,999	33	\$33,080	\$29,540	\$32,500	\$36,450	\$44,930
	2,000 - 4,999	48	\$31,290	\$27,410	\$29,960	\$35,770	\$42,000
	5,000 - 9,999	5	\$31,860	\$27,250	\$32,090	\$36,040	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	82	\$32,520	\$28,000	\$31,480	\$36,380	\$42,840
	2	8	\$32,720	\$29,850	\$30,000	\$35,800	*
	3	5	\$28,390	\$22,460	\$23,800	\$41,180	*
	4	2	*	*	*	*	*
	5 or more	1	*	*	*	*	*

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 10 - 4**  
**Salary Ranges**  
**"Universal Employee"**

		N	average minimum	average midpoint	average maximum
Overall		21	\$26,810	\$31,580	\$36,350
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	2	*	*	*
	\$10M to \$20M	5	\$26,920	\$29,060	\$31,190
	\$20M to \$35M	10	\$27,380	\$33,000	\$38,620
	\$35M to \$50M	4	*	*	*

\* Insufficient data

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

## MEMBER SERVICE REPRESENTATIVE II/SENIOR

**Reports to:** *Member Service VP or Executive VP/Assistant Manager*

**Position 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.

### **Job Responsibilities**

- 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.
- Provide in-person and by-telephone general and specific service-related information concerning credit union products or policies.
- May respond to email or other electronic requests submitted by members, again providing professional, prompt, efficient, and accurate service and information.
- 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.
- Open new accounts and service existing accounts. Set up new account files, and provide members with all necessary information for membership.
- 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.
- Process, close, and disburse loans.
- Conduct orientation interviews on credit union services and programs with each new credit union member.
- 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.
- Up-to-date and comprehensive knowledge on all credit union products and services that are handled or promoted by Member Service Representatives. Up-to-day and comprehensive knowledge on all related policies and procedures, rules, and regulations.
- Provide information on investment alternatives to members wishing to deposit funds with the credit union.
- Research accounts for deposit, withdrawal, and loan-payment discrepancies.
- Assist members in balancing their accounts.
- Assist members in opening individual retirement accounts.



**Table 11 - 1**  
**Salaries**  
**Member Services Representative II / Sr.**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		72	\$32,980	\$27,750	\$32,010	\$37,110	\$42,350
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$10M	5	\$32,900	\$30,380	\$31,220	\$35,340	*
	\$10M to \$20M	23	\$32,710	\$25,380	\$31,110	\$41,600	\$43,320
	\$20M to \$35M	28	\$32,710	\$26,000	\$31,720	\$35,000	\$43,760
	\$35M to \$50M	15	\$33,860	\$29,000	\$34,200	\$38,480	\$40,000
By region	New England	5	\$35,390	\$26,000	\$30,930	\$48,980	*
	Middle Atlantic	11	\$33,040	\$29,760	\$33,280	\$35,000	\$43,680
	East North Central	15	\$29,170	\$25,000	\$27,330	\$33,670	\$37,050
	West North Central	11	\$35,550	\$32,090	\$34,500	\$38,020	\$46,750
	South Atlantic	12	\$32,720	\$24,400	\$31,300	\$41,600	\$42,060
	East South Central	5	\$28,860	\$28,410	\$29,000	\$29,890	*
	West South Central	5	\$30,770	\$24,190	\$31,000	\$36,640	*
	Pacific	3	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	23	\$35,240	\$28,150	\$34,980	\$41,640	\$44,760
	5 - 9	33	\$32,710	\$26,000	\$32,860	\$36,120	\$43,970
	10 - 49	16	\$31,660	\$28,960	\$30,000	\$35,330	\$40,000
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	1	*	*	*	*	*
	5 - 6	3	*	*	*	*	*
	7 - 8	6	\$32,070	\$27,430	\$29,860	\$33,060	*
	9 - 10	16	\$33,670	\$28,000	\$29,500	\$41,600	\$43,540
	11 - 12	15	\$32,060	\$26,000	\$32,840	\$35,070	\$43,440
	13 - 20	31	\$33,710	\$29,890	\$34,500	\$37,500	\$40,460
By amount of loans outstanding	\$500,000 to \$2M	1	*	*	*	*	*
	\$2M to \$5M	4	*	*	*	*	*
	\$5M to \$20M	52	\$32,030	\$26,000	\$31,110	\$36,690	\$42,520
	\$20M to \$50M	15	\$35,600	\$30,000	\$35,000	\$39,520	\$40,150
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	1	*	*	*	*	*
	1,000 - 1,999	17	\$36,290	\$31,000	\$35,070	\$43,430	\$47,960
	2,000 - 4,999	47	\$32,880	\$26,000	\$32,860	\$37,520	\$41,600
	5,000 - 9,999	6	\$31,890	\$29,000	\$31,670	\$35,000	*
	10,000 - 19,999	1	*	*	*	*	*
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	46	\$33,880	\$26,000	\$32,180	\$41,600	\$44,760
	2	17	\$33,000	\$29,860	\$33,280	\$37,100	\$40,000
	3	4	*	*	*	*	*
	4	2	*	*	*	*	*
	5 or more	0					

\* Insufficient data

**Table 11 - 2  
Incentives and Bonuses  
Member Services Representative II / Sr.**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		67	69%	43	\$1,040
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	1	0%	0	
	\$5M to \$10M	4	60%	2	*
	\$10M to \$20M	22	64%	14	\$1,110
	\$20M to \$35M	26	62%	15	\$660
	\$35M to \$50M	14	89%	12	\$1,480
By region	New England	4	60%	2	*
	Middle Atlantic	10	31%	3	*
	East North Central	14	67%	9	\$920
	West North Central	10	94%	9	\$1,110
	South Atlantic	11	94%	10	\$690
	East South Central	5	56%	2	*
	West South Central	5	85%	4	*
	Mountain Pacific	3 5	52% 64%	2 2	* *
By number of full-time employees	1	0		0	
	2 - 4	22	57%	12	\$990
	5 - 9	30	68%	20	\$980
	10 - 49	15	81%	11	\$1,130
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	1	100%	1	*
	5 - 6	3	75%	2	*
	7 - 8	4	67%	2	*
	9 - 10	15	75%	10	\$820
	11 - 12	15	38%	6	\$590
	13 - 20	29	80%	22	\$1,330
By amount of loans outstanding	\$500,000 to \$2M	1	0%	0	
	\$2M to \$5M	3	50%	1	*
	\$5M to \$20M	49	65%	30	\$800
	\$20M to \$50M	14	88%	12	\$1,590
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	1	0%	0	
	1,000 - 1,999	16	63%	10	\$1,530
	2,000 - 4,999	44	71%	29	\$970
	5,000 - 9,999	5	67%	3	*
	10,000 - 19,999	1	100%	1	*
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	43	64%	27	\$1,050
	2	16	83%	12	\$1,130
	3	3	80%	2	*
	4	2	67%	1	*
	5 or more	0		0	

\* Insufficient data

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

**Table 11 - 3**  
**Total Cash Compensation**  
**Member Services Representative II / Sr.**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		72	\$33,630	\$27,940	\$32,710	\$38,150	\$43,500
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$10M	5	\$33,030	\$30,630	\$31,350	\$35,340	*
	\$10M to \$20M	23	\$33,370	\$25,380	\$32,700	\$42,350	\$43,320
	\$20M to \$35M	28	\$33,090	\$27,000	\$32,000	\$35,500	\$43,950
	\$35M to \$50M	15	\$35,050	\$29,800	\$35,000	\$38,980	\$43,500
By region	New England	5	\$35,730	\$26,500	\$31,430	\$48,980	*
	Middle Atlantic	11	\$33,450	\$29,760	\$33,280	\$35,000	\$43,680
	East North Central	15	\$29,730	\$25,000	\$28,670	\$33,670	\$38,620
	West North Central	11	\$36,450	\$32,170	\$35,500	\$38,720	\$50,120
	South Atlantic	12	\$33,320	\$24,710	\$31,350	\$42,350	\$42,820
	East South Central	5	\$29,280	\$29,110	\$29,800	\$29,890	*
	West South Central	5	\$31,150	\$24,790	\$31,250	\$37,130	*
	Pacific	3	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	23	\$35,780	\$29,580	\$35,240	\$42,440	\$44,760
	5 - 9	33	\$33,310	\$26,560	\$33,010	\$37,270	\$44,770
	10 - 49	16	\$32,490	\$29,670	\$30,600	\$35,730	\$43,500
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	1	*	*	*	*	*
	5 - 6	3	*	*	*	*	*
	7 - 8	6	\$32,320	\$27,930	\$30,360	\$33,060	*
	9 - 10	16	\$34,230	\$29,340	\$29,800	\$42,350	\$43,540
	11 - 12	15	\$32,290	\$26,000	\$32,980	\$35,950	\$43,470
	13 - 20	31	\$34,660	\$29,890	\$35,000	\$38,640	\$43,500
By amount of loans outstanding	\$500,000 to \$2M	1	*	*	*	*	*
	\$2M to \$5M	4	*	*	*	*	*
	\$5M to \$20M	52	\$32,500	\$26,500	\$31,200	\$37,140	\$42,750
	\$20M to \$50M	15	\$36,850	\$30,600	\$35,500	\$40,200	\$43,660
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	1	*	*	*	*	*
	1,000 - 1,999	17	\$37,210	\$31,220	\$35,210	\$43,480	\$51,940
	2,000 - 4,999	47	\$33,510	\$27,000	\$33,010	\$38,180	\$43,500
	5,000 - 9,999	6	\$32,390	\$29,800	\$32,050	\$35,000	*
	10,000 - 19,999	1	*	*	*	*	*
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	46	\$34,510	\$26,560	\$33,080	\$42,350	\$44,800
	2	17	\$33,850	\$30,360	\$33,280	\$38,520	\$43,500
	3	4	*	*	*	*	*
	4	2	*	*	*	*	*
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 11 - 4**  
**Salary Ranges**  
**Member Services Representative II / Sr.**

		N	average minimum	average midpoint	average maximum
Overall		20	\$27,620	\$33,460	\$39,300
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	1	*	*	*
	\$10M to \$20M	4	*	*	*
	\$20M to \$35M	8	\$26,390	\$31,250	\$36,110
	\$35M to \$50M	7	\$28,270	\$35,630	\$42,990

\* Insufficient data

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

## MEMBER SERVICE REPRESENTATIVE I

### ***Reports to: Member Service VP or Executive VP/Assistant Manager***

**Position 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 members' daily needs. Provide a variety of transactional services to members.

### **Job Responsibilities**

- 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.
- Provide in-person and by-telephone general and specific service-related information concerning credit union services or policies.
- May respond to email or other electronic requests submitted by members, again providing professional, prompt, efficient, and accurate service and information.
- Respond to members' requests, problems, and complaints, and/or direct them to the appropriate person for specific information and assistance.
- Open new accounts and service existing accounts. Set up new account files, and provide members with all necessary information for membership.
- 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.
- Promote credit union products and services based on member's needs.
- Process member mail transactions.
- Mail receipts and checks to members as indicated by policy and procedure.
- Provide information on investment alternatives to members wishing to deposit funds with the credit union.
- Research accounts for deposit, withdrawal, and loan-payment discrepancies.
- Assist members in balancing their accounts.
- Assist members with the proper completion of payroll deduction and direct deposit cards.
- Assist members in opening individual retirement accounts.

**Table 12 - 1**  
**Salaries**  
**Member Services Representative I**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		101	\$29,680	\$25,080	\$28,000	\$31,110	\$37,360
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$10M	11	\$26,950	\$25,000	\$25,000	\$30,900	\$32,770
	\$10M to \$20M	28	\$28,680	\$25,220	\$29,270	\$30,680	\$34,540
	\$20M to \$35M	35	\$31,580	\$26,520	\$28,930	\$32,000	\$47,500
	\$35M to \$50M	25	\$29,100	\$25,080	\$27,660	\$31,210	\$37,190
By region	New England	7	\$32,220	\$25,080	\$31,000	\$35,690	*
	Middle Atlantic	15	\$32,360	\$28,000	\$28,310	\$32,570	\$44,620
	East North Central	19	\$30,510	\$25,000	\$27,660	\$31,000	\$47,500
	West North Central	15	\$31,250	\$29,370	\$30,680	\$31,780	\$38,720
	South Atlantic	11	\$29,470	\$24,940	\$29,640	\$35,360	\$39,000
	East South Central	9	\$24,830	\$24,680	\$25,000	\$26,000	*
	West South Central	10	\$25,780	\$22,880	\$26,430	\$27,460	\$31,140
	Pacific	10	\$29,860	\$27,860	\$30,950	\$32,120	\$33,040
By number of full-time employees	1	1	*	*	*	*	*
	2 - 4	34	\$32,200	\$25,070	\$29,250	\$32,770	\$46,760
	5 - 9	44	\$30,610	\$25,220	\$30,000	\$32,150	\$38,720
	10 - 49	22	\$27,240	\$25,080	\$27,390	\$28,000	\$32,000
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	3	*	*	*	*	*
	3 - 4	2	*	*	*	*	*
	5 - 6	10	\$27,360	\$25,000	\$26,020	\$30,680	\$32,770
	7 - 8	8	\$25,390	\$20,700	\$23,530	\$29,100	*
	9 - 10	14	\$32,620	\$25,000	\$26,000	\$35,360	\$61,820
	11 - 12	23	\$28,280	\$25,370	\$29,000	\$31,000	\$33,330
	13 - 20	39	\$30,110	\$25,110	\$28,000	\$32,000	\$39,000
By amount of loans outstanding	\$500,000 to \$2M	1	*	*	*	*	*
	\$2M to \$5M	15	\$34,660	\$25,000	\$29,730	\$33,370	\$74,360
	\$5M to \$20M	64	\$29,440	\$25,000	\$28,790	\$31,440	\$37,240
	\$20M to \$50M	21	\$28,860	\$25,080	\$28,000	\$30,200	\$36,210
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	4	*	*	*	*	*
	1,000 - 1,999	25	\$32,920	\$27,740	\$29,640	\$32,770	\$46,180
	2,000 - 4,999	58	\$30,330	\$25,000	\$29,040	\$32,530	\$39,000
	5,000 - 9,999	14	\$27,060	\$25,080	\$27,600	\$28,000	\$30,680
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	69	\$31,100	\$25,410	\$29,730	\$32,760	\$39,000
	2	24	\$29,590	\$25,000	\$27,600	\$31,440	\$40,740
	3	4	*	*	*	*	*
	4	3	*	*	*	*	*
	5 or more	0					

\* Insufficient data

**Table 12 - 2  
Incentives and Bonuses  
Member Services Representative I**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		96	64%	57	\$920
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	2	0%	0	
	\$5M to \$10M	10	36%	4	*
	\$10M to \$20M	28	59%	16	\$800
	\$20M to \$35M	33	56%	18	\$700
	\$35M to \$50M	23	85%	19	\$1,170
By region	New England	6	17%	2	*
	Middle Atlantic	13	58%	5	\$760
	East North Central	19	71%	12	\$1,040
	West North Central	15	76%	10	\$1,330
	South Atlantic	10	65%	6	\$620
	East South Central	9	75%	7	\$530
	West South Central	9	87%	7	\$730
	Mountain Pacific	10 5	28% 84%	5 3	\$1,520 *
By number of full-time employees	1	1	0%	0	
	2 - 4	33	45%	16	\$1,060
	5 - 9	42	61%	26	\$980
	10 - 49	20	80%	15	\$810
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	3	33%	1	*
	3 - 4	2	52%	1	*
	5 - 6	9	30%	4	*
	7 - 8	7	70%	4	*
	9 - 10	14	65%	9	\$590
	11 - 12	21	68%	12	\$910
	13 - 20	38	69%	26	\$1,010
By amount of loans outstanding	\$500,000 to \$2M	1	0%	0	
	\$2M to \$5M	15	39%	6	\$690
	\$5M to \$20M	61	59%	34	\$810
	\$20M to \$50M	19	85%	17	\$1,100
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	4	40%	1	*
	1,000 - 1,999	24	31%	10	\$1,420
	2,000 - 4,999	55	66%	36	\$880
	5,000 - 9,999	13	83%	10	\$890
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	66	53%	36	\$950
	2	23	77%	17	\$920
	3	3	67%	2	*
	4	3	89%	2	*
	5 or more	0		0	

\* Insufficient data

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

**Table 12 - 3  
Total Cash Compensation  
Member Services Representative I**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		101	\$30,240	\$25,570	\$29,000	\$32,000	\$37,900
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$10M	11	\$27,100	\$25,000	\$25,330	\$30,900	\$32,770
	\$10M to \$20M	28	\$29,150	\$25,610	\$29,560	\$31,180	\$34,740
	\$20M to \$35M	35	\$31,960	\$26,840	\$29,000	\$32,780	\$48,500
	\$35M to \$50M	25	\$30,000	\$26,700	\$29,000	\$32,050	\$38,360
By region	New England	7	\$32,580	\$25,080	\$31,000	\$35,690	*
	Middle Atlantic	15	\$32,750	\$29,000	\$29,000	\$32,750	\$44,620
	East North Central	19	\$31,250	\$26,770	\$29,010	\$31,510	\$48,500
	West North Central	15	\$32,250	\$29,570	\$31,180	\$33,750	\$38,720
	South Atlantic	11	\$29,800	\$25,080	\$30,140	\$35,760	\$39,000
	East South Central	9	\$25,230	\$25,000	\$25,280	\$26,700	*
	West South Central	10	\$26,300	\$22,880	\$27,730	\$28,040	\$32,540
	Pacific	10	\$30,280	\$27,910	\$31,380	\$32,160	\$33,460
By number of full-time employees	1	1	*	*	*	*	*
	2 - 4	34	\$32,670	\$25,770	\$29,280	\$32,770	\$46,760
	5 - 9	44	\$31,180	\$25,400	\$30,100	\$33,750	\$38,720
	10 - 49	22	\$27,830	\$25,570	\$27,890	\$29,000	\$32,000
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	3	*	*	*	*	*
	3 - 4	2	*	*	*	*	*
	5 - 6	10	\$27,750	\$25,000	\$27,220	\$32,160	\$32,770
	7 - 8	8	\$25,580	\$20,950	\$23,530	\$29,600	*
	9 - 10	14	\$33,000	\$25,960	\$27,440	\$35,760	\$61,820
	11 - 12	23	\$28,810	\$25,570	\$29,000	\$31,760	\$33,750
	13 - 20	39	\$30,780	\$26,840	\$29,000	\$32,000	\$39,000
By amount of loans outstanding	\$500,000 to \$2M	1	*	*	*	*	*
	\$2M to \$5M	15	\$34,930	\$25,310	\$29,830	\$33,370	\$74,360
	\$5M to \$20M	64	\$29,890	\$25,280	\$28,900	\$32,050	\$37,240
	\$20M to \$50M	21	\$29,700	\$26,850	\$29,000	\$31,200	\$38,020
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	4	*	*	*	*	*
	1,000 - 1,999	25	\$33,340	\$27,990	\$30,040	\$33,160	\$46,180
	2,000 - 4,999	58	\$30,870	\$25,280	\$29,290	\$33,750	\$39,000
	5,000 - 9,999	14	\$27,760	\$26,700	\$28,040	\$29,000	\$31,180
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	69	\$31,570	\$26,840	\$30,060	\$33,000	\$39,000
	2	24	\$30,260	\$26,850	\$28,040	\$32,000	\$40,960
	3	4	*	*	*	*	*
	4	3	*	*	*	*	*
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.



**Table 12 - 4**  
**Salary Ranges**  
**Member Services Representative I**

		N	average minimum	average midpoint	average maximum
Overall		28	\$24,220	\$29,150	\$34,080
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	4	*	*	*
	\$10M to \$20M	5	\$18,530	\$23,110	\$27,700
	\$20M to \$35M	9	\$24,010	\$28,390	\$32,760
	\$35M to \$50M	10	\$26,740	\$33,030	\$39,320

\* Insufficient data

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

## HEAD TELLER

**Reports to:** *Teller Manager/Sup. or Branch Manager I or II, or Member Service VP*

**Position 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.

### **Job Responsibilities**

- 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.
- 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.
- Maintain a highly motivated, well-trained staff.
- Establish and maintain effective employee relations. Resolve employee relation issues.
- Evaluate job performance of subordinates to ensure quality of work and service to members.
- 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.
- 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.
- Manage and recommend the purchase of equipment and supplies.
- Approve withdrawal of funds for members with less than the required identification.
- Assist tellers as required with member questions or any transactional question that needs clarification.
- Maintain knowledge of all State and Federal regulations that are applicable to the transactions performed in the cashier/teller area.
- 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.
- Approve member exceptions and authorize service fee refunds to members when necessary.
- Oversee a proper availability/maintain an adequate supply of daily cash, money orders, and traveler's checks for the credit union.
- Investigate teller losses and institute corrective flow of work and/or corrective disciplinary action.
- Oversee work schedules for full-time and part-time employees in the teller area to ensure proper service to the membership.

**Table 13 - 1**  
**Salaries**  
**Head Teller**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		83	\$32,670	\$28,100	\$33,000	\$36,360	\$41,290
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$10M	8	\$28,450	\$23,650	\$26,770	\$29,640	*
	\$10M to \$20M	16	\$32,400	\$28,030	\$33,140	\$35,570	\$41,490
	\$20M to \$35M	29	\$34,260	\$30,530	\$33,280	\$36,730	\$41,360
	\$35M to \$50M	28	\$32,610	\$27,900	\$32,740	\$37,000	\$41,230
By region	New England	4	*	*	*	*	*
	Middle Atlantic	9	\$31,530	\$27,960	\$30,520	\$33,720	*
	East North Central	19	\$32,420	\$30,240	\$32,260	\$34,030	\$37,360
	West North Central	13	\$34,520	\$29,840	\$33,990	\$40,770	\$41,350
	South Atlantic	12	\$33,140	\$27,510	\$34,210	\$38,360	\$40,870
	East South Central	11	\$31,410	\$27,060	\$30,000	\$34,000	\$42,240
	West South Central	6	\$25,330	\$22,880	\$23,500	\$28,550	*
	Mountain Pacific	5	\$32,130	\$27,450	\$35,000	\$35,410	*
By number of full-time employees	1	0					
	2 - 4	13	\$31,480	\$26,750	\$30,160	\$33,910	\$43,410
	5 - 9	41	\$33,400	\$28,790	\$33,010	\$37,000	\$41,340
	10 - 49	29	\$32,160	\$27,900	\$32,730	\$35,490	\$40,670
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	3	*	*	*	*	*
	5 - 6	2	*	*	*	*	*
	7 - 8	5	\$34,750	\$23,120	\$36,760	\$45,250	*
	9 - 10	16	\$32,140	\$26,630	\$33,280	\$35,890	\$41,440
	11 - 12	22	\$31,070	\$27,040	\$30,680	\$35,000	\$40,330
	13 - 20	34	\$33,640	\$30,000	\$33,230	\$37,000	\$41,600
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	9	\$30,320	\$25,590	\$28,550	\$33,750	*
	\$5M to \$20M	48	\$33,010	\$28,550	\$33,000	\$36,140	\$41,270
	\$20M to \$50M	26	\$32,800	\$28,860	\$33,210	\$37,000	\$41,480
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	1	*	*	*	*	*
	1,000 - 1,999	19	\$31,610	\$26,520	\$30,530	\$35,000	\$41,970
	2,000 - 4,999	49	\$33,870	\$29,380	\$33,530	\$37,650	\$41,550
	5,000 - 9,999	14	\$30,380	\$27,800	\$30,000	\$34,070	\$35,880
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	55	\$33,030	\$28,040	\$33,020	\$36,830	\$41,640
	2	17	\$31,480	\$28,090	\$31,000	\$35,520	\$37,000
	3	8	\$31,970	\$26,790	\$33,000	\$34,890	*
	4	0					
	5 or more	2	*	*	*	*	*

\* Insufficient data

**Table 13 - 2 Incentives  
and Bonuses Head  
Teller**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		76	62%	45	\$1,090
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	2	0%	0	
	\$5M to \$10M	7	71%	5	\$650
	\$10M to \$20M	15	53%	8	\$1,000
	\$20M to \$35M	27	55%	13	\$750
	\$35M to \$50M	25	76%	19	\$1,450
By region	New England	2	50%	1	*
	Middle Atlantic	8	56%	4	*
	East North Central	18	75%	13	\$1,050
	West North Central	12	50%	6	\$710
	South Atlantic	11	72%	8	\$1,820
	East South Central	10	41%	4	*
	West South Central	6	71%	4	*
	Mountain Pacific	5 4	59% 67%	3 2	* *
By number of full-time employees	1	0		0	
	2 - 4	12	25%	3	*
	5 - 9	39	67%	25	\$1,080
	10 - 49	25	71%	17	\$1,110
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	2	0%	0	
	5 - 6	2	50%	1	*
	7 - 8	4	76%	3	*
	9 - 10	16	81%	13	\$950
	11 - 12	21	50%	10	\$950
	13 - 20	30	66%	18	\$1,320
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	8	26%	2	*
	\$5M to \$20M	43	60%	25	\$810
	\$20M to \$50M	25	76%	18	\$1,480
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	1	0%	0	
	1,000 - 1,999	18	50%	9	\$850
	2,000 - 4,999	44	64%	27	\$950
	5,000 - 9,999	13	75%	9	\$1,640
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	48	56%	27	\$900
	2	17	80%	12	\$1,090
	3	8	40%	3	*
	4	0		0	
	5 or more	2	100%	2	*

\* Insufficient data

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

**Table 13 - 3**  
**Total Cash Compensation**  
**Head Teller**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		83	\$33,280	\$28,770	\$33,310	\$37,000	\$42,000
By credit union asset size	\$1M to \$2M	0		*	*	*	*
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$10M	8	\$28,850	\$24,350	\$27,140	\$29,710	*
	\$10M to \$20M	16	\$32,900	\$28,030	\$33,140	\$36,510	\$42,480
	\$20M to \$35M	29	\$34,630	\$30,530	\$34,080	\$37,030	\$41,830
	\$35M to \$50M	28	\$33,610	\$29,380	\$34,070	\$38,000	\$42,400
By region	New England	4	*	*	*	*	*
	Middle Atlantic	9	\$31,950	\$27,960	\$31,020	\$34,910	*
	East North Central	19	\$33,170	\$30,460	\$33,530	\$35,050	\$37,450
	West North Central	13	\$34,840	\$29,840	\$34,320	\$41,100	\$41,960
	South Atlantic	12	\$34,340	\$27,870	\$35,000	\$39,360	\$44,340
	East South Central	11	\$31,820	\$27,770	\$32,000	\$34,000	\$42,400
	West South Central	6	\$25,940	\$22,880	\$24,480	\$29,120	*
	Mountain Pacific	5	\$32,790	\$28,580	\$35,000	\$35,870	*
By number of full-time employees	1	0					
	2 - 4	13	\$31,720	\$27,060	\$30,160	\$34,570	\$43,410
	5 - 9	41	\$34,090	\$29,270	\$33,980	\$38,000	\$42,120
	10 - 49	29	\$32,810	\$29,170	\$33,550	\$36,150	\$41,210
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	3	*	*	*	*	*
	5 - 6	2	*	*	*	*	*
	7 - 8	5	\$35,110	\$23,570	\$37,120	\$45,530	*
	9 - 10	16	\$32,910	\$27,180	\$33,550	\$36,860	\$42,250
	11 - 12	22	\$31,490	\$27,060	\$31,680	\$35,000	\$40,330
	13 - 20	34	\$34,430	\$30,470	\$34,250	\$38,000	\$42,390
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	9	\$30,470	\$25,590	\$28,850	\$33,750	*
	\$5M to \$20M	48	\$33,450	\$28,610	\$33,730	\$36,980	\$41,490
	\$20M to \$50M	26	\$33,830	\$29,480	\$34,120	\$38,000	\$42,360
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	1	*	*	*	*	*
	1,000 - 1,999	19	\$32,010	\$27,020	\$30,530	\$35,000	\$44,670
	2,000 - 4,999	49	\$34,420	\$30,360	\$34,260	\$38,000	\$42,190
	5,000 - 9,999	14	\$31,440	\$28,880	\$30,000	\$35,150	\$37,410
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	55	\$33,470	\$28,610	\$33,290	\$37,150	\$42,100
	2	17	\$32,300	\$28,770	\$32,500	\$36,480	\$38,000
	3	8	\$32,530	\$26,790	\$33,110	\$35,990	*
	4	0					
	5 or more	2	*	*	*	*	*

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 13 - 4  
Salary Ranges  
Head Teller**

		N	average minimum	average midpoint	average maximum
Overall		21	\$28,040	\$32,460	\$36,870
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	1	*	*	*
	\$5M to \$10M	1	*	*	*
	\$10M to \$20M	3	*	*	*
	\$20M to \$35M	5	\$29,700	\$34,650	\$39,600
	\$35M to \$50M	11	\$28,460	\$32,740	\$37,020

\* Insufficient data

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

## TELLER II/SENIOR

### **Reports to: Head Teller**

**Position 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.

### **Job Responsibilities**

- Greet and welcome members to the credit union in a courteous, professional, and timely manner.
- Provide comprehensive, prompt, accurate, and efficient member transactions.
- 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.
- 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.
- Assist with mail or email transactions, when available.
- Place holds on accounts for uncollected funds.
- Issue traveler's checks, money orders, CDs, and U.S. Savings Bonds.
- Balance cash drawer at 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.
- Ensure that the teller station is properly stocked with forms, supplies, brochures, etc.
- 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.
- 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.
- Receive mortgage, consumer loan, and other payments and ensure the payments match balances due. Enter payments into computer.
- Report malfunctions of teller terminals and other equipment used at the teller station to supervisor.
- Perform duties of Teller I when necessary.

**Table 14 - 1**  
**Salaries**  
**Teller II / Sr.**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		52	\$28,760	\$24,160	\$28,410	\$32,310	\$35,360
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	3	*	*	*	*	*
	\$10M to \$20M	15	\$29,020	\$25,830	\$29,740	\$31,390	\$35,350
	\$20M to \$35M	19	\$27,420	\$23,310	\$26,000	\$31,000	\$32,780
	\$35M to \$50M	15	\$29,630	\$27,000	\$28,000	\$34,320	\$35,470
By region	New England	2	*	*	*	*	*
	Middle Atlantic	3	*	*	*	*	*
	East North Central	11	\$32,140	\$30,000	\$32,450	\$35,350	\$35,480
	West North Central	10	\$28,620	\$25,000	\$27,000	\$29,890	\$42,920
	South Atlantic	7	\$30,650	\$28,170	\$30,310	\$35,360	*
	East South Central	5	\$27,990	\$24,100	\$27,740	\$34,320	*
	West South Central	10	\$24,790	\$23,310	\$23,310	\$26,610	\$31,080
	Pacific	2	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	6	\$28,270	\$23,570	\$26,000	\$31,880	*
	5 - 9	29	\$28,300	\$23,500	\$29,020	\$31,430	\$34,280
	10 - 49	17	\$29,170	\$26,960	\$28,000	\$32,820	\$35,360
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	2	*	*	*	*	*
	5 - 6	1	*	*	*	*	*
	7 - 8	2	*	*	*	*	*
	9 - 10	9	\$27,750	\$23,310	\$25,740	\$33,300	*
	11 - 12	18	\$27,960	\$23,990	\$28,600	\$32,100	\$32,730
	13 - 20	19	\$29,530	\$27,000	\$28,000	\$34,320	\$35,480
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	5	\$30,140	\$24,120	\$28,570	\$37,140	*
	\$5M to \$20M	34	\$27,650	\$23,950	\$27,740	\$30,110	\$32,760
	\$20M to \$50M	13	\$30,690	\$27,000	\$30,160	\$35,360	\$35,480
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	2	*	*	*	*	*
	1,000 - 1,999	8	\$28,330	\$26,000	\$28,610	\$29,000	*
	2,000 - 4,999	33	\$28,940	\$23,980	\$28,000	\$33,150	\$35,430
	5,000 - 9,999	9	\$27,940	\$24,100	\$27,820	\$30,830	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	32	\$29,990	\$27,170	\$30,000	\$32,780	\$35,480
	2	13	\$27,090	\$23,310	\$26,000	\$29,740	\$35,360
	3	5	\$28,110	\$25,620	\$27,740	\$28,600	*
	4	0					
	5 or more	2	*	*	*	*	*

\* Insufficient data



**Table 14 - 2  
Incentives and Bonuses  
Teller II / Sr.**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		48	61%	29	\$950
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	3	33%	1	*
	\$10M to \$20M	13	63%	7	\$770
	\$20M to \$35M	18	62%	11	\$990
	\$35M to \$50M	14	62%	10	\$990
By region	New England	2	100%	2	*
	Middle Atlantic	2	60%	1	*
	East North Central	10	57%	5	\$610
	West North Central	10	23%	4	*
	South Atlantic	7	87%	5	\$1,460
	East South Central	4	39%	2	*
	West South Central	10	90%	8	\$1,170
	Mountain Pacific	1 2	100% 50%	1 1	* *
By number of full-time employees	1	0		0	
	2 - 4	6	28%	2	*
	5 - 9	27	59%	15	\$1,300
	10 - 49	15	67%	12	\$670
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	2	0%	0	
	5 - 6	1	100%	1	*
	7 - 8	2	0%	0	
	9 - 10	9	75%	6	\$1,340
	11 - 12	15	66%	10	\$690
	13 - 20	18	59%	12	\$920
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	4	26%	1	*
	\$5M to \$20M	31	55%	18	\$910
	\$20M to \$50M	13	75%	10	\$1,010
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	2	50%	1	*
	1,000 - 1,999	7	24%	2	*
	2,000 - 4,999	30	65%	19	\$800
	5,000 - 9,999	9	63%	7	\$1,350
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	28	51%	14	\$680
	2	13	91%	11	\$1,030
	3	5	32%	2	*
	4	0		0	
	5 or more	2	100%	2	*

\* Insufficient data

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

**Table 14 - 3**  
**Total Cash Compensation**  
**Teller II / Sr.**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		52	\$29,300	\$24,910	\$28,570	\$32,470	\$35,990
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	3	*	*	*	*	*
	\$10M to \$20M	15	\$29,440	\$26,410	\$30,320	\$31,390	\$35,800
	\$20M to \$35M	19	\$27,990	\$24,910	\$26,180	\$31,350	\$32,890
	\$35M to \$50M	15	\$30,200	\$27,000	\$28,560	\$34,980	\$36,040
By region	New England	2	*	*	*	*	*
	Middle Atlantic	3	*	*	*	*	*
	East North Central	11	\$32,440	\$30,310	\$32,450	\$35,800	\$36,040
	West North Central	10	\$28,910	\$25,230	\$27,000	\$30,100	\$44,430
	South Atlantic	7	\$31,910	\$29,050	\$33,080	\$35,990	*
	East South Central	5	\$28,200	\$24,100	\$27,740	\$34,980	*
	West South Central	10	\$25,840	\$24,170	\$24,910	\$28,280	\$31,100
	Pacific	2	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	6	\$28,660	\$24,150	\$26,000	\$31,880	*
	5 - 9	29	\$29,030	\$24,910	\$29,020	\$32,780	\$34,810
	10 - 49	17	\$29,570	\$27,000	\$28,430	\$32,960	\$35,990
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	2	*	*	*	*	*
	5 - 6	1	*	*	*	*	*
	7 - 8	2	*	*	*	*	*
	9 - 10	9	\$28,760	\$24,910	\$26,620	\$33,300	*
	11 - 12	18	\$28,330	\$23,990	\$29,000	\$32,220	\$32,780
	13 - 20	19	\$30,070	\$27,000	\$28,300	\$34,980	\$36,040
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	5	\$30,240	\$24,380	\$28,570	\$37,140	*
	\$5M to \$20M	34	\$28,100	\$24,910	\$27,740	\$31,020	\$32,780
	\$20M to \$50M	13	\$31,450	\$27,330	\$31,810	\$35,990	\$36,040
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	2	*	*	*	*	*
	1,000 - 1,999	8	\$28,570	\$26,000	\$29,000	\$29,090	*
	2,000 - 4,999	33	\$29,430	\$24,910	\$28,300	\$33,550	\$35,990
	5,000 - 9,999	9	\$28,780	\$24,300	\$29,030	\$31,480	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	32	\$30,280	\$27,340	\$30,000	\$32,840	\$36,040
	2	13	\$28,020	\$24,910	\$26,360	\$30,100	\$35,990
	3	5	\$28,350	\$25,620	\$27,740	\$29,500	*
	4	0					
	5 or more	2	*	*	*	*	*

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 14 - 4**  
**Salary Ranges**  
**Teller II / Sr.**

		N	average minimum	average midpoint	average maximum
Overall		13	\$26,170	\$30,770	\$35,370
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	2	*	*	*
	\$10M to \$20M	1	*	*	*
	\$20M to \$35M	4	*	*	*
	\$35M to \$50M	6	\$23,750	\$28,190	\$32,640

\* Insufficient data

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

## TELLER I

### **Reports to: Teller Manager/Supervisor or Head Teller**

**Position 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.

### **Job Responsibilities**

- Greet and welcome members to the credit union in a courteous, professional, and timely manner, providing prompt, accurate, and efficient member transactions.
- 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.
- Cash share drafts/checks and process withdrawals; pay out money after verification of signatures and member balances.
- Assist with mail or email transactions, when available.
- Maintain an up-to-date 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.
- 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.
- Receive mortgage, consumer loan, and other payments, and ensure the payments match balances due. Enter payments into computer. Generate member receipts.
- Place hold on accounts for uncollected funds.
- Count, check, and package coins and currency.
- 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.
- Ensure that the teller station is properly stocked with forms, supplies, brochures, etc.
- Report malfunctions of teller computers and other equipment used at the teller station.
- Check night depository bags and record proper information according to credit union procedures.

**Table 15 - 1**  
**Salaries**  
**Teller I**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		92	\$25,900	\$23,000	\$26,000	\$28,080	\$30,000
By credit union asset size	\$1M to \$2M	0					*
	\$2M to \$5M	5	\$20,480	\$18,760	\$20,800	\$22,040	*
	\$5M to \$10M	5	\$25,810	\$20,300	\$22,900	\$28,840	*
	\$10M to \$20M	21	\$23,940	\$22,500	\$24,180	\$26,460	\$27,040
	\$20M to \$35M	34	\$26,360	\$24,620	\$26,500	\$29,000	\$30,000
	\$35M to \$50M	27	\$26,450	\$23,090	\$26,110	\$29,120	\$32,000
By region	New England	0					*
	Middle Atlantic	5	\$25,630	\$25,000	\$25,000	\$27,040	*
	East North Central	27	\$25,300	\$24,020	\$26,000	\$27,410	\$27,560
	West North Central	15	\$27,720	\$23,000	\$28,940	\$31,200	\$34,170
	South Atlantic	11	\$25,620	\$22,880	\$27,000	\$27,040	\$29,000
	East South Central	9	\$25,190	\$22,360	\$23,760	\$29,220	*
	West South Central	12	\$23,880	\$21,230	\$24,680	\$27,040	\$27,310
	Mountain	9	\$25,550	\$23,090	\$25,000	\$30,000	*
	Pacific	4	*	*	*	*	*
By number of full-time employees	1	1	*	*	*	*	*
	2 - 4	14	\$23,400	\$20,800	\$24,910	\$25,740	\$27,040
	5 - 9	40	\$25,480	\$22,530	\$25,000	\$27,540	\$33,730
	10 - 49	37	\$26,360	\$23,090	\$27,000	\$29,120	\$30,000
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	1	*	*	*	*	*
	3 - 4	2	*	*	*	*	*
	5 - 6	5	\$24,460	\$20,000	\$21,120	\$25,000	*
	7 - 8	7	\$26,000	\$22,580	\$23,090	\$34,170	*
	9 - 10	13	\$25,260	\$22,000	\$25,000	\$27,980	\$29,870
	11 - 12	26	\$25,000	\$22,870	\$24,800	\$27,540	\$29,760
	13 - 20	38	\$26,780	\$25,000	\$27,000	\$29,120	\$30,000
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	10	\$21,690	\$19,030	\$21,250	\$24,270	\$26,940
	\$5M to \$20M	58	\$25,810	\$23,140	\$25,610	\$27,560	\$30,000
	\$20M to \$50M	24	\$26,580	\$23,090	\$27,000	\$29,120	\$31,200
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M or more	0					
By number of members	1 - 999	3	*	*	*	*	*
	1,000 - 1,999	11	\$24,570	\$20,480	\$23,330	\$26,400	\$38,920
	2,000 - 4,999	61	\$26,250	\$23,140	\$26,000	\$29,120	\$31,200
	5,000 - 9,999	17	\$25,660	\$23,090	\$26,000	\$27,560	\$28,280
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	54	\$25,940	\$22,860	\$26,000	\$28,730	\$31,200
	2	29	\$25,650	\$23,090	\$26,000	\$27,070	\$29,670
	3	6	\$26,110	\$22,880	\$25,000	\$30,000	*
	4	1	*	*	*	*	*
	5 or more	1	*	*	*	*	*

\* Insufficient data

**Table 15 - 2  
Incentives and Bonuses  
Teller I**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		88	68%	53	\$690
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	4	75%	3	*
	\$5M to \$10M	5	50%	3	*
	\$10M to \$20M	21	47%	9	\$520
	\$20M to \$35M	31	73%	20	\$650
	\$35M to \$50M	27	72%	18	\$810
By region	New England	0		0	
	Middle Atlantic	5	100%	4	*
	East North Central	26	74%	16	\$620
	West North Central	13	52%	6	\$540
	South Atlantic	10	75%	7	\$760
	East South Central	9	28%	2	*
	West South Central	12	59%	7	\$870
	Mountain Pacific	9 4	91% 73%	8 3	\$760 *
By number of full-time employees	1	1	0%	0	
	2 - 4	13	63%	8	\$330
	5 - 9	38	64%	23	\$640
	10 - 49	36	72%	22	\$760
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	1	0%	0	
	3 - 4	2	52%	1	*
	5 - 6	4	15%	1	*
	7 - 8	7	87%	6	\$430
	9 - 10	12	65%	7	\$670
	11 - 12	26	73%	16	\$690
	13 - 20	36	68%	22	\$760
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	9	56%	4	*
	\$5M to \$20M	55	64%	33	\$590
	\$20M to \$50M	24	75%	16	\$850
	\$50M to \$100M	0		0	
	\$100M to \$200M \$200M or more	0 0		0 0	
By number of members	1 - 999	3	67%	2	*
	1,000 - 1,999	10	55%	6	\$240
	2,000 - 4,999	58	64%	33	\$730
	5,000 - 9,999	17	81%	12	\$700
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	51	58%	28	\$680
	2	29	75%	20	\$670
	3	5	89%	4	*
	4	1	0%	0	
	5 or more	1	100%	1	*

\* Insufficient data

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

**Table 15 - 3**  
**Total Cash Compensation**  
**Teller I**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		92	\$26,350	\$23,550	\$26,640	\$28,090	\$31,290
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	5	\$20,670	\$19,140	\$20,800	\$22,140	*
	\$5M to \$10M	5	\$25,930	\$20,630	\$23,020	\$28,840	*
	\$10M to \$20M	21	\$24,170	\$22,530	\$24,440	\$26,860	\$27,470
	\$20M to \$35M	34	\$26,800	\$24,780	\$27,180	\$29,000	\$31,300
	\$35M to \$50M	27	\$27,040	\$23,780	\$27,040	\$29,120	\$33,000
By region	New England	0					
	Middle Atlantic	5	\$26,150	\$25,750	\$25,750	\$27,640	*
	East North Central	27	\$25,740	\$24,130	\$26,900	\$27,610	\$28,040
	West North Central	15	\$27,960	\$23,000	\$28,950	\$31,950	\$34,670
	South Atlantic	11	\$26,170	\$23,780	\$27,090	\$27,750	\$29,150
	East South Central	9	\$25,280	\$22,360	\$23,840	\$29,500	*
	West South Central	12	\$24,400	\$21,980	\$24,970	\$27,040	\$27,590
	Mountain	9	\$26,250	\$23,550	\$25,000	\$31,300	*
Pacific	4	*	*	*	*	*	
By number of full-time employees	1	1	*	*	*	*	*
	2 - 4	14	\$23,580	\$20,910	\$24,970	\$26,050	\$27,050
	5 - 9	40	\$25,870	\$22,810	\$25,730	\$28,000	\$34,500
	10 - 49	37	\$26,890	\$23,780	\$27,460	\$29,200	\$31,010
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	1	*	*	*	*	*
	3 - 4	2	*	*	*	*	*
	5 - 6	5	\$24,490	\$20,000	\$21,120	\$25,000	*
	7 - 8	7	\$26,370	\$22,630	\$23,550	\$34,670	*
	9 - 10	13	\$25,580	\$22,000	\$25,000	\$28,410	\$30,720
	11 - 12	26	\$25,500	\$23,710	\$25,650	\$28,030	\$30,740
	13 - 20	38	\$27,270	\$25,030	\$27,460	\$29,500	\$31,000
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	10	\$21,800	\$19,310	\$21,250	\$24,270	\$26,940
	\$5M to \$20M	58	\$26,160	\$23,270	\$25,870	\$27,910	\$30,390
	\$20M to \$50M	24	\$27,210	\$23,780	\$27,460	\$29,300	\$31,950
	\$50M to \$100M	0					
	\$100M to \$200M	0					
\$200M or more	0						
By number of members	1 - 999	3	*	*	*	*	*
	1,000 - 1,999	11	\$24,690	\$20,830	\$23,560	\$26,400	\$38,950
	2,000 - 4,999	61	\$26,680	\$23,740	\$26,200	\$29,500	\$31,950
	5,000 - 9,999	17	\$26,220	\$23,780	\$26,900	\$27,910	\$28,410
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	54	\$26,300	\$23,200	\$26,000	\$28,790	\$31,950
	2	29	\$26,140	\$23,340	\$26,900	\$27,750	\$30,000
	3	6	\$26,930	\$23,780	\$25,750	\$31,300	*
	4	1	*	*	*	*	*
	5 or more	1	*	*	*	*	*

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 15 - 4**  
**Salary Ranges**  
**Teller I**

		N	average minimum	average midpoint	average maximum
Overall		31	\$21,950	\$25,730	\$29,520
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	2	*	*	*
	\$5M to \$10M	1	*	*	*
	\$10M to \$20M	2	*	*	*
	\$20M to \$35M	13	\$21,500	\$25,340	\$29,190
	\$35M to \$50M	13	\$23,140	\$27,210	\$31,280

\* Insufficient data

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



## SHARE DRAFT CLERK

### *Reports to: Share Draft Manager*

**Position Purpose:** Provide information and help to credit union members who are interested in share draft services. Carry out a wide variety of administrative duties pertaining to share draft services.

### **Job Responsibilities**

- Assist members in opening share draft accounts and answer their questions related to the function and servicing of the account.
- Process applications, including exceptions and preauthorization drafts.
- Communicate with members regarding transactions relating to the account (overdrafts, account closings, charges and fees, transfer of funds, etc.).
- Assist members with reconciling their statements.
- Assist Manager in preparing share draft reports—daily activity and monthly reports.
- Process, mail, and log requests for copies of share drafts.
- Cross-sell all credit union services.

**Table 16 - 1**  
**Salaries**  
**Share Draft Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		3	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$35M	0					
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	2	*	*	*	*	*
	East South Central	1	*	*	*	*	*
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	1	*	*	*	*	*
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	3	*	*	*	*	*
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	2	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	1	*	*	*	*	*
	2	2	*	*	*	*	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 16 - 2  
Incentives and Bonuses  
Share Draft Clerk**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		3	68%	2	*
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	2	50%	1	*
	\$20M to \$35M	0		0	
	\$35M to \$50M	1	100%	1	*
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	0		0	
	West North Central	0		0	
	South Atlantic	2	100%	2	*
	East South Central	1	0%	0	
	West South Central	0		0	
	Mountain	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	1	0%	0	
	5 - 9	1	100%	1	*
	10 - 49	1	100%	1	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	3	68%	2	*
	13 - 20	0		0	
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	2	50%	1	*
	\$20M to \$50M	1	100%	1	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	2	50%	1	*
	5,000 - 9,999	1	100%	1	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	1	0%	0	
	2	2	100%	2	*
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 16 - 3  
Total Cash Compensation  
Share Draft Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		3	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$35M	0					
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	2	*	*	*	*	*
	East South Central	1	*	*	*	*	*
	West South Central	0					
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	1	*	*	*	*	*
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	3	*	*	*	*	*
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	2	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	1	*	*	*	*	*
	2	2	*	*	*	*	*
	3	0					
	4	0					
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 16 - 4**  
**Salary Ranges**  
**Share Draft Clerk**

		N	average minimum	average midpoint	average maximum
Overall		0			
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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

## EFT/ACH CLERK

### **Reports to: Member Service VP**

**Position 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.

### **Job Responsibilities**

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

**Table 17 - 1**  
**Salaries**  
**EFT / ACH Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		17	\$34,080	\$30,000	\$34,000	\$37,730	\$44,760
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	1	*	*	*	*	*
	\$10M to \$20M	3	*	*	*	*	*
	\$20M to \$35M	10	\$33,630	\$30,610	\$34,160	\$37,550	\$44,050
	\$35M to \$50M	3	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	4	*	*	*	*	*
	East North Central	1	*	*	*	*	*
	West North Central	3	*	*	*	*	*
	South Atlantic	1	*	*	*	*	*
	East South Central	5	\$34,450	\$29,620	\$34,320	\$39,450	*
	West South Central	0					
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	6	\$36,080	\$32,120	\$34,630	\$39,610	*
	10 - 49	10	\$31,820	\$26,590	\$33,580	\$35,510	\$41,290
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	2	*	*	*	*	*
	11 - 12	7	\$32,370	\$27,690	\$34,000	\$35,460	*
	13 - 20	8	\$36,650	\$33,270	\$36,130	\$43,930	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$20M	15	\$33,830	\$32,000	\$34,000	\$37,440	\$42,820
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	15	\$34,050	\$32,000	\$34,000	\$37,440	\$44,820
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	8	\$33,800	\$28,890	\$33,110	\$37,190	*
	2	6	\$36,630	\$33,800	\$35,190	\$39,040	*
	3	2	*	*	*	*	*
4	1	*	*	*	*	*	
5 or more	0						

\* Insufficient data

**Table 17 - 2  
Incentives and Bonuses  
EFT / ACH Clerk**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		16	81%	13	\$990
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	3	67%	2	*
	\$20M to \$35M	10	90%	9	\$730
	\$35M to \$50M	3	67%	2	*
By region	New England	0		0	
	Middle Atlantic	3	67%	2	*
	East North Central	1	100%	1	*
	West North Central	3	100%	3	*
	South Atlantic	1	0%	0	
	East South Central	5	80%	4	*
	West South Central	0		0	
	Mountain Pacific	2 1	100% 100%	2 1	* *
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	6	100%	6	\$1,240
	10 - 49	10	71%	7	\$780
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	2	100%	2	*
	11 - 12	7	72%	5	\$650
	13 - 20	7	86%	6	\$1,100
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	15	80%	12	\$940
	\$20M to \$50M	1	100%	1	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	14	86%	12	\$940
	5,000 - 9,999	2	50%	1	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	7	87%	6	\$1,140
	2	6	83%	5	\$1,030
	3	2	50%	1	*
	4	1	100%	1	*
	5 or more	0		0	

\* Insufficient data

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



**Table 17 - 3**  
**Total Cash Compensation**  
**EFT / ACH Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		17	\$34,840	\$30,470	\$35,270	\$38,390	\$45,230
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	1	*	*	*	*	*
	\$10M to \$20M	3	*	*	*	*	*
	\$20M to \$35M	10	\$34,280	\$30,790	\$34,630	\$38,140	\$45,700
	\$35M to \$50M	3	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	4	*	*	*	*	*
	East North Central	1	*	*	*	*	*
	West North Central	3	*	*	*	*	*
	South Atlantic	1	*	*	*	*	*
	East South Central	5	\$35,260	\$30,650	\$35,820	\$39,740	*
	West South Central	0					
	Mountain	2	*	*	*	*	*
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	6	\$37,320	\$33,280	\$36,330	\$40,600	*
	10 - 49	10	\$32,370	\$27,160	\$33,900	\$36,300	\$41,340
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	2	*	*	*	*	*
	11 - 12	7	\$32,840	\$27,700	\$34,000	\$37,330	*
	13 - 20	8	\$37,480	\$34,160	\$37,260	\$44,140	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$20M	15	\$34,590	\$32,100	\$35,270	\$37,990	\$43,470
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	15	\$34,800	\$32,100	\$35,270	\$37,990	\$45,550
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	8	\$34,660	\$29,570	\$34,610	\$38,100	*
	2	6	\$37,480	\$33,950	\$36,230	\$39,860	*
	3	2	*	*	*	*	*
	4	1	*	*	*	*	*
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 17 - 4**  
**Salary Ranges**  
**EFT / ACH Clerk**

		N	average minimum	average midpoint	average maximum
Overall		8	\$26,440	\$32,240	\$38,050
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	1	*	*	*
	\$20M to \$35M	5	\$26,880	\$32,040	\$37,200
	\$35M to \$50M	2	*	*	*

\* Insufficient data

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

## EXECUTIVE SECRETARY/ADMINISTRATIVE ASSISTANT

### ***Reports to: President/CEO/Manager***

**Position 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.

### **Job Responsibilities**

- Process daily correspondence and prepare reports for the President/CEO/Manager, board officers, and board committees. Ensure accuracy of work.
- Answer telephone, disseminate information or resolve questions, and/or route calls to appropriate individual. Take messages and coordinate follow through.
- 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.
- Assist in the preparation and distribution of the annual financial plan and updates.
- Evaluate incoming correspondence, research and respond to questions, provide back-up information where required, and route accordingly. Coordinate follow through on correspondence pending.
- 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.
- Perform specialized or confidential administrative duties, including researching data and preparing reports as needed.
- Use computer programs, duplicate, and disseminate materials for board meeting, including agendas, minutes, and committee reports.
- Manage and control the calendars of the president and the board of directors.
- Disseminate informational mailings and articles to the board of directors, management, and others.
- Compose, process, and sign standard letters for officers. Ensure accuracy of work.
- Keep President/CEO/Manager advised of complaints, telephone calls, and letters received. Coordinate follow-through on pending issues.

**Table 18 - 1**  
**Salaries**  
**Executive Secretary / Administrative Assistant**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		8	\$42,960	\$37,320	\$41,000	\$51,000	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	3	*	*	*	*	*
	\$35M to \$50M	5	\$45,980	\$38,560	\$42,000	\$54,930	*
By region	New England	0					
	Middle Atlantic	1	*	*	*	*	*
	East North Central	3	*	*	*	*	*
	West North Central	0					
	South Atlantic	1	*	*	*	*	*
	East South Central	0					
	West South Central	1	*	*	*	*	*
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	0					
	10 - 49	7	\$43,620	\$36,960	\$42,000	\$53,000	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	1	*	*	*	*	*
	11 - 12	2	*	*	*	*	*
	13 - 20	5	\$37,280	\$30,060	\$40,000	\$43,420	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	4	*	*	*	*	*
	\$20M to \$50M	4	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	2	*	*	*	*	*
	2,000 - 4,999	4	*	*	*	*	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	4	*	*	*	*	*
	2	2	*	*	*	*	*
	3	1	*	*	*	*	*
	4	1	*	*	*	*	*
	5 or more	0					

\* Insufficient data

**Table 18 - 2  
Incentives and Bonuses  
Executive Secretary / Administrative Assistant**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		8	63%	5	\$1,720
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	3	33%	1	*
	\$35M to \$50M	5	80%	4	*
By region	New England	0		0	
	Middle Atlantic	1	0%	0	
	East North Central	3	67%	2	*
	West North Central	0		0	
	South Atlantic	1	100%	1	*
	East South Central	0		0	
	West South Central	1	100%	1	*
	Mountain	1	100%	1	*
	Pacific	1	0%	0	
By number of full-time employees	1	0		0	
	2 - 4	1	0%	0	
	5 - 9	0		0	
	10 - 49	7	71%	5	\$1,720
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	1	100%	1	*
	11 - 12	2	0%	0	
	13 - 20	5	80%	4	*
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	4	25%	1	*
	\$20M to \$50M	4	100%	4	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	2	50%	1	*
	2,000 - 4,999	4	75%	3	*
	5,000 - 9,999	2	50%	1	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
	Number of branch offices	1	4	75%	3
2		2	50%	1	*
3		1	100%	1	*
4		1	0%	0	
5 or more		0		0	

\* Insufficient data

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

**Table 18 - 3**  
**Total Cash Compensation**  
**Executive Secretary / Administrative Assistant**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		8	\$44,040	\$38,500	\$41,380	\$51,910	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	3	*	*	*	*	*
	\$35M to \$50M	5	\$47,630	\$39,830	\$42,000	\$57,800	*
By region	New England	0					
	Middle Atlantic	1	*	*	*	*	*
	East North Central	3	*	*	*	*	*
	West North Central	0					
	South Atlantic	1	*	*	*	*	*
	East South Central	0					
	West South Central	1	*	*	*	*	*
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	0					
	10 - 49	7	\$44,850	\$38,810	\$42,000	\$53,000	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	1	*	*	*	*	*
	11 - 12	2	*	*	*	*	*
	13 - 20	5	\$38,600	\$31,210	\$40,750	\$45,150	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	4	*	*	*	*	*
	\$20M to \$50M	4	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	2	*	*	*	*	*
	2,000 - 4,999	4	*	*	*	*	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	4	*	*	*	*	*
	2	2	*	*	*	*	*
	3	1	*	*	*	*	*
4	1	*	*	*	*	*	
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 18 - 4**  
**Salary Ranges**  
**Executive Secretary / Administrative Assistant**

		N	average minimum	average midpoint	average maximum
Overall		4	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	1	*	*	*
	\$35M to \$50M	3	*	*	*

\* Insufficient data

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

## RECEPTIONIST

**Reports to:** *Branch Manager or similar level manager in credit union*

**Position Purpose:** Project a positive image as representative for the credit union in receiving visitors and guests. Answer telephones, process mail, and perform various administrative and clerical duties as assigned.

### **Job Responsibilities**

- Receive and announce visitors and guests to the credit union in a prompt and professional manner. Coordinate follow through so visitors and guests are met promptly.
- Answer telephone, disseminate information or resolve questions, and/or route calls to appropriate individual. Put calls on hold and coordinate follow through so caller is handled as promptly as possible and/or put into voicemail or take message at caller's request.
- Process and distribute all mail, interoffice correspondence, and deliveries. Research and resolve questions on proper distribution.
- Provide administrative and clerical support to the facility as required. This may include generating correspondence or reports, creating spreadsheets, presentations, labels, forms, etc.
- Utilize credit union procedures and computer applications that may include email, Internet, Word, spreadsheet, database and system software.
- Maintain an up-to-date list of employee extension/telephone numbers.
- Maintain the schedule for use of various credit union rooms.
- May serve a notary.



**Table 19 - 1**  
**Salaries**  
**Receptionist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		4	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	2	*	*	*	*	*
	\$35M to \$50M	2	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	2	*	*	*	*	*
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	1	*	*	*	*	*
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	1	*	*	*	*	*
	10 - 49	3	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	1	*	*	*	*	*
	9 - 10	0					
	11 - 12	1	*	*	*	*	*
By amount of loans outstanding	13 - 20	2	*	*	*	*	*
	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	1	*	*	*	*	*
	\$20M to \$50M	3	*	*	*	*	*
	\$50M to \$100M	0					
By number of members	\$100M to \$200M	0					
	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	2	*	*	*	*	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	2	*	*	*	*	*
	2	2	*	*	*	*	*
	3	0					
4	0						
5 or more	0						

\* Insufficient data

**Table 19 - 2  
Incentives and Bonuses  
Receptionist**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		4	75%	3	*
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	2	50%	1	*
	\$35M to \$50M	2	100%	2	*
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	2	50%	1	*
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	1	100%	1	*
	Mountain Pacific	0 1		0 1	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	1	0%	0	
	10 - 49	3	100%	3	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	1	0%	0	
	9 - 10	0		0	
	11 - 12 13 - 20	1 2	100% 100%	1 2	* *
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	1	100%	1	*
	\$20M to \$50M	3	67%	2	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	2	50%	1	*
	5,000 - 9,999	2	100%	2	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	2	50%	1	*
	2	2	100%	2	*
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 19 - 3  
Total Cash Compensation  
Receptionist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		4	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	2	*	*	*	*	*
	\$35M to \$50M	2	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	2	*	*	*	*	*
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	1	*	*	*	*	*
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	1	*	*	*	*	*
	10 - 49	3	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	1	*	*	*	*	*
	9 - 10	0					
	11 - 12	1	*	*	*	*	*
By amount of loans outstanding	13 - 20	2	*	*	*	*	*
	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	1	*	*	*	*	*
	\$20M to \$50M	3	*	*	*	*	*
	\$50M to \$100M	0					
By number of members	\$100M to \$200M	0					
	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	2	*	*	*	*	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	2	*	*	*	*	*
	2	2	*	*	*	*	*
	3	0					
4	0						
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 19 - 4  
Salary Ranges  
Receptionist**

		N	average minimum	average midpoint	average maximum
Overall		1	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	1	*	*	*

\* Insufficient data

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

## GENERAL OFFICE CLERK

### ***Reports to: Branch Manager I or II***

**Position Purpose:** Responsible for the maintenance of the files and records for the credit union. Duties include, but are not limited to, general clerical functions such as filing, photocopying, setting up and/or maintaining files and folders, typing folder labels, assembling reports and manuals, etc.

### **Job Responsibilities**

- Accurately organize and file, manually or electronically, all member information to insure up-to-date member files. Maintain accurate and up-to-date membership records for all products and services with the credit union.
- Create new folders with name and account number for all new member accounts.
- Obtain and provide copies of statements per members' requests and/or per supervisor's request.
- File all signature cards.
- File all loan folders pulled throughout the day to enhance credit union efficiency.
- Ensure that the archive records are properly stored and easily accessible.
- Ensure that all on-hand records are current and organized for ready access.
- Check and maintain the inventory of regular supplies and forms so that the credit union functions efficiently and without interruption. Notify supervisor of need to order supplies or forms as necessary.
- Scan and store documents when necessary.
- Photocopy documents as requested.

**Table 20 - 1**  
**Salaries**  
**General Office Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		5	\$34,310	\$31,200	\$32,000	\$38,670	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	1	*	*	*	*	*
	\$35M to \$50M	4	*	*	*	*	*
By region	New England	1	*	*	*	*	*
	Middle Atlantic	0					
	East North Central	2	*	*	*	*	*
	West North Central	0					
	South Atlantic	1	*	*	*	*	*
	East South Central	0					
	West South Central	0					
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	5	\$34,310	\$31,200	\$32,000	\$38,670	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	5	\$34,310	\$31,200	\$32,000	\$38,670	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	3	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	2	*	*	*	*	*
	5,000 - 9,999	3	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	2	*	*	*	*	*
	2	1	*	*	*	*	*
	3	0					
	4	1	*	*	*	*	*
	5 or more	1	*	*	*	*	*

\* Insufficient data

**Table 20 - 2  
Incentives and Bonuses  
General Office Clerk**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		4	67%	3	*
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	1	100%	1	*
	\$35M to \$50M	3	60%	2	*
By region	New England	1	100%	1	*
	Middle Atlantic	0		0	
	East North Central	2	33%	1	*
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	0		0	
	Mountain	0		0	
	Pacific	1	100%	1	*
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	4	67%	3	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	0		0	
	13 - 20	4	67%	3	*
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	2	33%	1	*
	\$20M to \$50M	2	100%	2	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	1	100%	1	*
	5,000 - 9,999	3	60%	2	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
	Number of branch offices	1	1	100%	1
2		1	100%	1	*
3		0		0	
4		1	0%	0	
5 or more		1	100%	1	*

\* Insufficient data

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

**Table 20 - 3  
Total Cash Compensation  
General Office Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		5	\$34,800	\$31,200	\$32,000	\$39,830	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	1	*	*	*	*	*
	\$35M to \$50M	4	*	*	*	*	*
By region	New England	1	*	*	*	*	*
	Middle Atlantic	0					
	East North Central	2	*	*	*	*	*
	West North Central	0					
	South Atlantic	1	*	*	*	*	*
	East South Central	0					
	West South Central	0					
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	5	\$34,800	\$31,200	\$32,000	\$39,830	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	5	\$34,800	\$31,200	\$32,000	\$39,830	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	3	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	2	*	*	*	*	*
	5,000 - 9,999	3	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	2	*	*	*	*	*
	2	1	*	*	*	*	*
	3	0					
	4	1	*	*	*	*	*
	5 or more	1	*	*	*	*	*

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.



**Table 20 - 4**  
**Salary Ranges**  
**General Office Clerk**

		N	average minimum	average midpoint	average maximum
Overall		3	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	1	*	*	*
	\$35M to \$50M	2	*	*	*

\* Insufficient data

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

## IRA/CERTIFICATE SPECIALIST

### **Reports to: Member Service VP or COO**

**Position Purpose:** Assist members in all aspects of the credit union's savings products and services such as certificates of deposit, IRAs, money market accounts, and all other savings products. Provide up-to-date information, answer questions, research and resolve discrepancies, and maintain all documentation for savings products and services.

### **Job Responsibilities**

- Greet and welcome members to the credit union in a courteous, professional, and timely manner, providing prompt, accurate, and efficient service on all savings products and services (CDs, IRAs, money market accounts, etc.).
- Respond to member inquiries regarding savings products received in person, by telephone, or electronically.
- Set up savings accounts or issue IRAs, CDs, or money market accounts. Enter all required information into the credit union's computer system and maintain accurate, up-to-date documentation that complies with State and Federal rules and regulations.
- Research and resolve any issues, discrepancies, or problems on sales products and services.
- Be a subject-matter expert for the credit union on IRAs, CDs, and other savings products and services. Ensure that knowledge on specialty is up-to-date by attending education seminars and/or reading industry periodicals and/or pending changes in rules and regulations.
- Assist in design and development of marketing plans for retirement, CD, and other savings products.
- Oversee and/or coordinate new and current member outreach; may coordinate outreach plans with marketing director.
- Research competitors' retirement products and marketing schedules, and suggest strategies to improve marketing positions for the credit union.
- Review current retirement products for future adjustments, improvements, expansions or elimination, depending on market strengths and weaknesses.
- Report on related industry products, pricing, and improvement strategies.
- May assist in development of departmental goals and budgets and in writing short- and long-term product plans.
- May provide other member service activities as requested and/or as time allows.
- Generate reports as requested by management and/or the Board.

**Table 21 - 1**  
**Salaries**  
**IRA / Certificate Specialist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		4	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	2	*	*	*	*	*
	\$35M to \$50M	2	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	1	*	*	*	*	*
	East North Central	0					
	West North Central	1	*	*	*	*	*
	South Atlantic	0					
	East South Central	2	*	*	*	*	*
	West South Central	0					
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	1	*	*	*	*	*
	10 - 49	3	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	2	*	*	*	*	*
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	2	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	4	*	*	*	*	*
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	1	*	*	*	*	*
	2	2	*	*	*	*	*
	3	1	*	*	*	*	*
	4	0					
	5 or more	0					

\* Insufficient data

**Table 21 - 2  
Incentives and Bonuses  
IRA / Certificate Specialist**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		4	25%	1	*
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	2	0%	0	
	\$35M to \$50M	2	50%	1	*
By region	New England	0		0	
	Middle Atlantic	1	0%	0	
	East North Central	0		0	
	West North Central	1	0%	0	
	South Atlantic	0		0	
	East South Central	2	50%	1	*
	West South Central	0		0	
	Mountain	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	1	0%	0	
	10 - 49	3	33%	1	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	2	0%	0	
	13 - 20	2	50%	1	*
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	2	0%	0	
	\$20M to \$50M	2	50%	1	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	4	25%	1	*
	5,000 - 9,999	0		0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	1	0%	0	
	2	2	0%	0	
	3	1	100%	1	*
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 21 - 3  
Total Cash Compensation  
IRA / Certificate Specialist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		4	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	2	*	*	*	*	*
	\$35M to \$50M	2	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	1	*	*	*	*	*
	East North Central	0					
	West North Central	1	*	*	*	*	*
	South Atlantic	0					
	East South Central	2	*	*	*	*	*
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	1	*	*	*	*	*
	10 - 49	3	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	2	*	*	*	*	*
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	2	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	4	*	*	*	*	*
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	1	*	*	*	*	*
	2	2	*	*	*	*	*
	3	1	*	*	*	*	*
	4	0					
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 21 - 4**  
**Salary Ranges**  
**IRA / Certificate Specialist**

		N	average minimum	average midpoint	average maximum
Overall		1	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	1	*	*	*

\* Insufficient data

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

## GENERALIST (at small credit unions)

### ***Reports to: President/CEO/Manager***

**Position 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.

### **Job Responsibilities**

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

**Table 22 - 1**  
**Salaries**  
**Generalist (at small credit unions)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		13	\$33,160	\$27,420	\$33,070	\$35,330	\$43,040
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$10M	1	*	*	*	*	*
	\$10M to \$20M	6	\$33,630	\$30,920	\$33,070	\$35,200	*
	\$20M to \$35M	3	*	*	*	*	*
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	2	*	*	*	*	*
	Middle Atlantic	3	*	*	*	*	*
	East North Central	4	*	*	*	*	*
	West North Central	1	*	*	*	*	*
	South Atlantic	2	*	*	*	*	*
	East South Central	0					
	West South Central	0					
	Mountain	1	*	*	*	*	*
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	6	\$31,580	\$25,000	\$35,200	\$35,330	*
	5 - 9	5	\$35,170	\$29,070	\$32,090	\$33,070	*
	10 - 49	2	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	1	*	*	*	*	*
	5 - 6	1	*	*	*	*	*
	7 - 8	6	\$29,590	\$24,500	\$33,070	\$35,280	*
	9 - 10	2	*	*	*	*	*
	11 - 12	1	*	*	*	*	*
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	3	*	*	*	*	*
	\$5M to \$20M	9	\$35,870	\$30,920	\$33,070	\$37,250	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	4	*	*	*	*	*
	2,000 - 4,999	9	\$34,880	\$30,920	\$33,070	\$35,200	*
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	8	\$36,460	\$32,200	\$35,200	\$35,330	*
	2	3	*	*	*	*	*
	3	1	*	*	*	*	*
	4	0					
	5 or more	0					

\* Insufficient data



**Table 22 - 2  
Incentives and Bonuses  
Generalist (at small credit unions)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		11	32%	4	*
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	2	0%	0	
	\$5M to \$10M	1	0%	0	
	\$10M to \$20M	5	33%	1	*
	\$20M to \$35M	2	100%	2	*
	\$35M to \$50M	1	100%	1	*
By region	New England	2	0%	0	
	Middle Atlantic	3	49%	1	*
	East North Central	3	0%	0	
	West North Central	1	100%	1	*
	South Atlantic	1	100%	1	*
	East South Central	0		0	
	West South Central	0		0	
	Mountain	1	100%	1	*
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	4	0%	0	
	5 - 9	5	51%	2	*
	10 - 49	2	100%	2	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	1	0%	0	
	5 - 6	0		0	
	7 - 8	5	26%	1	*
	9 - 10	2	35%	1	*
	11 - 12	1	100%	1	*
	13 - 20	2	52%	1	*
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	3	0%	0	
	\$5M to \$20M	7	46%	3	*
	\$20M to \$50M	1	100%	1	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	4	0%	0	
	2,000 - 4,999	7	61%	4	*
	5,000 - 9,999	0		0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	6	33%	2	*
	2	3	26%	1	*
	3	1	100%	1	*
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 22 - 3**  
**Total Cash Compensation**  
**Generalist (at small credit unions)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		13	\$33,460	\$27,420	\$33,350	\$35,820	\$43,040
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$10M	1	*	*	*	*	*
	\$10M to \$20M	6	\$33,700	\$30,920	\$33,350	\$35,200	*
	\$20M to \$35M	3	*	*	*	*	*
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	2	*	*	*	*	*
	Middle Atlantic	3	*	*	*	*	*
	East North Central	4	*	*	*	*	*
	West North Central	1	*	*	*	*	*
	South Atlantic	2	*	*	*	*	*
	East South Central	0					
	West South Central	0					
	Mountain	1	*	*	*	*	*
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	6	\$31,580	\$25,000	\$35,200	\$35,330	*
	5 - 9	5	\$35,400	\$29,070	\$32,230	\$33,350	*
	10 - 49	2	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	1	*	*	*	*	*
	5 - 6	1	*	*	*	*	*
	7 - 8	6	\$29,650	\$24,500	\$33,350	\$35,280	*
	9 - 10	2	*	*	*	*	*
	11 - 12	1	*	*	*	*	*
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	3	*	*	*	*	*
	\$5M to \$20M	9	\$36,320	\$30,920	\$33,350	\$38,580	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	4	*	*	*	*	*
	2,000 - 4,999	9	\$35,380	\$30,920	\$33,350	\$36,390	*
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	8	\$36,590	\$32,200	\$35,200	\$35,330	*
	2	3	*	*	*	*	*
	3	1	*	*	*	*	*
	4	0					
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 22 - 4  
Salary Ranges  
Generalist (at small credit unions)**

		N	average minimum	average midpoint	average maximum
Overall		4	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	3	*	*	*
	\$20M to \$35M	1	*	*	*
	\$35M to \$50M	0			

\* Insufficient data

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

## **SVP/VP OF LENDING (#2 position)**

**Reports to: Chief Lending Officer or President/CEO/Manager**

**Position Purpose:** Participate in strategic planning and the development of credit union policies, procedures, and goals. Assist in the responsibility for the credit union's administrative management of loan functions. Help/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.

### **Job Responsibilities**

- Participate in the credit union's long- and short-term strategic planning.
- Assist/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.
- Communicate credit union goals and direction with all employees to ensure clear understanding of rules, regulations, requirements, and expectations.
- Assist/create the budget for department and track on an ongoing basis for adherence.
- Help in developing, implementing, and monitoring policies and procedures in accordance with credit union goals and strategies. Work with other departments to maintain consistency in credit union policies and procedures.
- 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.
- Oversee the development and monitoring of performance standards. Provide mentoring, coaching, or training to support and develop managers and staff.
- Assist/research and evaluate the feasibility of new lending products. Help/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.
- Work with loan managers and members on complex issues to prevent loss to the credit union and support the membership.
- Represent and promote the credit union at external functions.

**Table 23 - 1**  
**Salaries**  
**SVP / VP of Lending (#2 position)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		9	\$57,590	\$52,310	\$55,000	\$69,380	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	3	*	*	*	*	*
	\$35M to \$50M	6	\$57,250	\$44,560	\$56,500	\$70,880	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	1	*	*	*	*	*
	West North Central	1	*	*	*	*	*
	South Atlantic	2	*	*	*	*	*
	East South Central	1	*	*	*	*	*
	West South Central	1	*	*	*	*	*
	Mountain	1	*	*	*	*	*
	Pacific	2	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	4	*	*	*	*	*
	10 - 49	4	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	1	*	*	*	*	*
	9 - 10	0					
	11 - 12	2	*	*	*	*	*
	13 - 20	6	\$58,190	\$44,560	\$59,330	\$70,880	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	5	\$55,790	\$52,310	\$52,310	\$63,650	*
	\$20M to \$50M	4	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	5	\$56,700	\$52,310	\$52,310	\$70,000	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	1	*	*	*	*	*
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	6	\$57,490	\$52,310	\$53,650	\$67,950	*
	2	2	*	*	*	*	*
	3	1	*	*	*	*	*
	4	0					
	5 or more	0					

\* Insufficient data

**Table 23 - 2  
Incentives and Bonuses  
SVP / VP of Lending (#2 position)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		9	73%	6	\$3,500
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	3	80%	2	*
	\$35M to \$50M	6	67%	4	*
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	1	0%	0	
	West North Central	1	100%	1	*
	South Atlantic	2	100%	2	*
	East South Central	1	100%	1	*
	West South Central	1	0%	0	
	Mountain	1	100%	1	*
	Pacific	2	50%	1	*
By number of full-time employees	1	0		0	
	2 - 4	1	100%	1	*
	5 - 9	4	83%	3	*
	10 - 49	4	50%	2	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	1	100%	1	*
	9 - 10	0		0	
	11 - 12	2	50%	1	*
	13 - 20	6	67%	4	*
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	5	71%	3	*
	\$20M to \$50M	4	75%	3	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	1	100%	1	*
	2,000 - 4,999	5	71%	3	*
	5,000 - 9,999	2	50%	1	*
	10,000 - 19,999	1	100%	1	*
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
	Number of branch offices	1	6	63%	3
2		2	100%	2	*
3		1	100%	1	*
4		0		0	
5 or more		0		0	

\* Insufficient data

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

**Table 23 - 3**  
**Total Cash Compensation**  
**SVP / VP of Lending (#2 position)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		9	\$60,140	\$54,180	\$55,730	\$69,380	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	3	*	*	*	*	*
	\$35M to \$50M	6	\$60,840	\$53,460	\$58,020	\$72,720	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	1	*	*	*	*	*
	West North Central	1	*	*	*	*	*
	South Atlantic	2	*	*	*	*	*
	East South Central	1	*	*	*	*	*
	West South Central	1	*	*	*	*	*
	Mountain	1	*	*	*	*	*
	Pacific	2	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	4	*	*	*	*	*
	10 - 49	4	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	1	*	*	*	*	*
	9 - 10	0					
	11 - 12	2	*	*	*	*	*
	13 - 20	6	\$61,540	\$53,460	\$60,140	\$72,720	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	5	\$56,970	\$54,180	\$54,180	\$64,550	*
	\$20M to \$50M	4	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M or more	0					
By number of members	1 - 999	0					
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	5	\$60,000	\$54,180	\$55,000	\$72,300	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	1	*	*	*	*	*
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	6	\$60,200	\$54,180	\$55,370	\$68,180	*
	2	2	*	*	*	*	*
	3	1	*	*	*	*	*
	4	0					
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 23 - 4**  
**Salary Ranges**  
**SVP / VP of Lending (#2 position)**

		N	average minimum	average midpoint	average maximum
Overall		4	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	1	*	*	*
	\$35M to \$50M	3	*	*	*

\* Insufficient data

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



## CONSUMER LOAN VP/MANAGER

**Reports to:** Loan VP/SVP or Executive VP/Assistant Manager or COO

**Position Purpose:** Ensure consumer lending policies and procedures best serve the credit union and its members. Manage the day-to-day operation of the consumer loan department. Ensure compliance with state and federal lending laws. Monitor and analyze economic conditions affecting the consumer loan department and recommend appropriate action.

### Job Responsibilities

- Ensure that consumer loan policies, procedures, services, products, and documentation meet federal and state regulations.
- Formulate and maintain a loan procedure manual for the consumer loan department that is up-to-date with all regulations and requirements. Ensure staff training and compliance.
- Establish budgets that support the credit union's strategic plan for the consumer loan department. Monitor progress on a regular basis.
- Maintain up-to-date knowledge of general economic conditions or changing trends that may affect the credit union's consumer loan department. Provide timely feedback that allows the credit union to react competitively.
- Maintain knowledge of competitor's rates and terms and other trends relating to consumer lending. Construct products, rates, and terms that reflect the marketplace.
- Provide input and recommendations for lending interest rates.
- Monitor and coordinate the discretionary and mandatory loan interest rate changes.
- Develop, analyze, and complete monthly loan reports. Develop procedures and reporting tools for effective information to flow through the department.
- Review loan approvals and denials for soundness of decisions.
- Perform audit of consumer loan files to ensure quality and that lending policies are followed.
- Define appropriate limits of authority for consumer loan personnel, and ensure adequate understanding of the credit union's loan procedures and policies.
- Interview loan applicants, resolve member complaints involving loan decisions or errors on their accounts, and approve or deny loan applications.

**Table 24 - 1**  
**Salaries**  
**Consumer Loan VP / Manager**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		23	\$51,410	\$43,940	\$51,080	\$57,600	\$67,060
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$10M	0					
	\$10M to \$20M	4	*	*	*	*	*
	\$20M to \$35M	7	\$54,110	\$47,420	\$54,270	\$61,000	*
	\$35M to \$50M	11	\$53,490	\$44,500	\$51,170	\$59,440	\$71,490
By region	New England	2	*	*	*	*	*
	Middle Atlantic	1	*	*	*	*	*
	East North Central	3	*	*	*	*	*
	West North Central	4	*	*	*	*	*
	South Atlantic	1	*	*	*	*	*
	East South Central	4	*	*	*	*	*
	West South Central	4	*	*	*	*	*
	Pacific	4	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	2	*	*	*	*	*
	5 - 9	9	\$51,130	\$43,730	\$54,090	\$60,540	*
	10 - 49	12	\$52,460	\$45,320	\$50,440	\$57,250	\$71,280
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	1	*	*	*	*	*
	5 - 6	1	*	*	*	*	*
	7 - 8	0					
	9 - 10	0					
	11 - 12	6	\$52,510	\$47,000	\$52,040	\$56,210	*
	13 - 20	14	\$53,370	\$43,100	\$51,900	\$60,000	\$70,890
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$20M	12	\$49,480	\$42,850	\$51,640	\$56,380	\$63,140
	\$20M to \$50M	10	\$53,440	\$43,000	\$50,440	\$60,000	\$71,700
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	1	*	*	*	*	*
	1,000 - 1,999	4	*	*	*	*	*
	2,000 - 4,999	12	\$48,740	\$43,000	\$49,000	\$55,540	\$62,380
	5,000 - 9,999	6	\$58,800	\$50,440	\$54,830	\$70,570	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	10	\$52,500	\$44,600	\$53,560	\$60,250	\$63,760
	2	8	\$51,050	\$43,000	\$49,000	\$63,910	*
	3	2	*	*	*	*	*
	4	0					
	5 or more	2	*	*	*	*	*

\* Insufficient data

**Table 24 - 2  
Incentives and Bonuses  
Consumer Loan VP / Manager**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		23	71%	16	\$3,030
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	1	0%	0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	4	75%	3	*
	\$20M to \$35M	7	71%	5	\$2,850
	\$35M to \$50M	11	75%	8	\$3,050
By region	New England	2	50%	1	*
	Middle Atlantic	1	100%	1	*
	East North Central	3	33%	1	*
	West North Central	4	81%	3	*
	South Atlantic	1	100%	1	*
	East South Central	4	49%	2	*
	West South Central	4	100%	4	*
	Mountain	0		0	
	Pacific	4	75%	3	*
By number of full-time employees	1	0		0	
	2 - 4	2	49%	1	*
	5 - 9	9	67%	6	\$3,490
	10 - 49	12	77%	9	\$2,970
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	1	100%	1	*
	5 - 6	1	0%	0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	6	83%	5	\$2,850
	13 - 20	14	73%	10	\$3,310
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	1	0%	0	
	\$5M to \$20M	12	75%	9	\$2,920
	\$20M to \$50M	10	73%	7	\$3,160
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	1	0%	0	
	1,000 - 1,999	4	49%	2	*
	2,000 - 4,999	12	93%	11	\$3,220
	5,000 - 9,999	6	50%	3	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	10	70%	7	\$3,200
	2	8	78%	6	\$3,360
	3	2	100%	2	*
	4	0		0	
	5 or more	2	0%	0	

\* Insufficient data

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

**Table 24 - 3**  
**Total Cash Compensation**  
**Consumer Loan VP / Manager**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		23	\$53,560	\$47,690	\$52,840	\$60,970	\$68,650
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$10M	0					
	\$10M to \$20M	4	*	*	*	*	*
	\$20M to \$35M	7	\$56,140	\$50,730	\$54,270	\$61,000	*
	\$35M to \$50M	11	\$55,780	\$47,490	\$53,700	\$63,990	\$71,860
By region	New England	2	*	*	*	*	*
	Middle Atlantic	1	*	*	*	*	*
	East North Central	3	*	*	*	*	*
	West North Central	4	*	*	*	*	*
	South Atlantic	1	*	*	*	*	*
	East South Central	4	*	*	*	*	*
	West South Central	4	*	*	*	*	*
	Pacific	4	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	2	*	*	*	*	*
	5 - 9	9	\$53,460	\$47,590	\$56,280	\$61,700	*
	10 - 49	12	\$54,750	\$48,020	\$52,600	\$61,630	\$71,780
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	1	*	*	*	*	*
	5 - 6	1	*	*	*	*	*
	7 - 8	0					
	9 - 10	0					
	11 - 12	6	\$54,880	\$50,470	\$53,430	\$58,220	*
	13 - 20	14	\$55,790	\$46,560	\$54,400	\$62,300	\$71,620
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$20M	12	\$51,670	\$45,230	\$53,570	\$60,380	\$64,570
	\$20M to \$50M	10	\$55,730	\$46,500	\$53,000	\$64,550	\$71,940
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	1	*	*	*	*	*
	1,000 - 1,999	4	*	*	*	*	*
	2,000 - 4,999	12	\$51,730	\$46,500	\$52,600	\$59,830	\$64,500
	5,000 - 9,999	6	\$60,550	\$50,440	\$59,480	\$71,500	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	10	\$54,730	\$49,350	\$55,300	\$61,320	\$65,700
	2	8	\$53,690	\$46,500	\$52,600	\$67,920	*
	3	2	*	*	*	*	*
	4	0					
	5 or more	2	*	*	*	*	*

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 24 - 4**  
**Salary Ranges**  
**Consumer Loan VP / Manager**

		N	average minimum	average midpoint	average maximum
Overall		4	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	1	*	*	*
	\$35M to \$50M	3	*	*	*

\* Insufficient data

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

## MORTGAGE LOAN VP/MANAGER

**Reports to:** Loan VP/SVP or Executive VP/Assistant Manager or COO

**Position Purpose:** Ensure mortgage lending policies and procedures best serve the credit union and its members. Oversee mortgage lending staff. Ensure compliance with state and federal lending laws. Develop, recommend, and report on improvements in mortgage loan products and services and their marketing.

### Job Responsibilities

- Ensure that mortgage loan policies, procedures, services, products, and documentation meet federal and state regulations.
- Formulate and maintain a loan procedure manual for the mortgage loan department that is up-to-date with all regulations and requirements. Ensure staff training and compliance.
- Manage department staff to include setting schedules, approving leave time, reviewing performance annually, recruiting internal applicants, counseling, and disciplining.
- Responsible for the origination and approval of all residential mortgage loans in accordance with established goals and standards for the department.
- Responsible for the compliance of all residential real estate loans to NCUA rules and regulations, secondary market standards, and federal real estate lending laws.
- Responsible for the sale of residential mortgage loans on the secondary market.
- Responsible for the ongoing servicing of residential mortgage loans that are held in portfolio or sold servicing retained.
- Responsible for the underwriting and approval of all second mortgage loans issued by the credit union.
- Responsible for the foreclosure, maintenance, and sale of residential and/or commercial properties that are in default.
- Monitor rates and pricing for residential loan portfolio to ensure competitiveness with marketplace. Monitor the marketplace for changes in the industry or changing trends.
- Oversee efforts required to develop and establish internal and external programs and relationships with mortgage brokers and others for loan production.
- Prepare, implement, and supervise the budget for the department that is consistent with the overall strategic plan and budget of the credit union.

**Table 25 - 1**  
**Salaries**  
**Mortgage Loan VP / Manager**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		7	\$54,610	\$44,320	\$55,050	\$64,800	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$35M	1	*	*	*	*	*
	\$35M to \$50M	4	*	*	*	*	*
By region	New England	2	*	*	*	*	*
	Middle Atlantic	0					
	East North Central	1	*	*	*	*	*
	West North Central	1	*	*	*	*	*
	South Atlantic	0					
	East South Central	0					
	West South Central	1	*	*	*	*	*
	Pacific	2	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	3	*	*	*	*	*
	10 - 49	4	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	7	\$54,610	\$44,320	\$55,050	\$64,800	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	3	*	*	*	*	*
	\$20M to \$50M	4	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	3	*	*	*	*	*
	2,000 - 4,999	3	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	3	*	*	*	*	*
	2	4	*	*	*	*	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 25 - 2  
Incentives and Bonuses  
Mortgage Loan VP / Manager**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		7	100%	7	\$3,110
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	2	100%	2	*
	\$20M to \$35M	1	100%	1	*
	\$35M to \$50M	4	100%	4	*
By region	New England	2	100%	2	*
	Middle Atlantic	0		0	
	East North Central	1	100%	1	*
	West North Central	1	100%	1	*
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	1	100%	1	*
	Mountain Pacific	0 2		0 2	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	3	100%	3	*
	10 - 49	4	100%	4	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	0		0	
	13 - 20	7	100%	7	\$3,110
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	3	100%	3	*
	\$20M to \$50M	4	100%	4	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	3	100%	3	*
	2,000 - 4,999	3	100%	3	*
	5,000 - 9,999	1	100%	1	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	3	100%	3	*
	2	4	100%	4	*
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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



**Table 25 - 3  
Total Cash Compensation  
Mortgage Loan VP / Manager**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		7	\$57,720	\$46,820	\$59,450	\$65,960	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$35M	1	*	*	*	*	*
	\$35M to \$50M	4	*	*	*	*	*
By region	New England	2	*	*	*	*	*
	Middle Atlantic	0					
	East North Central	1	*	*	*	*	*
	West North Central	1	*	*	*	*	*
	South Atlantic	0					
	East South Central	0					
	West South Central	1	*	*	*	*	*
	Pacific	2	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	3	*	*	*	*	*
	10 - 49	4	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	7	\$57,720	\$46,820	\$59,450	\$65,960	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	3	*	*	*	*	*
	\$20M to \$50M	4	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	3	*	*	*	*	*
	2,000 - 4,999	3	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	3	*	*	*	*	*
	2	4	*	*	*	*	*
	3	0					
	4	0					
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 25 - 4  
Salary Ranges  
Mortgage Loan VP / Manager**

		N	average minimum	average midpoint	average maximum
Overall		3	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	2	*	*	*
	\$20M to \$35M	0			
	\$35M to \$50M	1	*	*	*

\* Insufficient data

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

## MEMBER BUSINESS LOAN VP / MANAGER

**Reports to:** Loan VP/SVP or Executive VP/Assistant Manager or COO

**Position Purpose:** Ensure member business loan policies and procedures best serve the credit union and its members. Ensure compliance with State and Federal business lending laws. Oversee member business lending staff. Develop, recommend, and report on improvements in member business lending products and their marketing. Manage annual department budget. Monitor business loan portfolio.

### Job Responsibilities

- Develop business loan products and services that best serve the credit union and its members.
- Ensure that business loan policies, procedures, services, products, and documentation meet federal and state regulations.
- Formulate and maintain a loan procedures manual for business loan department that is up-to-date with all regulations and requirements. Ensure staff training and compliance.
- Establish budgets that support the credit union's strategic plan for the business loan department. Monitor progress on a regular basis.
- Maintain up-to-date knowledge of general economic conditions or changing trends that may affect the credit union's business loan department. Provide timely feedback that allows the credit union to react competitively.
- Maintain knowledge of competitors' rates and terms and other trends relating to business lending. Construct products, rates, and terms that reflect the marketplace.
- Provide input and recommendations for lending interest rates to the Loan Committee.
- Evaluate the job performance of subordinates to ensure quality work and service to members. Recommend salary changes.
- Develop and analyze monthly loan reports. Develop procedures and reporting tools for effective information to flow through the department.
- Review loan approvals and denials for soundness of decisions.
- Perform audit of business loan files to ensure quality of work and quality of documentation.
- Define appropriate limits of authority for business service loan personnel.

**Table 26 - 1**  
**Salaries**  
**Member Business Loan VP / Manager**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		1	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	1	*	*	*	*	*
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	1	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	1	*	*	*	*	*
	2	0					
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 26 - 2  
Incentives and Bonuses  
Member Business Loan VP / Manager**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		1	100%	1	*
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	0		0	
	\$35M to \$50M	1	100%	1	*
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	1	100%	1	*
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	0		0	
	Mountain	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	1	100%	1	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	0		0	
	13 - 20	1	100%	1	*
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	1	100%	1	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	1	100%	1	*
	5,000 - 9,999	0		0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	1	100%	1	*
	2	0		0	
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 26 - 3  
Total Cash Compensation  
Member Business Loan VP / Manager**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		1	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	1	*	*	*	*	*
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	1	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M or more	0					
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	1	*	*	*	*	*
	2	0					
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 26 - 4**  
**Salary Ranges**  
**Member Business Loan VP / Manager**

		N	average minimum	average midpoint	average maximum
Overall		1	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	1	*	*	*

\* Insufficient data

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

## COLLECTIONS VP/ MANAGER

**Reports to: President/CEO/Manager or Loan VP/SVP**

**Position Purpose:** Ensure that the credit and collection policies and procedures of the credit union best serve the credit union and its members. Oversee collections staff and provide leadership and guidance. Ensure strict compliance with state and federal credit and collection rules and regulations in all collection practices.

### **Job Responsibilities**

- Ensure that credit and collection policies, procedures, practices, and documentation meet federal and state regulations.
- Assign, monitor, and supervise the work load in the Collections Department to ensure the smooth and efficient flow of work. Ensure the courteous and considerate interface with members at all times.
- Establish and monitor effective control procedures for late and/or delinquent or potentially delinquent loans. Determine when to charge to reserve.
- On an on-going basis, communicate and monitor the requirements to staff in collections procedures to protect the credit union's interests and to handle members courteously. Train staff on alternative collection techniques to resolve issues positively.
- Review accounts where action beyond routine collection procedures must be approved or implemented. Handle complex situations. Resolve difficult or non-routine member issues.
- Review all billings from attorneys retained for collection work.
- Authorize legal proceedings. Review default notices, surrender notices, bankruptcy procedures, foreclosure notices, etc. for accuracy and completeness.
- Review all accounts that are to be written off as uncollectible.
- Develop and review accurate reporting procedures on collection activities. Prepare and analyze reports for senior management and/or the Board.
- Establish and maintain effective employee relations.
- Prepare, implement, and supervise the budget for the department that is consistent with the overall strategic plan and budget of the credit union.
- Evaluate the job performance of subordinates to ensure quality work and service to members.



**Table 27 - 1**  
**Salaries**  
**Collections VP / Manager (head of collections)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		26	\$43,710	\$34,860	\$43,370	\$47,950	\$61,620
By credit union asset size	\$1M to \$2M	0		*	*	*	*
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$10M	1	*	*	*	*	*
	\$10M to \$20M	4	*	*	*	*	*
	\$20M to \$35M	8	\$45,910	\$41,220	\$47,440	\$48,150	*
	\$35M to \$50M	12	\$44,360	\$34,060	\$40,820	\$58,150	\$61,770
By region	New England	0					
	Middle Atlantic	2	*	*	*	*	*
	East North Central	5	\$42,260	\$37,110	\$41,340	\$48,060	*
	West North Central	0					
	South Atlantic	7	\$45,650	\$33,960	\$41,310	\$61,580	*
	East South Central	4	*	*	*	*	*
	West South Central	4	*	*	*	*	*
	Pacific	2	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	2	*	*	*	*	*
	5 - 9	7	\$41,030	\$33,940	\$41,240	\$45,780	*
	10 - 49	17	\$45,120	\$36,580	\$47,100	\$49,810	\$61,730
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	2	*	*	*	*	*
	5 - 6	0					
	7 - 8	1	*	*	*	*	*
	9 - 10	2	*	*	*	*	*
	11 - 12	8	\$41,220	\$34,080	\$43,150	\$47,430	*
	13 - 20	12	\$43,960	\$38,500	\$44,200	\$48,140	\$58,660
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$20M	14	\$43,690	\$39,940	\$45,390	\$47,790	\$50,100
	\$20M to \$50M	10	\$44,340	\$33,670	\$39,170	\$61,610	\$61,790
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	2	*	*	*	*	*
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	12	\$45,380	\$40,550	\$46,600	\$48,180	\$58,750
	5,000 - 9,999	10	\$43,510	\$34,750	\$39,750	\$50,590	\$61,790
	10,000 - 19,999	1	*	*	*	*	*
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	12	\$43,040	\$35,080	\$43,290	\$47,830	\$58,900
	2	8	\$49,200	\$42,870	\$48,040	\$59,190	*
	3	5	\$37,240	\$31,970	\$35,010	\$43,540	*
	4	0					
	5 or more	1	*	*	*	*	*

\* Insufficient data

**Table 27 - 2  
Incentives and Bonuses  
Collections VP / Manager (head of collections)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		25	68%	17	\$1,650
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	1	0%	0	
	\$5M to \$10M	1	100%	1	*
	\$10M to \$20M	4	50%	2	*
	\$20M to \$35M	7	71%	5	\$2,390
	\$35M to \$50M	12	75%	9	\$1,390
By region	New England	0		0	
	Middle Atlantic	2	100%	2	*
	East North Central	5	62%	3	*
	West North Central	0		0	
	South Atlantic	7	86%	6	\$1,930
	East South Central	4	49%	2	*
	West South Central	3	67%	2	*
	Mountain	2	50%	1	*
	Pacific	2	51%	1	*
By number of full-time employees	1	0		0	
	2 - 4	2	50%	1	*
	5 - 9	6	68%	4	*
	10 - 49	17	71%	12	\$1,610
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	2	100%	2	*
	5 - 6	0		0	
	7 - 8	1	100%	1	*
	9 - 10	2	100%	2	*
	11 - 12	7	58%	4	*
	13 - 20	12	67%	8	\$1,510
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	2	50%	1	*
	\$5M to \$20M	13	70%	9	\$1,780
	\$20M to \$50M	10	70%	7	\$1,700
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	2	50%	1	*
	1,000 - 1,999	1	100%	1	*
	2,000 - 4,999	11	55%	6	\$1,720
	5,000 - 9,999	10	80%	8	\$2,060
	10,000 - 19,999	1	100%	1	*
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	11	55%	6	\$1,990
	2	8	75%	6	\$1,250
	3	5	80%	4	*
	4	0		0	
	5 or more	1	100%	1	*

\* Insufficient data

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

**Table 27 - 3**  
**Total Cash Compensation**  
**Collections VP / Manager (head of collections)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		26	\$44,800	\$35,660	\$44,310	\$49,560	\$62,120
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$10M	1	*	*	*	*	*
	\$10M to \$20M	4	*	*	*	*	*
	\$20M to \$35M	8	\$47,410	\$43,880	\$48,560	\$49,660	*
	\$35M to \$50M	12	\$45,400	\$35,190	\$41,460	\$58,610	\$63,380
By region	New England	0					
	Middle Atlantic	2	*	*	*	*	*
	East North Central	5	\$43,250	\$37,750	\$42,720	\$49,200	*
	West North Central	0					
	South Atlantic	7	\$47,300	\$35,970	\$43,550	\$61,800	*
	East South Central	4	*	*	*	*	*
	West South Central	4	*	*	*	*	*
	Pacific	2	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	2	*	*	*	*	*
	5 - 9	7	\$42,270	\$34,510	\$43,590	\$48,690	*
	10 - 49	17	\$46,250	\$38,500	\$47,780	\$50,800	\$63,030
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	2	*	*	*	*	*
	5 - 6	0					
	7 - 8	1	*	*	*	*	*
	9 - 10	2	*	*	*	*	*
	11 - 12	8	\$42,220	\$35,210	\$43,150	\$48,980	*
	13 - 20	12	\$44,970	\$41,030	\$45,140	\$49,460	\$58,660
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$20M	14	\$44,830	\$41,790	\$46,560	\$49,130	\$50,730
	\$20M to \$50M	10	\$45,530	\$34,680	\$41,050	\$62,030	\$63,520
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	2	*	*	*	*	*
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	12	\$46,240	\$41,110	\$48,270	\$49,470	\$60,160
	5,000 - 9,999	10	\$45,160	\$35,600	\$43,020	\$52,120	\$62,830
	10,000 - 19,999	1	*	*	*	*	*
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	12	\$44,030	\$36,430	\$44,310	\$48,980	\$58,900
	2	8	\$50,140	\$43,450	\$49,530	\$60,210	*
	3	5	\$38,470	\$33,100	\$35,740	\$45,090	*
	4	0					
	5 or more	1	*	*	*	*	*

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 27 - 4**  
**Salary Ranges**  
**Collections VP / Manager (head of collections)**

		N	average minimum	average midpoint	average maximum
Overall		14	\$35,230	\$42,720	\$50,210
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	3	*	*	*
	\$20M to \$35M	5	\$36,890	\$44,820	\$52,760
	\$35M to \$50M	6	\$36,790	\$44,950	\$53,110

\* Insufficient data

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

## LOAN OFFICER II/SENIOR

### **Reports to: Loan VP/SVP**

**Position 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.

### **Job Responsibilities**

- Gather background information on loan applicants by interviewing loan applicants and obtaining credit bureau reports. Handle loans of highest complexity, value, or risk.
- Assist members with the loan application process to ensure completeness of information.
- Pull credit reports for all accounts, verify debts, estimate monthly payments for any outstanding debts not listed and add them to debts on application.
- Calculate debt-to-income ratios on loan applicants, and calculate how much of a loan applicant's debt is secured or unsecured.
- Complete loan applications over the phone and/or electronically.
- Determine collateral needs and payment plans for members applying for loans.
- Determine eligibility of loan co-maker from co-maker's statement and credit rating.
- Approve or deny loan applications.
- 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 the future.
- Verify the accuracy of loan amounts and repayment terms on approved loan applications.
- Complete loan documents and disburse loans when approved.
- Implement new loan products and services in accordance with management direction.
- Cross-sell lending and other credit union products.
- May be responsible for training of new loan officers. Will provide assistance or guidance to less senior loan officers.

**Table 28 - 1**  
**Salaries**  
**Loan Officer II / Sr. (general)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		127	\$42,050	\$36,290	\$42,630	\$46,690	\$50,990
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$10M	10	\$37,420	\$31,230	\$38,180	\$41,370	\$48,780
	\$10M to \$20M	34	\$40,470	\$35,570	\$39,000	\$44,360	\$49,920
	\$20M to \$35M	55	\$43,870	\$38,490	\$44,910	\$48,370	\$51,210
	\$35M to \$50M	26	\$42,010	\$34,120	\$43,520	\$45,000	\$53,540
By region	New England	5	\$51,360	\$42,940	\$43,800	\$63,990	*
	Middle Atlantic	11	\$40,470	\$37,070	\$40,650	\$43,280	\$50,590
	East North Central	29	\$42,130	\$35,130	\$42,670	\$47,830	\$51,040
	West North Central	17	\$45,080	\$39,000	\$45,520	\$49,150	\$56,920
	South Atlantic	14	\$40,100	\$33,280	\$38,190	\$48,100	\$50,600
	East South Central	12	\$40,550	\$35,430	\$39,250	\$44,990	\$46,860
	West South Central	24	\$39,830	\$36,000	\$41,710	\$43,830	\$46,070
	Mountain Pacific	10 5	\$41,560 \$48,470	\$35,820 \$40,560	\$38,000 \$52,000	\$46,790 \$54,840	\$58,460 *
By number of full-time employees	1	0					
	2 - 4	30	\$41,160	\$36,000	\$39,380	\$45,770	\$57,380
	5 - 9	60	\$42,780	\$37,060	\$43,480	\$46,950	\$51,970
	10 - 49	37	\$41,560	\$33,990	\$43,240	\$46,000	\$50,600
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	1	*	*	*	*	*
	3 - 4	3	*	*	*	*	*
	5 - 6	8	\$39,000	\$34,370	\$41,830	\$44,050	*
	7 - 8	11	\$40,180	\$31,510	\$37,010	\$43,410	\$61,940
	9 - 10	19	\$41,180	\$37,610	\$42,670	\$45,000	\$46,840
	11 - 12	33	\$42,770	\$36,200	\$40,200	\$50,540	\$57,720
	13 - 20	52	\$42,430	\$37,000	\$43,040	\$47,440	\$51,250
By amount of loans outstanding	\$500,000 to \$2M	1	*	*	*	*	*
	\$2M to \$5M	11	\$38,330	\$30,100	\$37,720	\$43,000	\$60,750
	\$5M to \$20M	83	\$40,870	\$35,940	\$40,040	\$45,810	\$49,000
	\$20M to \$50M	32	\$45,770	\$42,640	\$44,940	\$50,600	\$57,660
	\$50M to \$100M	0					
	\$100M to \$200M \$200M or more	0 0					
By number of members	1 - 999	4	*	*	*	*	*
	1,000 - 1,999	22	\$42,330	\$36,480	\$43,010	\$48,490	\$54,400
	2,000 - 4,999	86	\$42,060	\$36,580	\$41,570	\$46,950	\$51,200
	5,000 - 9,999	14	\$43,110	\$39,390	\$44,640	\$46,120	\$48,330
	10,000 - 19,999	1	*	*	*	*	*
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	83	\$43,170	\$37,110	\$43,740	\$48,890	\$52,490
	2	29	\$39,690	\$34,890	\$40,000	\$43,820	\$46,030
	3	9	\$38,900	\$33,990	\$38,000	\$43,800	*
	4	1	*	*	*	*	*
	5 or more	1	*	*	*	*	*

\* Insufficient data

**Table 28 - 2  
Incentives and Bonuses  
Loan Officer II / Sr. (general)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		121	68%	76	\$2,570
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	2	0%	0	
	\$5M to \$10M	10	40%	3	*
	\$10M to \$20M	31	59%	17	\$2,850
	\$20M to \$35M	53	72%	37	\$2,910
	\$35M to \$50M	25	79%	19	\$1,950
By region	New England	3	67%	2	*
	Middle Atlantic	10	28%	2	*
	East North Central	29	63%	17	\$2,920
	West North Central	17	87%	13	\$3,010
	South Atlantic	12	77%	9	\$2,680
	East South Central	12	49%	6	\$2,010
	West South Central	23	80%	18	\$1,560
	Mountain	10	73%	7	\$4,620
	Pacific	5	41%	2	*
By number of full-time employees	1	0		0	
	2 - 4	27	46%	11	\$1,660
	5 - 9	58	70%	38	\$3,310
	10 - 49	36	76%	27	\$1,930
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	1	100%	1	*
	3 - 4	3	52%	1	*
	5 - 6	7	42%	3	*
	7 - 8	7	29%	2	*
	9 - 10	19	60%	10	\$1,560
	11 - 12	32	75%	22	\$2,190
	13 - 20	52	73%	37	\$3,140
By amount of loans outstanding	\$500,000 to \$2M	1	100%	1	*
	\$2M to \$5M	10	30%	3	*
	\$5M to \$20M	80	66%	48	\$2,880
	\$20M to \$50M	30	81%	24	\$2,200
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	4	51%	2	*
	1,000 - 1,999	21	54%	10	\$2,680
	2,000 - 4,999	81	68%	52	\$2,670
	5,000 - 9,999	14	82%	11	\$2,360
	10,000 - 19,999	1	100%	1	*
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	77	56%	41	\$2,750
	2	29	90%	25	\$1,730
	3	9	73%	6	\$5,240
	4	1	100%	1	*
	5 or more	1	100%	1	*

\* Insufficient data

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

**Table 28 - 3**  
**Total Cash Compensation**  
**Loan Officer II / Sr. (general)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		127	\$43,660	\$37,470	\$43,830	\$48,930	\$53,740
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$10M	10	\$37,620	\$31,480	\$38,330	\$41,370	\$48,780
	\$10M to \$20M	34	\$42,010	\$35,650	\$40,500	\$47,270	\$50,290
	\$20M to \$35M	55	\$45,890	\$40,520	\$46,050	\$50,600	\$55,000
	\$35M to \$50M	26	\$43,420	\$34,470	\$43,830	\$48,100	\$57,920
By region	New England	5	\$52,070	\$43,440	\$46,300	\$63,990	*
	Middle Atlantic	11	\$40,790	\$37,150	\$41,500	\$43,280	\$50,590
	East North Central	29	\$43,980	\$35,130	\$45,160	\$50,610	\$54,320
	West North Central	17	\$47,570	\$40,220	\$48,100	\$50,270	\$59,300
	South Atlantic	14	\$41,880	\$34,780	\$40,820	\$50,600	\$51,640
	East South Central	12	\$41,540	\$37,100	\$40,610	\$44,990	\$49,240
	West South Central	24	\$40,950	\$36,000	\$43,120	\$45,680	\$48,570
	Mountain Pacific	10 5	\$44,940 \$48,810	\$38,000 \$41,390	\$41,380 \$52,000	\$48,620 \$54,840	\$61,680 *
By number of full-time employees	1	0					
	2 - 4	30	\$41,800	\$36,000	\$40,270	\$45,980	\$60,480
	5 - 9	60	\$44,970	\$38,610	\$44,020	\$50,840	\$56,780
	10 - 49	37	\$42,960	\$36,900	\$44,990	\$47,170	\$50,600
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	1	*	*	*	*	*
	3 - 4	3	*	*	*	*	*
	5 - 6	8	\$39,550	\$34,480	\$42,040	\$44,620	*
	7 - 8	11	\$40,380	\$31,510	\$37,010	\$43,410	\$62,210
	9 - 10	19	\$42,110	\$38,000	\$43,470	\$46,500	\$48,100
	11 - 12	33	\$44,280	\$38,460	\$45,660	\$50,600	\$58,090
	13 - 20	52	\$44,730	\$37,500	\$44,990	\$50,130	\$55,560
By amount of loans outstanding	\$500,000 to \$2M	1	*	*	*	*	*
	\$2M to \$5M	11	\$38,510	\$31,280	\$37,940	\$43,050	\$60,750
	\$5M to \$20M	83	\$42,670	\$37,390	\$42,000	\$47,300	\$51,200
	\$20M to \$50M	32	\$47,340	\$43,510	\$47,800	\$51,630	\$58,900
	\$50M to \$100M	0					
	\$100M to \$200M \$200M or more	0 0					
By number of members	1 - 999	4	*	*	*	*	*
	1,000 - 1,999	22	\$43,610	\$37,820	\$43,430	\$48,990	\$59,940
	2,000 - 4,999	86	\$43,740	\$37,690	\$43,830	\$49,050	\$52,600
	5,000 - 9,999	14	\$45,050	\$40,300	\$46,180	\$49,980	\$52,670
	10,000 - 19,999	1	*	*	*	*	*
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999 60,000 or more	0 0					
Number of branch offices	1	83	\$44,580	\$38,090	\$44,860	\$50,600	\$57,020
	2	29	\$41,240	\$35,330	\$41,380	\$45,680	\$50,660
	3	9	\$42,230	\$37,000	\$43,240	\$47,170	*
	4	1	*	*	*	*	*
	5 or more	1	*	*	*	*	*

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.



**Table 28 - 4**  
**Salary Ranges**  
**Loan Officer II / Sr. (general)**

		N	average minimum	average midpoint	average maximum
Overall		29	\$34,660	\$41,390	\$48,110
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	4	*	*	*
	\$10M to \$20M	4	*	*	*
	\$20M to \$35M	14	\$37,480	\$44,460	\$51,450
	\$35M to \$50M	7	\$30,620	\$37,800	\$44,990

\* Insufficient data

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

## LOAN OFFICER I

### **Reports to: Loan VP/SVP**

**Position 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.

### **Job Responsibilities**

- Gather background information on loan applicants by interviewing loan applicants and obtaining credit bureau reports.
- Assist members with the loan application process to ensure completeness of information.
- 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.
- Calculate debt-to-income ratios on loan applicants.
- Calculate how much of a loan applicant's debt is secured or unsecured.
- Complete loan applications over the phone and/or electronically.
- Determine collateral needs and payment plans for members applying for loans.
- Determine eligibility of loan co-maker from co-maker's statement and credit rating.
- Approve or deny loan applications.
- 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 the future.
- Verify the accuracy of loan amounts and repayment terms on approved loan applications.
- Complete loan documents and disburse loans when approved.
- Implement new loan products and services in accordance with management direction.
- Cross-sell lending and other credit union products.

**Table 29 - 1**  
**Salaries**  
**Loan Officer I (general)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		106	\$36,080	\$31,200	\$35,000	\$40,770	\$44,770
By credit union asset size	\$1M to \$2M	0		*	*	*	*
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$10M	7	\$33,220	\$29,120	\$30,590	\$40,000	*
	\$10M to \$20M	28	\$35,730	\$32,780	\$34,930	\$39,920	\$44,410
	\$20M to \$35M	38	\$36,370	\$31,760	\$35,500	\$40,770	\$46,600
	\$35M to \$50M	32	\$36,240	\$32,220	\$37,000	\$41,120	\$44,890
By region	New England	2	*	*	*	*	*
	Middle Atlantic	5	\$35,790	\$35,000	\$35,000	\$37,990	*
	East North Central	29	\$36,930	\$32,980	\$35,880	\$40,930	\$44,170
	West North Central	13	\$36,510	\$31,750	\$37,000	\$38,150	\$45,840
	South Atlantic	13	\$35,620	\$27,930	\$36,460	\$43,000	\$46,160
	East South Central	6	\$35,340	\$31,150	\$33,800	\$40,280	*
	West South Central	12	\$32,900	\$28,000	\$32,220	\$36,070	\$42,670
	Mountain	15	\$35,840	\$29,100	\$37,220	\$40,770	\$45,760
Pacific	11	\$40,060	\$34,450	\$41,330	\$44,890	\$46,760	
By number of full-time employees	1	0					
	2 - 4	23	\$36,830	\$30,620	\$37,670	\$41,300	\$44,860
	5 - 9	49	\$36,510	\$32,220	\$35,210	\$41,620	\$45,840
	10 - 49	34	\$35,400	\$30,450	\$33,920	\$40,280	\$43,000
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	3	*	*	*	*	*
	3 - 4	1	*	*	*	*	*
	5 - 6	3	*	*	*	*	*
	7 - 8	8	\$39,450	\$29,100	\$38,480	\$51,430	*
	9 - 10	12	\$36,120	\$29,120	\$35,040	\$43,080	\$47,060
	11 - 12	24	\$33,920	\$28,000	\$32,910	\$37,620	\$42,600
	13 - 20	54	\$36,760	\$33,280	\$37,000	\$40,770	\$43,840
By amount of loans outstanding	\$500,000 to \$2M	1	*	*	*	*	*
	\$2M to \$5M	6	\$34,690	\$30,140	\$31,710	\$40,970	*
	\$5M to \$20M	65	\$35,570	\$31,510	\$34,770	\$40,130	\$43,110
	\$20M to \$50M	34	\$36,700	\$31,600	\$37,000	\$41,210	\$46,160
	\$50M to \$100M	0					
	\$100M to \$200M	0					
\$200M or more	0						
By number of members	1 - 999	3	*	*	*	*	*
	1,000 - 1,999	17	\$35,540	\$30,470	\$36,130	\$38,800	\$43,130
	2,000 - 4,999	70	\$36,640	\$32,220	\$37,000	\$40,990	\$45,840
	5,000 - 9,999	16	\$34,400	\$28,420	\$33,560	\$40,280	\$43,000
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	67	\$36,710	\$32,220	\$37,010	\$41,120	\$46,050
	2	30	\$35,980	\$29,760	\$34,670	\$40,910	\$44,050
	3	5	\$32,380	\$27,000	\$33,890	\$37,000	*
	4	0					
	5 or more	3	*	*	*	*	*

\* Insufficient data

**Table 29 - 2  
Incentives and Bonuses  
Loan Officer I (general)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		104	65%	68	\$2,090
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	1	0%	0	
	\$5M to \$10M	6	50%	3	*
	\$10M to \$20M	28	59%	17	\$2,210
	\$20M to \$35M	38	62%	24	\$1,740
	\$35M to \$50M	31	75%	24	\$2,420
By region	New England	2	100%	2	*
	Middle Atlantic	5	86%	4	*
	East North Central	29	82%	23	\$2,870
	West North Central	13	40%	7	\$1,290
	South Atlantic	13	71%	9	\$2,570
	East South Central	6	45%	3	*
	West South Central	11	65%	6	\$2,550
	Mountain	14	56%	8	\$870
	Pacific	11	55%	6	\$1,350
By number of full-time employees	1	0		0	
	2 - 4	22	43%	9	\$1,420
	5 - 9	48	72%	34	\$2,160
	10 - 49	34	67%	25	\$2,170
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	3	0%	0	
	3 - 4	1	0%	0	
	5 - 6	2	50%	1	*
	7 - 8	8	89%	7	\$1,320
	9 - 10	12	46%	6	\$3,620
	11 - 12	24	62%	14	\$1,560
	13 - 20	54	71%	40	\$2,230
By amount of loans outstanding	\$500,000 to \$2M	1	0%	0	
	\$2M to \$5M	5	41%	2	*
	\$5M to \$20M	65	58%	39	\$1,660
	\$20M to \$50M	33	78%	27	\$2,560
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	3	34%	1	*
	1,000 - 1,999	16	52%	8	\$1,020
	2,000 - 4,999	69	64%	46	\$2,090
	5,000 - 9,999	16	78%	13	\$2,500
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
	Number of branch offices	1	65	61%	38
2		30	75%	24	\$2,150
3		5	71%	4	*
4		0		0	
5 or more		3	40%	2	*

\* Insufficient data

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

**Table 29 - 3  
Total Cash Compensation  
Loan Officer I (general)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		106	\$37,390	\$32,220	\$37,500	\$41,970	\$45,760
By credit union asset size	\$1M to \$2M	0		*	*	*	*
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$10M	7	\$33,470	\$29,120	\$31,090	\$40,000	*
	\$10M to \$20M	28	\$37,040	\$32,850	\$38,010	\$42,420	\$45,620
	\$20M to \$35M	38	\$37,450	\$32,370	\$36,780	\$40,770	\$46,600
	\$35M to \$50M	32	\$37,890	\$32,220	\$38,400	\$42,830	\$46,160
By region	New England	2	*	*	*	*	*
	Middle Atlantic	5	\$36,630	\$36,500	\$36,500	\$38,020	*
	East North Central	29	\$39,290	\$36,000	\$38,960	\$42,000	\$46,980
	West North Central	13	\$37,020	\$31,780	\$37,000	\$38,150	\$48,140
	South Atlantic	13	\$37,230	\$27,930	\$37,500	\$45,000	\$46,160
	East South Central	6	\$35,760	\$31,150	\$34,730	\$40,280	*
	West South Central	12	\$34,260	\$31,800	\$32,220	\$37,300	\$44,440
	Mountain Pacific	15 11	\$36,300 \$40,800	\$29,150 \$35,700	\$38,400 \$41,330	\$40,770 \$45,710	\$45,760 \$47,120
By number of full-time employees	1	0					
	2 - 4	23	\$37,420	\$31,090	\$38,240	\$41,570	\$45,300
	5 - 9	49	\$37,980	\$32,220	\$37,500	\$43,130	\$47,850
	10 - 49	34	\$36,790	\$31,990	\$37,000	\$40,770	\$45,000
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	3	*	*	*	*	*
	3 - 4	1	*	*	*	*	*
	5 - 6	3	*	*	*	*	*
	7 - 8	8	\$40,630	\$29,390	\$38,620	\$54,000	*
	9 - 10	12	\$37,800	\$29,880	\$37,500	\$44,180	\$48,510
	11 - 12	24	\$34,890	\$29,620	\$33,450	\$38,260	\$45,170
	13 - 20	54	\$38,290	\$35,070	\$38,400	\$41,970	\$45,740
By amount of loans outstanding	\$500,000 to \$2M	1	*	*	*	*	*
	\$2M to \$5M	6	\$34,860	\$30,520	\$32,000	\$40,970	*
	\$5M to \$20M	65	\$36,530	\$32,370	\$36,480	\$40,770	\$44,240
	\$20M to \$50M	34	\$38,520	\$32,220	\$38,250	\$43,430	\$47,270
	\$50M to \$100M	0					
	\$100M to \$200M \$200M or more	0 0					
By number of members	1 - 999	3	*	*	*	*	*
	1,000 - 1,999	17	\$36,040	\$30,710	\$36,510	\$38,800	\$45,030
	2,000 - 4,999	70	\$37,900	\$32,390	\$37,500	\$41,980	\$47,000
	5,000 - 9,999	16	\$36,370	\$29,230	\$36,500	\$40,280	\$45,000
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	67	\$37,880	\$32,220	\$37,500	\$42,000	\$46,160
	2	30	\$37,600	\$31,980	\$38,420	\$42,440	\$45,480
	3	5	\$33,320	\$27,900	\$35,790	\$37,000	*
	4	0					
	5 or more	3	*	*	*	*	*

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 29 - 4  
Salary Ranges  
Loan Officer I (general)**

		N	average minimum	average midpoint	average maximum
Overall		25	\$31,060	\$37,240	\$43,420
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	2	*	*	*
	\$10M to \$20M	3	*	*	*
	\$20M to \$35M	10	\$29,530	\$35,110	\$40,690
	\$35M to \$50M	10	\$31,790	\$39,080	\$46,360

\* Insufficient data

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

## LOAN PROCESSOR

### **Reports to: Loan VP/SVP**

**Position 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.

### **Job Responsibilities**

- Mail or e-mail loan applications and/or information to members and prospective members.
- Gather background information on loan applicants, researching any discrepancies.
- Interview loan applicants in-person or by phone.
- 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.
- 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.
- Complete loan applications over the phone or electronically.
- Verify employment of persons applying for loans.
- Present application and supporting information to loan officer.
- Maintain a filing system and procedures to monitor that the required documentation is received and maintained appropriately and according to policies and procedures.
- Purge loan files by destroying out-of-date or unnecessary loan documents.
- Send out credit notices to spouses when necessary.
- Notify vendor to place security interest of credit union on title document. Ensure that the documentation on titles is accurate and up-to-date.
- May input loans into the system.
- Cross-sell credit union products and services.

**Table 30 - 1**  
**Salaries**  
**Loan Processor (general)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		53	\$31,790	\$28,080	\$30,240	\$34,320	\$39,530
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$10M	4	*	*	*	*	*
	\$10M to \$20M	10	\$30,790	\$28,500	\$30,380	\$32,850	\$40,440
	\$20M to \$35M	23	\$32,580	\$27,520	\$33,210	\$35,000	\$44,400
	\$35M to \$50M	14	\$31,850	\$28,910	\$30,000	\$34,000	\$38,240
By region	New England	0					
	Middle Atlantic	5	\$33,660	\$29,750	\$35,000	\$35,000	*
	East North Central	19	\$31,550	\$28,080	\$31,110	\$34,260	\$43,980
	West North Central	7	\$31,830	\$27,500	\$30,240	\$33,870	*
	South Atlantic	2	*	*	*	*	*
	East South Central	3	*	*	*	*	*
	West South Central	7	\$30,570	\$27,520	\$28,080	\$33,280	*
	Pacific	5	\$32,420	\$28,000	\$34,000	\$34,000	*
By number of full-time employees	1	0					
	2 - 4	9	\$29,890	\$27,750	\$30,550	\$33,280	*
	5 - 9	23	\$33,430	\$29,180	\$32,730	\$35,760	\$44,740
	10 - 49	21	\$31,170	\$27,770	\$30,000	\$34,000	\$35,000
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	1	*	*	*	*	*
	3 - 4	2	*	*	*	*	*
	5 - 6	2	*	*	*	*	*
	7 - 8	7	\$33,260	\$29,360	\$34,000	\$34,000	*
	9 - 10	2	*	*	*	*	*
	11 - 12	18	\$31,960	\$27,520	\$32,050	\$35,000	\$35,640
	13 - 20	21	\$31,600	\$28,080	\$30,000	\$34,460	\$40,180
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	7	\$29,510	\$28,080	\$30,190	\$31,780	*
	\$5M to \$20M	29	\$32,250	\$28,290	\$33,160	\$35,000	\$40,290
	\$20M to \$50M	17	\$31,800	\$27,520	\$30,000	\$34,000	\$40,560
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	1	*	*	*	*	*
	1,000 - 1,999	14	\$32,170	\$28,080	\$31,930	\$35,450	\$42,020
	2,000 - 4,999	29	\$31,550	\$27,790	\$31,130	\$35,000	\$40,100
	5,000 - 9,999	9	\$32,020	\$28,820	\$30,000	\$34,000	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	34	\$32,330	\$28,080	\$30,000	\$35,360	\$44,390
	2	14	\$30,990	\$27,520	\$33,280	\$34,160	\$35,000
	3	3	*	*	*	*	*
	4	1	*	*	*	*	*
	5 or more	0					

\* Insufficient data



**Table 30 - 2  
Incentives and Bonuses  
Loan Processor (general)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		53	72%	36	\$1,180
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	2	100%	2	*
	\$5M to \$10M	4	80%	2	*
	\$10M to \$20M	10	60%	6	\$900
	\$20M to \$35M	23	61%	14	\$1,130
	\$35M to \$50M	14	86%	12	\$1,410
By region	New England	0		0	
	Middle Atlantic	5	50%	3	*
	East North Central	19	55%	10	\$2,120
	West North Central	7	55%	3	*
	South Atlantic	2	100%	2	*
	East South Central	3	100%	3	*
	West South Central	7	90%	6	\$990
	Mountain	5	86%	4	*
	Pacific	5	100%	5	\$770
By number of full-time employees	1	0		0	
	2 - 4	9	80%	6	\$700
	5 - 9	23	58%	13	\$1,250
	10 - 49	21	79%	17	\$1,260
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	1	0%	0	
	3 - 4	2	52%	1	*
	5 - 6	2	100%	2	*
	7 - 8	7	100%	7	\$960
	9 - 10	2	100%	2	*
	11 - 12	18	48%	7	\$790
	13 - 20	21	82%	17	\$1,400
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	7	72%	5	\$740
	\$5M to \$20M	29	57%	16	\$1,060
	\$20M to \$50M	17	89%	15	\$1,360
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	1	100%	1	*
	1,000 - 1,999	14	67%	8	\$700
	2,000 - 4,999	29	59%	18	\$1,550
	5,000 - 9,999	9	100%	9	\$990
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	34	72%	23	\$1,400
	2	14	67%	10	\$820
	3	3	100%	2	*
	4	1	100%	1	*
	5 or more	0		0	

\* Insufficient data

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

**Table 30 - 3  
Total Cash Compensation  
Loan Processor (general)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		53	\$32,600	\$28,600	\$31,810	\$35,080	\$40,300
By credit union asset size	\$1M to \$2M	0		*	*	*	*
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$10M	4	*	*	*	*	*
	\$10M to \$20M	10	\$31,330	\$28,530	\$30,380	\$33,990	\$41,370
	\$20M to \$35M	23	\$33,270	\$28,320	\$34,390	\$36,260	\$45,930
	\$35M to \$50M	14	\$33,070	\$30,840	\$31,400	\$34,680	\$40,170
By region	New England	0					
	Middle Atlantic	5	\$34,180	\$30,280	\$35,000	\$36,400	*
	East North Central	19	\$32,720	\$28,750	\$31,870	\$35,380	\$46,490
	West North Central	7	\$32,090	\$27,500	\$31,190	\$34,170	*
	South Atlantic	2	*	*	*	*	*
	East South Central	3	*	*	*	*	*
	West South Central	7	\$31,470	\$28,320	\$29,200	\$34,430	*
	Mountain Pacific	5 5	\$32,990 \$30,780	\$28,000 \$29,890	\$34,680 \$31,000	\$34,680 \$31,000	* *
By number of full-time employees	1	0					
	2 - 4	9	\$30,310	\$28,050	\$31,050	\$33,280	*
	5 - 9	23	\$34,160	\$29,380	\$34,550	\$36,520	\$46,430
	10 - 49	21	\$32,170	\$28,320	\$31,000	\$34,830	\$36,750
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	1	*	*	*	*	*
	3 - 4	2	*	*	*	*	*
	5 - 6	2	*	*	*	*	*
	7 - 8	7	\$34,220	\$30,330	\$34,680	\$34,680	*
	9 - 10	2	*	*	*	*	*
	11 - 12	18	\$32,270	\$28,320	\$33,280	\$35,000	\$35,770
	13 - 20	21	\$32,750	\$29,270	\$31,000	\$36,140	\$41,370
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	7	\$30,040	\$28,300	\$30,850	\$32,940	*
	\$5M to \$20M	29	\$32,790	\$28,660	\$33,290	\$35,760	\$41,170
	\$20M to \$50M	17	\$33,000	\$28,320	\$31,000	\$34,680	\$41,940
	\$50M to \$100M	0					
	\$100M to \$200M \$200M or more	0 0					
By number of members	1 - 999	1	*	*	*	*	*
	1,000 - 1,999	14	\$32,540	\$28,300	\$33,040	\$35,450	\$43,080
	2,000 - 4,999	29	\$32,460	\$28,470	\$31,860	\$35,270	\$40,940
	5,000 - 9,999	9	\$33,010	\$29,730	\$31,000	\$34,680	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	34	\$33,340	\$29,120	\$31,010	\$35,870	\$45,910
	2	14	\$31,530	\$28,320	\$33,780	\$35,000	\$35,100
	3	3	*	*	*	*	*
	4	1	*	*	*	*	*
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 30 - 4**  
**Salary Ranges**  
**Loan Processor (general)**

		N	average minimum	average midpoint	average maximum
Overall		19	\$26,390	\$31,380	\$36,370
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	1	*	*	*
	\$5M to \$10M	1	*	*	*
	\$10M to \$20M	1	*	*	*
	\$20M to \$35M	8	\$26,350	\$32,200	\$38,060
	\$35M to \$50M	8	\$27,290	\$31,470	\$35,650

\* Insufficient data

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

## LOAN CLERK

### ***Reports to: Loan VP/SVP***

***Position Purpose:*** Answer telephone calls for Loan Department. Provide information or answers on basic lending questions from members. Responsible for directing member inquiries to appropriate lending staff. Perform a variety of support duties related to the lending function within the credit union.

### **Job Responsibilities**

- Answer telephone for the loan department professionally and courteously. Answer questions, provide information, and/or route calls to appropriate loan officer. Take messages and coordinate follow through.
- Serve as a department receptionist, receiving members and guests to the loan department in a professional, courteous manner. Ensure that the individual receives prompt attention by loan officers.
- Type all necessary loan documents for approved loans.
- Type denial forms for all loans that are declined.
- File and maintain loan records on the computer. Ensure accuracy and completeness of work.
- Assist members and employees with basic questions regarding lending services.
- Mail or email loan applications and/or information to members and prospective members.
- Schedule appointments with loan officers. Maintain and coordinate the department's calendar so that members are served with the highest quality.
- Perform word processing for the loan department ensuring accuracy and completeness of work.
- Maintain accurate and complete files and records.

**Table 31 - 1**  
**Salaries**  
**Loan Clerk (general)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		16	\$34,330	\$27,660	\$30,860	\$33,760	\$55,620
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$10M	0					
	\$10M to \$20M	4	*	*	*	*	*
	\$20M to \$35M	6	\$30,530	\$27,320	\$29,540	\$32,750	*
	\$35M to \$50M	5	\$35,740	\$30,920	\$33,000	\$41,550	*
By region	New England	1	*	*	*	*	*
	Middle Atlantic	1	*	*	*	*	*
	East North Central	5	\$41,340	\$28,910	\$33,000	\$55,820	*
	West North Central	1	*	*	*	*	*
	South Atlantic	2	*	*	*	*	*
	East South Central	1	*	*	*	*	*
	West South Central	4	*	*	*	*	*
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	3	*	*	*	*	*
	5 - 9	6	\$29,160	\$24,300	\$27,740	\$33,080	*
	10 - 49	7	\$33,750	\$30,360	\$31,430	\$34,000	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	1	*	*	*	*	*
	3 - 4	2	*	*	*	*	*
	5 - 6	0					
	7 - 8	0					
	9 - 10	3	*	*	*	*	*
	11 - 12	4	*	*	*	*	*
	13 - 20	5	\$33,560	\$30,920	\$33,000	\$36,370	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$20M	9	\$34,340	\$25,540	\$27,870	\$34,900	*
	\$20M to \$50M	6	\$34,980	\$31,030	\$32,210	\$37,170	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	1	*	*	*	*	*
	1,000 - 1,999	3	*	*	*	*	*
	2,000 - 4,999	7	\$37,900	\$27,870	\$31,200	\$38,780	*
	5,000 - 9,999	5	\$34,650	\$29,030	\$31,430	\$41,550	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	8	\$35,560	\$25,440	\$29,080	\$37,410	*
	2	5	\$34,570	\$28,890	\$31,430	\$41,550	*
	3	1	*	*	*	*	*
	4	0					
	5 or more	0					

\* Insufficient data

**Table 31 - 2  
Incentives and Bonuses  
Loan Clerk (general)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		16	51%	8	\$2,990
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	1	0%	0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	4	25%	1	*
	\$20M to \$35M	6	83%	5	\$970
	\$35M to \$50M	5	40%	2	*
By region	New England	1	0%	0	
	Middle Atlantic	1	0%	0	
	East North Central	5	59%	3	*
	West North Central	1	100%	1	*
	South Atlantic	2	100%	2	*
	East South Central	1	0%	0	
	West South Central	4	52%	2	*
	Mountain Pacific	0 1	 0%	0 0	
By number of full-time employees	1	0		0	
	2 - 4	3	33%	1	*
	5 - 9	6	51%	3	*
	10 - 49	7	57%	4	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	1	0%	0	
	3 - 4	2	100%	2	*
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	3	35%	1	*
	11 - 12 13 - 20	4 5	100% 20%	4 1	* *
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	1	0%	0	
	\$5M to \$20M	9	57%	5	\$2,990
	\$20M to \$50M	6	50%	3	*
	\$50M to \$100M	0		0	
	\$100M to \$200M \$200M or more	0 0	 	0 0	
By number of members	1 - 999	1	0%	0	
	1,000 - 1,999	3	0%	0	
	2,000 - 4,999	7	71%	5	\$3,070
	5,000 - 9,999	5	60%	3	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	8	38%	3	*
	2	5	80%	4	*
	3	1	0%	0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 31 - 3**  
**Total Cash Compensation**  
**Loan Clerk (general)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		16	\$35,840	\$28,740	\$31,160	\$33,760	\$62,880
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$10M	0					
	\$10M to \$20M	4	*	*	*	*	*
	\$20M to \$35M	6	\$31,340	\$28,250	\$30,340	\$34,190	*
	\$35M to \$50M	5	\$37,180	\$31,550	\$33,000	\$44,390	*
By region	New England	1	*	*	*	*	*
	Middle Atlantic	1	*	*	*	*	*
	East North Central	5	\$44,030	\$29,710	\$33,000	\$61,010	*
	West North Central	1	*	*	*	*	*
	South Atlantic	2	*	*	*	*	*
	East South Central	1	*	*	*	*	*
	West South Central	4	*	*	*	*	*
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	3	*	*	*	*	*
	5 - 9	6	\$29,840	\$24,300	\$28,830	\$34,450	*
	10 - 49	7	\$34,900	\$30,360	\$32,630	\$34,000	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	1	*	*	*	*	*
	3 - 4	2	*	*	*	*	*
	5 - 6	0					
	7 - 8	0					
	9 - 10	3	*	*	*	*	*
	11 - 12	4	*	*	*	*	*
	13 - 20	5	\$33,800	\$31,550	\$33,000	\$36,370	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$20M	9	\$36,030	\$25,790	\$28,970	\$35,160	*
	\$20M to \$50M	6	\$36,480	\$32,180	\$33,000	\$38,360	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	1	*	*	*	*	*
	1,000 - 1,999	3	*	*	*	*	*
	2,000 - 4,999	7	\$40,080	\$28,620	\$33,000	\$38,780	*
	5,000 - 9,999	5	\$36,370	\$29,700	\$32,630	\$44,390	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	8	\$37,340	\$25,810	\$29,600	\$37,410	*
	2	5	\$36,190	\$29,350	\$32,630	\$44,390	*
	3	1	*	*	*	*	*
4	0						
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 31 - 4  
Salary Ranges  
Loan Clerk (general)**

		N	average minimum	average midpoint	average maximum
Overall		4	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	1	*	*	*
	\$20M to \$35M	2	*	*	*
	\$35M to \$50M	1	*	*	*

\* Insufficient data

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



## MEMBER BUSINESS LOAN OFFICER II / SENIOR

**Reports to: Business Loan Vice President or Business Services VP**

**Position Purpose:** Provide information on credit union products and services to current and potential business members according to all credit union policies and procedures and Federal and State rules and regulations. Develop and enhance the business loan portfolio. Provide input to the VP-Lending on potential new products and/or trends in the industry. Prepare or coordinate documentation and forms. Approve or deny business loan applications. Operate with substantial credit authority.

### **Job Responsibilities**

- Gather background information on members applying for business loans by interviewing applicants and obtaining credit bureau reports. Handle loans of complexity, value, and risk.
- Interview members requesting refinancing or rewrites of existing business loans and/or requests for new business loans.
- Assist members with the loan application process in person, on the phone, or electronically to ensure completeness of information.
- Pull credit reports for all accounts, verify debt, estimate monthly payments for any outstanding debts not listed and add them to debts on application.
- Calculate debt-to-income ratios on loan applicants, and calculate how much of a loan applicant's debt is secured or unsecured.
- Ensure that sound analysis and lending procedures are followed. Act in compliance with the credit union's Business Lending policy at all times.
- Evaluate the information provided by the business borrower.
- Approve or deny loan applications and review loan applications for less senior business loan officers.
- Explain reasons for denial and explore options for members when business loans are denied.
- Verify the accuracy of business loan amounts and repayment terms on approved loan applications. Complete loan documents and disburse loans when approved.
- Answer questions from routine to complex related to business loans.
- Professionally resolve complaints from members and non members.
- Coordinate collection efforts for credit union's business accounts.
- Implement new loan products and services in accordance with management direction.
- Cross-sell lending and other credit union products as appropriate.

**Table 32 - 1**  
**Salaries**  
**Member Business Loan Officer II / Sr.**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		1	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	1	*	*	*	*	*
	\$20M to \$35M	0					
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	1	*	*	*	*	*
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	0					
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	1	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	1	*	*	*	*	*
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	0					
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	1	*	*	*	*	*
	2	0					
	3	0					
4	0						
5 or more	0						

\* Insufficient data

**Table 32 - 2  
Incentives and Bonuses  
Member Business Loan Officer II / Sr.**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		1	0%	0	
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	1	0%	0	
	\$20M to \$35M	0		0	
	\$35M to \$50M	0		0	
By region	New England	0		0	
	Middle Atlantic	1	0%	0	
	East North Central	0		0	
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	1	0%	0	
	5 - 9	0		0	
	10 - 49	0		0	
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	0		0	
	13 - 20	1	0%	0	
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	1	0%	0	
	\$20M to \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	1	0%	0	
	2,000 - 4,999	0		0	
	5,000 - 9,999	0		0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
60,000 or more	0		0		
Number of branch offices	1	1	0%	0	
	2	0		0	
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 32 - 3  
Total Cash Compensation  
Member Business Loan Officer II / Sr.**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		1	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	1	*	*	*	*	*
	\$20M to \$35M	0					
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	1	*	*	*	*	*
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	0					
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	1	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	1	*	*	*	*	*
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	0					
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
50,000 - 59,999	0						
Number of branch offices	60,000 or more	0					
	1	1	*	*	*	*	*
	2	0					
	3	0					
	4	0					
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 32 - 4**  
**Salary Ranges**  
**Member Business Loan Officer II / Sr.**

		N	average minimum	average midpoint	average maximum
Overall		0			
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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

## MEMBER BUSINESS LOAN OFFICER I

**Reports to:** *Business Loan Vice President or Business Services VP*

**Position Purpose:** Provide information on credit union products and services to current and potential business members according to all credit union policies and procedures and Federal and State rules and regulations. Develop and enhance the business loan portfolio. Prepare, analyze, process, and document all required forms and related documentation. Approve or deny business loan applications. Operate with moderate credit authority.

### **Job Responsibilities**

- Gather background information on members applying for business loans by interviewing applicants and obtaining credit bureau reports.
- Interview members requesting refinancing or rewrites of existing business loans.
- Assist members with the loan application process in person, on the phone, or electronically to ensure completeness of information.
- Pull credit reports for all accounts, verify debt, estimate monthly payments for any outstanding debts not listed and add them to debts on application.
- Calculate debt-to-income ratios on loan applicants, and calculate how much of a loan applicant's debt is secured or unsecured.
- Ensure that sound analysis and lending procedures are followed. Act in compliance with Business Lending policy at all times.
- Evaluate the information provided by the business borrower.
- Approve or deny loan applications within established parameters.
- Explain reasons for denial and explore options for members when business loans are denied.
- Verify the accuracy of business loan amounts and repayment terms on approved loan applications. Complete loan documents and disburse loans when approved.
- Answer questions related to business loans.
- Responsible for collection activity of business accounts.
- Resolves complaints from members and nonmembers in a professional manner.
- Cross--sell lending and other credit union products as appropriate.

**Table 33 - 1**  
**Salaries**  
**Member Business Loan Officer I**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		1	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	1	*	*	*	*	*
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	1	*	*	*	*	*
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	1	*	*	*	*	*
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	1	*	*	*	*	*
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
50,000 - 59,999	0						
Number of branch offices	60,000 or more	0					
	1	0					
	2	0					
	3	1	*	*	*	*	*
	4	0					
5 or more	0						

\* Insufficient data

**Table 33 - 2  
Incentives and Bonuses  
Member Business Loan Officer I**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		1	0%	0	
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	1	0%	0	
	\$35M to \$50M	0		0	
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	0		0	
	West North Central	1	0%	0	
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	0		0	
	Mountain Pacific	0 0		0 0	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	1	0%	0	
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	1	0%	0	
	13 - 20	0		0	
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	1	0%	0	
	\$20M to \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	1	0%	0	
	5,000 - 9,999	0		0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	0		0	
	2	0		0	
	3	1	0%	0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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



**Table 33 - 3  
Total Cash Compensation  
Member Business Loan Officer I**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		1	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	1	*	*	*	*	*
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	1	*	*	*	*	*
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	1	*	*	*	*	*
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	1	*	*	*	*	*
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
50,000 - 59,999	0						
Number of branch offices	60,000 or more	0					
	1	0					
	2	0					
	3	1	*	*	*	*	*
	4	0					
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 33 - 4**  
**Salary Ranges**  
**Member Business Loan Officer I**

		N	average minimum	average midpoint	average maximum
Overall		0			
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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

## CONSUMER LOAN OFFICER II/Senior

### ***Reports to: Consumer Loan VP/Manager or Loan VP/SVP***

***Position Purpose:*** Provide information on credit union products and services to current and potential members according to all credit union policies and procedures and Federal and State rules and regulations. Prepare, analyze, process, and document all required forms and related documentation for consumer loan products. Approve or deny a variety of consumer loan applications, with considerable loan authority. Promote credit union products and services.

### **Job Responsibilities**

- Interview loan applicants and provide information on loan products and alternative products that best meet the member's needs. Request and review all required information and documentation to secure a loan.
- Assist member in completing loan applications over the phone and/or electronically.
- Obtain and evaluate credit reports.
- Calculate debt-to-income ratios on loan applicants, and calculate how much of a loan applicant's debt is secured or unsecured.
- Recommend and outline terms of loan. Inform prospective borrowers of loan commitments.
- Determine collateral needs and payment plans for members applying for loans.
- Determine eligibility of loan co-maker from co-maker's statement and credit rating.
- Notify applicant of loan decision. Correspond with members, applicants, and creditors to resolve questions regarding application information.
- Develop and maintain interest-rate structure that is consistent with credit union policies and is competitive with current market.
- Review developing laws and regulations as they apply to installment-loan security agreements.
- May manage delinquent account files for the credit union.
- Handle loans of highest complexity, value, and risk.
- Train new consumer loan officers, and assist more junior consumer loan officers with questions, challenges, etc.

**Table 34 - 1**  
**Salaries**  
**Consumer Loan Officer II / Sr.**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		3	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	1	*	*	*	*	*
	\$20M to \$35M	1	*	*	*	*	*
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	1	*	*	*	*	*
	East North Central	1	*	*	*	*	*
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain	0					
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	1	*	*	*	*	*
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	1	*	*	*	*	*
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	2	*	*	*	*	*
	2	1	*	*	*	*	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 34 - 2  
Incentives and Bonuses  
Consumer Loan Officer II / Sr.**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		3	100%	3	*
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	1	100%	1	*
	\$20M to \$35M	1	100%	1	*
	\$35M to \$50M	1	100%	1	*
By region	New England	0		0	
	Middle Atlantic	1	100%	1	*
	East North Central	1	100%	1	*
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	0		0	
	Mountain	0		0	
	Pacific	1	100%	1	*
By number of full-time employees	1	0		0	
	2 - 4	1	100%	1	*
	5 - 9	1	100%	1	*
	10 - 49	1	100%	1	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	1	100%	1	*
	13 - 20	2	100%	2	*
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	2	100%	2	*
	\$20M to \$50M	1	100%	1	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	1	100%	1	*
	2,000 - 4,999	1	100%	1	*
	5,000 - 9,999	1	100%	1	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
	Number of branch offices	1	2	100%	2
2		1	100%	1	*
3		0		0	
4		0		0	
5 or more		0		0	

\* Insufficient data

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

**Table 34 - 3  
Total Cash Compensation  
Consumer Loan Officer II / Sr.**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		3	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	1	*	*	*	*	*
	\$20M to \$35M	1	*	*	*	*	*
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	1	*	*	*	*	*
	East North Central	1	*	*	*	*	*
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain	0					
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	1	*	*	*	*	*
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	1	*	*	*	*	*
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	2	*	*	*	*	*
	2	1	*	*	*	*	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 34 - 4**  
**Salary Ranges**  
**Consumer Loan Officer II / Sr.**

		N	average minimum	average midpoint	average maximum
Overall		0			
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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

## CONSUMER LOAN OFFICER I

**Reports to: Consumer Loan VP/Manager or Loan VP/SVP**

**Position Purpose:** Provide information on credit union products and services to members according to all credit union policies and procedures and Federal and State rules and regulations. Prepare, analyze, process, and document all required forms and related documentation for consumer loan products. Approve or deny loan applications within prescribed parameters. Promote credit union products and services.

### **Job Responsibilities**

- Interview loan applicants and provide information on consumer loan products that best meet the member's needs. Request and review all required information and documentation to secure a loan.
- Assist member in completing loan applications over the phone and/or electronically.
- Obtain and evaluate credit reports.
- Calculate debt-to-income ratios on consumer loan applicants.
- Determine collateral needs and payment plans for members applying for routine loans.
- Notify applicant of loan decision. Correspond with members, applicants, and creditors to resolve questions regarding application information.
- Recommend and outline terms of loan. Inform prospective borrowers of loan commitments.
- Develop and maintain interest-rate structure that is consistent with credit union policies and is competitive with current market.
- Review regulations as they apply to installment loan security agreements.
- Manage delinquent account files for the credit union.



**Table 35 - 1**  
**Salaries**  
**Consumer Loan Officer I**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		8	\$39,200	\$36,910	\$37,670	\$41,110	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	1	*	*	*	*	*
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$35M	1	*	*	*	*	*
	\$35M to \$50M	4	*	*	*	*	*
By region	New England	1	*	*	*	*	*
	Middle Atlantic	0					
	East North Central	4	*	*	*	*	*
	West North Central	2	*	*	*	*	*
	South Atlantic	0					
	East South Central	1	*	*	*	*	*
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	5	\$41,210	\$36,910	\$40,070	\$46,020	*
	10 - 49	2	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	1	*	*	*	*	*
	7 - 8	0					
	9 - 10	2	*	*	*	*	*
	11 - 12	1	*	*	*	*	*
	13 - 20	4	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	5	\$39,620	\$35,630	\$36,920	\$45,020	*
	\$20M to \$50M	3	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	6	\$40,540	\$36,920	\$38,650	\$43,940	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	7	\$39,650	\$36,900	\$37,300	\$42,130	*
	2	1	*	*	*	*	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 35 - 2  
Incentives and Bonuses  
Consumer Loan Officer I**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		8	89%	7	\$2,150
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	1	100%	1	*
	\$10M to \$20M	2	100%	2	*
	\$20M to \$35M	1	100%	1	*
	\$35M to \$50M	4	80%	3	*
By region	New England	1	100%	1	*
	Middle Atlantic	0		0	
	East North Central	4	100%	4	*
	West North Central	2	100%	2	*
	South Atlantic	0		0	
	East South Central	1	0%	0	
	West South Central	0		0	
	Mountain	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	1	100%	1	*
	5 - 9	5	79%	4	*
	10 - 49	2	100%	2	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	1	100%	1	*
	7 - 8	0		0	
	9 - 10	2	100%	2	*
	11 - 12	1	100%	1	*
	13 - 20	4	80%	3	*
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	5	100%	5	\$2,080
	\$20M to \$50M	3	75%	2	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	1	100%	1	*
	2,000 - 4,999	6	83%	5	\$1,940
	5,000 - 9,999	1	100%	1	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
	Number of branch offices	1	7	85%	6
2		1	100%	1	*
3		0		0	
4		0		0	
5 or more		0		0	

\* Insufficient data

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

**Table 35 - 3  
Total Cash Compensation  
Consumer Loan Officer I**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		8	\$41,110	\$38,450	\$40,510	\$41,430	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	1	*	*	*	*	*
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$35M	1	*	*	*	*	*
	\$35M to \$50M	4	*	*	*	*	*
By region	New England	1	*	*	*	*	*
	Middle Atlantic	0					
	East North Central	4	*	*	*	*	*
	West North Central	2	*	*	*	*	*
	South Atlantic	0					
	East South Central	1	*	*	*	*	*
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	5	\$42,980	\$39,340	\$40,550	\$47,800	*
	10 - 49	2	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	1	*	*	*	*	*
	7 - 8	0					
	9 - 10	2	*	*	*	*	*
	11 - 12	1	*	*	*	*	*
	13 - 20	4	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	5	\$41,700	\$37,340	\$39,870	\$47,050	*
	\$20M to \$50M	3	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	6	\$42,140	\$38,650	\$40,200	\$44,780	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	7	\$41,240	\$38,100	\$39,870	\$42,130	*
	2	1	*	*	*	*	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 35 - 4**  
**Salary Ranges**  
**Consumer Loan Officer I**

		N	average minimum	average midpoint	average maximum
Overall		4	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	1	*	*	*
	\$20M to \$35M	1	*	*	*
	\$35M to \$50M	2	*	*	*

\* Insufficient data

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

## CONSUMER LOAN PROCESSOR/CLERK

**Reports to:** *Consumer Loan VP/Manager or Loan VP/SVP*

**Position Purpose:** Answer routine questions from members on consumer loans and rates. Provide member with applications and set up appointments with consumer loan officer. Input and update consumer loan data into credit union computer system. Collate, review, and verify loan documents for accuracy.

### Job Responsibilities

- Mail or e-mail loan applications and/or information to members and prospective members.
- Answer telephone for the loan department, provide routine information, and/or route calls to appropriate loan officer. Take messages and coordinate follow through.
- Schedule appointments with loan officers. Maintain and coordinate the consumer loan department's calendar so that members are served with the highest quality.
- Provide administrative assistance to the loan officer and staff, including updating loan data in the credit union's computers, processing letters, and assembling documentation for member loans.
- Ensure that loan files contain documents with proper signatures, dates, and other relevant data.
- Assemble and verify accuracy of loan documentation.
- Check documents for proper vesting, legal descriptions, closing dates, and signatures.
- Maintain new and paid consumer loan files. Perform variety of clerical duties requiring knowledge of departmental procedures. Use office computers for data input and other activities.
- Order credit reports for loan officers.
- Order, stock, and maintain an adequate supply of all forms used in the consumer loan department as well as general collateral information on the credit union.
- Cross-sell credit union products and services as appropriate.

**Table 36 - 1**  
**Salaries**  
**Consumer Loan Processor / Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		3	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	2	*	*	*	*	*
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	1	*	*	*	*	*
	West North Central	0					
	South Atlantic	2	*	*	*	*	*
	East South Central	0					
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	2	*	*	*	*	*
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	1	*	*	*	*	*
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	1	*	*	*	*	*
	2	2	*	*	*	*	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 36 - 2  
Incentives and Bonuses  
Consumer Loan Processor / Clerk**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		3	100%	3	*
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	2	100%	2	*
	\$35M to \$50M	1	100%	1	*
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	1	100%	1	*
	West North Central	0		0	
	South Atlantic	2	100%	2	*
	East South Central	0		0	
	West South Central	0		0	
	Mountain	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	2	100%	2	*
	10 - 49	1	100%	1	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	1	100%	1	*
	13 - 20	2	100%	2	*
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	2	100%	2	*
	\$20M to \$50M	1	100%	1	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	1	100%	1	*
	2,000 - 4,999	1	100%	1	*
	5,000 - 9,999	1	100%	1	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	1	100%	1	*
	2	2	100%	2	*
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 36 - 3**  
**Total Cash Compensation**  
**Consumer Loan Processor / Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		3	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	2	*	*	*	*	*
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	1	*	*	*	*	*
	West North Central	0					
	South Atlantic	2	*	*	*	*	*
	East South Central	0					
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	2	*	*	*	*	*
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	1	*	*	*	*	*
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	1	*	*	*	*	*
	2	2	*	*	*	*	*
	3	0					
	4	0					
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.



**Table 36 - 4**  
**Salary Ranges**  
**Consumer Loan Processor / Clerk**

		N	average minimum	average midpoint	average maximum
Overall		1	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	1	*	*	*
	\$35M to \$50M	0			

\* Insufficient data

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

## MORTGAGE LOAN OFFICER II/SENIOR

### ***Reports to: Mortgage Loan VP/Manager or Loan VP***

**Position 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 applicants for real estate loans and processing applications. Gather background information and analyze loan applicants' credit history. Approve or deny loan applications based on analysis of each applicant's background. Operate under substantial credit authority.

### **Job Responsibilities**

- Develop mortgage loan business through member seminars and calls to realtors, contractors, and other institutions.
- Establish and monitor control procedures for first-mortgage loan portfolio.
- Interview loan applicants and assist members with the loan application process. Handle mortgage loans of highest complexity, values, and risk.
- Obtain and evaluate credit bureau reports on applicants.
- 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.
- Approve or deny real-estate loan applications, and explain reasons for denial.
- Ensure that each real-estate loan is processed accurately.
- Prepare mortgage loan application and document packet for closing.
- Pay title company fees for title searches, legal work, and appraisals.
- Pay real-estate taxes, including calculating tax shortages and new monthly payments.
- Maintain accurate records of insurance and taxes on real-estate loans.
- Maintain escrow accounts for the payment of members' taxes and insurance premiums.
- Manage second-mortgage portfolio and develop marketing plans for these products.
- Monitor delinquent real-estate loans, and take action as necessary.
- File necessary papers with the state land title for second mortgages.
- Train new mortgage loan officers.
- Assist and advise junior mortgage loan officers.

**Table 37 - 1**  
**Salaries**  
**Mortgage Loan Officer II / Sr.**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		7	\$48,000	\$44,200	\$47,460	\$51,780	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	1	*	*	*	*	*
	\$35M to \$50M	6	\$48,000	\$44,200	\$46,910	\$53,000	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	3	*	*	*	*	*
	West North Central	2	*	*	*	*	*
	South Atlantic	0					
	East South Central	1	*	*	*	*	*
	West South Central	0					
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	2	*	*	*	*	*
	10 - 49	5	\$48,180	\$42,970	\$46,150	\$54,710	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	1	*	*	*	*	*
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	6	\$48,000	\$44,200	\$46,910	\$53,000	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	5	\$48,180	\$42,970	\$46,150	\$54,710	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	4	*	*	*	*	*
	5,000 - 9,999	3	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	5	\$44,900	\$42,970	\$45,560	\$48,020	*
	2	2	*	*	*	*	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 37 - 2  
Incentives and Bonuses  
Mortgage Loan Officer II / Sr.**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		7	88%	6	\$3,540
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	1	0%	0	
	\$35M to \$50M	6	100%	6	\$3,540
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	3	100%	3	*
	West North Central	2	50%	1	*
	South Atlantic	0		0	
	East South Central	1	100%	1	*
	West South Central	0		0	
	Mountain Pacific	0 1		0 1	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	2	50%	1	*
	10 - 49	5	100%	5	\$3,890
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	1	0%	0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12 13 - 20	0 6		0 6	
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	2	50%	1	*
	\$20M to \$50M	5	100%	5	\$3,890
	\$50M to \$100M	0		0	
	\$100M to \$200M \$200M or more	0 0		0 0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	4	75%	3	*
	5,000 - 9,999	3	100%	3	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	5	83%	4	*
	2	2	100%	2	*
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 37 - 3  
Total Cash Compensation  
Mortgage Loan Officer II / Sr.**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		7	\$51,100	\$48,100	\$50,630	\$55,980	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	1	*	*	*	*	*
	\$35M to \$50M	6	\$51,540	\$48,410	\$51,400	\$57,500	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	3	*	*	*	*	*
	West North Central	2	*	*	*	*	*
	South Atlantic	0					
	East South Central	1	*	*	*	*	*
	West South Central	0					
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	2	*	*	*	*	*
	10 - 49	5	\$52,070	\$47,790	\$51,400	\$58,540	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	1	*	*	*	*	*
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	6	\$51,540	\$48,410	\$51,400	\$57,500	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	5	\$52,070	\$47,790	\$51,400	\$58,540	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	4	*	*	*	*	*
	5,000 - 9,999	3	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	5	\$48,090	\$46,310	\$49,130	\$51,400	*
	2	2	*	*	*	*	*
	3	0					
	4	0					
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 37 - 4**  
**Salary Ranges**  
**Mortgage Loan Officer II / Sr.**

		N	average minimum	average midpoint	average maximum
Overall		5	\$37,700	\$47,670	\$57,650
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	1	*	*	*
	\$35M to \$50M	4	*	*	*

\* Insufficient data

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

## MORTGAGE LOAN OFFICER I

**Reports to:** *Mortgage Loan VP/Manager or Loan VP/SVP*

**Position Purpose:** Provide information on credit union products and services to members according to all credit union policies and procedures and State and Federal rules and regulations. Interview applicants for real estate loans. Prepare, analyze, process, and document all required forms and related documentation for real-estate loans. Approve or deny loan applications based on analysis of each applicant's background. Operate under moderate credit authority. Promote credit union products and services.

### **Job Responsibilities**

- Develop mortgage loan business through member seminars and calls to realtors, contractors, and other institutions.
- Establish and monitor control procedures for first-mortgage loan portfolio.
- Interview loan applicants and assist members with the loan application process.
- Obtain and evaluate credit bureau reports on applicants on applicants.
- 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.
- Approve or deny real-estate loan applications, and explain reasons for denial.
- Ensure that each real-estate loan is processed accurately.
- Prepare mortgage loan application and document packet for closing.
- Pay title company fees for title searches, legal work, and appraisals.
- Pay real-estate taxes, including calculating tax shortages and new monthly payments.
- Maintain accurate records of insurance and taxes on real-estate loans.
- Maintain escrow accounts for the payment of members' taxes and insurance premiums.
- Manage second-mortgage portfolio and develop marketing plans for these products.
- Monitor delinquent real-estate loans, and take action as necessary.
- File necessary papers with the state land title for second mortgages.

**Table 38 - 1**  
**Salaries**  
**Mortgage Loan Officer I**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		9	\$42,950	\$37,700	\$44,410	\$48,700	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	1	*	*	*	*	*
	\$20M to \$35M	5	\$45,000	\$41,460	\$45,000	\$48,640	*
	\$35M to \$50M	3	*	*	*	*	*
By region	New England	1	*	*	*	*	*
	Middle Atlantic	0					
	East North Central	4	*	*	*	*	*
	West North Central	3	*	*	*	*	*
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain	0					
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	1	*	*	*	*	*
	10 - 49	7	\$44,020	\$38,190	\$44,410	\$50,050	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	1	*	*	*	*	*
	7 - 8	0					
	9 - 10	0					
	11 - 12	3	*	*	*	*	*
	13 - 20	5	\$45,000	\$38,950	\$44,410	\$51,360	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$20M	5	\$46,690	\$41,770	\$47,380	\$51,360	*
	\$20M to \$50M	3	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	7	\$43,250	\$38,190	\$44,410	\$47,380	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	5	\$42,820	\$36,300	\$45,000	\$48,700	*
	2	3	*	*	*	*	*
	3	1	*	*	*	*	*
	4	0					
	5 or more	0					

\* Insufficient data



**Table 38 - 2  
Incentives and Bonuses  
Mortgage Loan Officer I**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		9	67%	6	\$890
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	1	0%	0	
	\$20M to \$35M	5	80%	4	*
	\$35M to \$50M	3	67%	2	*
By region	New England	1	100%	1	*
	Middle Atlantic	0		0	
	East North Central	4	76%	3	*
	West North Central	3	33%	1	*
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	0		0	
	Mountain	0		0	
	Pacific	1	100%	1	*
By number of full-time employees	1	0		0	
	2 - 4	1	0%	0	
	5 - 9	1	0%	0	
	10 - 49	7	86%	6	\$890
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	1	0%	0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	3	67%	2	*
	13 - 20	5	80%	4	*
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	1	0%	0	
	\$5M to \$20M	5	80%	4	*
	\$20M to \$50M	3	67%	2	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	1	0%	0	
	2,000 - 4,999	7	71%	5	\$670
	5,000 - 9,999	1	100%	1	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	5	61%	3	*
	2	3	100%	3	*
	3	1	0%	0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 38 - 3  
Total Cash Compensation  
Mortgage Loan Officer I**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		9	\$43,550	\$37,880	\$45,210	\$49,160	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	1	*	*	*	*	*
	\$20M to \$35M	5	\$45,510	\$42,020	\$45,500	\$49,090	*
	\$35M to \$50M	3	*	*	*	*	*
By region	New England	1	*	*	*	*	*
	Middle Atlantic	0					
	East North Central	4	*	*	*	*	*
	West North Central	3	*	*	*	*	*
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain	0					
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	1	*	*	*	*	*
	10 - 49	7	\$44,790	\$38,490	\$45,210	\$50,980	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	1	*	*	*	*	*
	7 - 8	0					
	9 - 10	0					
	11 - 12	3	*	*	*	*	*
	13 - 20	5	\$45,900	\$39,370	\$45,210	\$52,800	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$20M	5	\$47,430	\$42,170	\$47,380	\$52,800	*
	\$20M to \$50M	3	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	7	\$43,720	\$38,490	\$45,210	\$47,380	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	5	\$43,270	\$36,770	\$45,500	\$49,160	*
	2	3	*	*	*	*	*
	3	1	*	*	*	*	*
	4	0					
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 38 - 4  
Salary Ranges  
Mortgage Loan Officer I**

		N	average minimum	average midpoint	average maximum
Overall		2	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	1	*	*	*
	\$35M to \$50M	1	*	*	*

\* Insufficient data

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

## MORTGAGE LOAN PROCESSOR/CLERK

### ***Reports to: Mortgage Loan VP/Manager***

**Position Purpose:** Answer questions from members on real estate loans and rates. Gather and analyze financial information on members for the purpose of determining qualifying status for mortgage loans. Provide member with applications, interview for routine loans, or to obtain additional information, and set up appointments with mortgage loan officer. Collate, review, and verify a myriad of loan documents for accuracy for real estate transaction.

### **Job Responsibilities**

- Process applications and verify accuracy for second mortgage open-end and closed-end loans; conduct loan interviews with members when necessary. Follow-up with members to obtain any documentation.
- Provide all applicable disclosures for both fixed- and variable-rate loans.
- Calculate closing costs and provide a good faith estimate for closing costs to members.
- Process loan to include verification of employment, deposit accounts, and all liabilities in order to prepare application of verified information.
- Order and check credit report to determine credit worthiness of applicant based on industry standards for collateral/equity value.
- Approve or deny second mortgage open-end and closed-end loan applications under authority delegated by policy.
- Request and evaluate real-estate appraisal to ensure proper guidelines are followed and final value is properly determined.
- Request flood certification to determine if property is or is not in a flood zone.
- Order title work from attorney.
- Obtain copy of current homeowner's insurance and flood insurance (if applicable) and make sure mortgage clause is in favor of credit union.
- Establish repayment and interest schedule based upon loan guidelines and rates.
- Prepare closing package, researching and resolving all items in the closing package to ensure closing process is on-time and documentation is complete and accurate.

**Table 39 - 1**  
**Salaries**  
**Mortgage Loan Processor / Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		7	\$37,180	\$32,680	\$36,780	\$37,000	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	7	\$37,180	\$32,680	\$36,780	\$37,000	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	5	\$34,430	\$30,990	\$36,780	\$36,780	*
	West North Central	0					
	South Atlantic	1	*	*	*	*	*
	East South Central	0					
	West South Central	1	*	*	*	*	*
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	7	\$37,180	\$32,680	\$36,780	\$37,000	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	7	\$37,180	\$32,680	\$36,780	\$37,000	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	1	*	*	*	*	*
	\$20M to \$50M	6	\$37,210	\$31,970	\$36,780	\$39,640	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	6	\$37,210	\$31,970	\$36,780	\$39,640	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	3	*	*	*	*	*
	2	4	*	*	*	*	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 39 - 2  
Incentives and Bonuses  
Mortgage Loan Processor / Clerk**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		7	71%	5	\$600
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	0		0	
	\$35M to \$50M	7	71%	5	\$600
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	5	100%	5	\$600
	West North Central	0		0	
	South Atlantic	1	0%	0	
	East South Central	0		0	
	West South Central	1	0%	0	
	Mountain Pacific	0 0		0 0	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	7	71%	5	\$600
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	0		0	
	13 - 20	7	71%	5	\$600
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	1	0%	0	
	\$20M to \$50M	6	83%	5	\$600
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	1	0%	0	
	5,000 - 9,999	6	83%	5	\$600
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	3	33%	1	*
	2	4	100%	4	*
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 39 - 3**  
**Total Cash Compensation**  
**Mortgage Loan Processor / Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		7	\$37,610	\$34,100	\$37,140	\$37,140	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	7	\$37,610	\$34,100	\$37,140	\$37,140	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	5	\$35,030	\$31,980	\$37,140	\$37,140	*
	West North Central	0					
	South Atlantic	1	*	*	*	*	*
	East South Central	0					
	West South Central	1	*	*	*	*	*
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	7	\$37,610	\$34,100	\$37,140	\$37,140	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	7	\$37,610	\$34,100	\$37,140	\$37,140	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	1	*	*	*	*	*
	\$20M to \$50M	6	\$37,710	\$33,210	\$37,140	\$39,930	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	6	\$37,710	\$33,210	\$37,140	\$39,930	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	3	*	*	*	*	*
	2	4	*	*	*	*	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 39 - 4**  
**Salary Ranges**  
**Mortgage Loan Processor / Clerk**

		N	average minimum	average midpoint	average maximum
Overall		6	\$31,190	\$37,480	\$43,760
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	6	\$31,190	\$37,480	\$43,760

\* Insufficient data

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



## COLLECTOR/ADJUSTER

### **Reports to: Collections VP/Manager**

**Position 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.

### **Job Responsibilities**

- 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.
- 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.
- Notify co-signers regarding status of delinquent accounts.
- Update files and system accounts via the credit union's delinquent loan recovery system.
- Secure credit bureau reports. Skip trace on loan accounts. Maintain accurate data for repossession log, bankruptcy files, charge-off list, etc.
- Research payroll deductions, tops, starts, and changes as they may affect the status of a loan repayment.
- Assist members with delinquent real-estate loans to resolve delinquency.
- Determine when to compromise and settle balances and when to initiate foreclosure or repossession proceedings.
- Determine when loan collateral should be repossessed, and serve as liaison with attorneys or agencies in handling repossession of collateral.
- File all claims, attend hearings, and coordinate with trustees for all bankruptcy filings.
- Investigate and correct discrepancies in loan applications and credit bureau reports.

**Table 40 - 1**  
**Salaries**  
**Collector / Adjuster**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		29	\$36,080	\$32,060	\$35,360	\$37,480	\$47,830
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	3	*	*	*	*	*
	\$20M to \$35M	11	\$35,200	\$30,160	\$35,000	\$40,000	\$44,110
	\$35M to \$50M	15	\$37,160	\$33,590	\$36,010	\$38,690	\$48,790
By region	New England	0					
	Middle Atlantic	1	*	*	*	*	*
	East North Central	6	\$38,640	\$32,100	\$35,880	\$48,610	*
	West North Central	3	*	*	*	*	*
	South Atlantic	6	\$34,080	\$28,810	\$34,520	\$38,130	*
	East South Central	4	*	*	*	*	*
	West South Central	3	*	*	*	*	*
	Pacific	2	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	14	\$32,940	\$30,340	\$33,570	\$35,000	\$36,490
	10 - 49	15	\$38,650	\$35,560	\$36,750	\$43,690	\$48,800
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	1	*	*	*	*	*
	9 - 10	1	*	*	*	*	*
	11 - 12	12	\$32,920	\$29,550	\$32,580	\$35,690	\$41,100
	13 - 20	15	\$38,440	\$34,260	\$36,670	\$43,400	\$48,950
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	14	\$33,400	\$29,930	\$34,870	\$36,150	\$38,700
	\$20M to \$50M	15	\$38,250	\$33,590	\$36,360	\$43,660	\$48,790
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	20	\$35,110	\$30,230	\$34,870	\$37,470	\$44,300
	5,000 - 9,999	9	\$37,820	\$35,360	\$36,360	\$40,020	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	17	\$34,020	\$30,220	\$35,000	\$36,350	\$40,460
	2	8	\$39,880	\$33,810	\$38,190	\$48,610	*
	3	3	*	*	*	*	*
	4	0					
	5 or more	1	*	*	*	*	*

\* Insufficient data

**Table 40 - 2  
Incentives and Bonuses  
Collector / Adjuster**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		28	70%	19	\$2,190
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	2	50%	1	*
	\$20M to \$35M	11	55%	6	\$680
	\$35M to \$50M	15	82%	12	\$2,850
By region	New England	0		0	
	Middle Atlantic	1	0%	0	
	East North Central	5	67%	3	*
	West North Central	3	100%	3	*
	South Atlantic	6	51%	3	*
	East South Central	4	50%	2	*
	West South Central	3	67%	2	*
	Mountain	4	100%	4	*
	Pacific	2	100%	2	*
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	13	69%	9	\$1,990
	10 - 49	15	71%	10	\$2,350
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	1	100%	1	*
	9 - 10	1	100%	1	*
	11 - 12	11	64%	7	\$1,330
	13 - 20	15	69%	10	\$3,080
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	13	54%	7	\$1,380
	\$20M to \$50M	15	82%	12	\$2,600
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	19	63%	12	\$1,640
	5,000 - 9,999	9	82%	7	\$2,930
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	16	63%	10	\$1,320
	2	8	90%	7	\$2,870
	3	3	33%	1	*
	4	0		0	
	5 or more	1	100%	1	*

\* Insufficient data

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

**Table 40 - 3**  
**Total Cash Compensation**  
**Collector / Adjuster**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		29	\$37,570	\$32,170	\$36,010	\$39,440	\$52,780
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	3	*	*	*	*	*
	\$20M to \$35M	11	\$35,570	\$30,160	\$35,500	\$41,000	\$44,740
	\$35M to \$50M	15	\$39,510	\$35,660	\$37,050	\$39,160	\$56,310
By region	New England	0					
	Middle Atlantic	1	*	*	*	*	*
	East North Central	6	\$41,110	\$32,140	\$35,880	\$56,310	*
	West North Central	3	*	*	*	*	*
	South Atlantic	6	\$35,700	\$30,290	\$36,580	\$38,850	*
	East South Central	4	*	*	*	*	*
	West South Central	3	*	*	*	*	*
	Pacific	2	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	14	\$34,230	\$30,400	\$35,500	\$36,050	\$38,370
	10 - 49	15	\$40,310	\$35,880	\$37,090	\$44,090	\$56,310
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	1	*	*	*	*	*
	9 - 10	1	*	*	*	*	*
	11 - 12	12	\$33,710	\$30,400	\$33,280	\$35,800	\$41,190
	13 - 20	15	\$40,560	\$35,640	\$37,570	\$44,240	\$56,310
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	14	\$34,100	\$30,130	\$35,500	\$36,160	\$40,200
	\$20M to \$50M	15	\$40,390	\$35,830	\$37,090	\$44,040	\$56,310
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	20	\$36,100	\$30,400	\$35,560	\$38,910	\$45,040
	5,000 - 9,999	9	\$40,220	\$36,010	\$37,090	\$40,810	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	17	\$34,810	\$30,400	\$35,500	\$36,950	\$41,310
	2	8	\$42,460	\$34,800	\$38,950	\$54,860	*
	3	3	*	*	*	*	*
	4	0					
5 or more	1	*	*	*	*	*	

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 40 - 4**  
**Salary Ranges**  
**Collector / Adjuster**

		N	average minimum	average midpoint	average maximum
Overall		11	\$31,610	\$38,950	\$46,280
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	4	*	*	*
	\$35M to \$50M	7	\$31,890	\$38,050	\$44,220

\* Insufficient data

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

## COLLECTION CLERK

### ***Reports to: Collections VP/Manager***

***Position Purpose:*** Provide clerical assistance to the Collection Department. Answer phones, process correspondence, and maintain accurate files. Contact member to determine the reason for the past-due condition of a loan. Make recommendations on actions that should be taken if loan collateral is in jeopardy, reporting to the supervisor.

### **Job Responsibilities**

- Process all correspondence for collections department, ensuring accuracy of work. Create form letters, type labels, and provide general administrative support.
- Maintain collection files according to department procedures.
- Input data into the credit union's collection system, and generate reports as requested.
- Respond to telephone calls regarding payment notices and delinquent accounts.
- Supervise mailing of payment notices, ensuring that credit union errors are detected promptly and corrected.
- Provide members with a complete explanation of the loan's status as requested.
- Follow up on delinquent loans and make calls for interest, partial, or full payment.
- Maintain a detailed written record of all communications made regarding the delinquency.
- Receive and write receipts for mail payments directed to the department and route to teller.
- Prepare information needed or required by collection agency, and post receipts from collection agency.
- Perform skip tracing duties as required and directed.

**Table 41 - 1**  
**Salaries**  
**Collection Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		21	\$32,710	\$28,810	\$31,200	\$36,890	\$44,580
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	3	*	*	*	*	*
	\$5M to \$10M	0					
	\$10M to \$20M	4	*	*	*	*	*
	\$20M to \$35M	6	\$31,260	\$23,740	\$31,540	\$36,870	*
	\$35M to \$50M	8	\$33,160	\$26,370	\$31,200	\$42,670	*
By region	New England	0					
	Middle Atlantic	3	*	*	*	*	*
	East North Central	4	*	*	*	*	*
	West North Central	2	*	*	*	*	*
	South Atlantic	3	*	*	*	*	*
	East South Central	2	*	*	*	*	*
	West South Central	4	*	*	*	*	*
	Mountain Pacific	2 1	* *	* *	* *	* *	* *
By number of full-time employees	1	0					
	2 - 4	4	*	*	*	*	*
	5 - 9	5	\$35,530	\$31,200	\$33,950	\$40,170	*
	10 - 49	12	\$32,290	\$23,480	\$30,860	\$41,790	\$44,500
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	2	*	*	*	*	*
	3 - 4	0					
	5 - 6	1	*	*	*	*	*
	7 - 8	2	*	*	*	*	*
	9 - 10	1	*	*	*	*	*
	11 - 12	6	\$32,190	\$22,360	\$35,000	\$42,000	*
	13 - 20	8	\$32,590	\$28,560	\$31,030	\$39,000	*
By amount of loans outstanding	\$500,000 to \$2M	1	*	*	*	*	*
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$20M	10	\$33,120	\$26,900	\$30,950	\$42,370	\$46,360
	\$20M to \$50M	8	\$32,800	\$26,830	\$31,200	\$38,440	*
	\$50M to \$100M	0					
	\$100M to \$200M \$200M or more	0 0					
By number of members	1 - 999	2	*	*	*	*	*
	1,000 - 1,999	3	*	*	*	*	*
	2,000 - 4,999	9	\$30,970	\$25,990	\$30,860	\$34,470	*
	5,000 - 9,999	7	\$33,990	\$24,270	\$33,390	\$43,300	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	9	\$32,860	\$30,450	\$31,190	\$33,040	*
	2	8	\$37,790	\$32,150	\$38,590	\$43,400	*
	3	2	*	*	*	*	*
	4	2	*	*	*	*	*
	5 or more	0					

\* Insufficient data

**Table 41 - 2  
Incentives and Bonuses  
Collection Clerk**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		20	48%	10	\$2,400
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	3	33%	1	*
	\$5M to \$10M	0		0	
	\$10M to \$20M	3	33%	1	*
	\$20M to \$35M	6	67%	4	*
	\$35M to \$50M	8	44%	4	*
By region	New England	0		0	
	Middle Atlantic	3	67%	2	*
	East North Central	4	50%	2	*
	West North Central	2	51%	1	*
	South Atlantic	3	34%	1	*
	East South Central	2	48%	1	*
	West South Central	3	50%	2	*
	Mountain	2	51%	1	*
	Pacific	1	0%	0	
By number of full-time employees	1	0		0	
	2 - 4	4	0%	0	
	5 - 9	4	100%	4	*
	10 - 49	12	46%	6	\$3,550
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	2	0%	0	
	3 - 4	0		0	
	5 - 6	1	0%	0	
	7 - 8	2	100%	2	*
	9 - 10	0		0	
	11 - 12	6	43%	3	*
	13 - 20	8	63%	5	\$3,500
By amount of loans outstanding	\$500,000 to \$2M	1	0%	0	
	\$2M to \$5M	2	50%	1	*
	\$5M to \$20M	9	45%	4	*
	\$20M to \$50M	8	56%	5	\$2,080
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	2	0%	0	
	1,000 - 1,999	2	50%	1	*
	2,000 - 4,999	9	67%	6	\$1,380
	5,000 - 9,999	7	38%	3	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
	Number of branch offices	1	8	51%	4
2		8	63%	5	\$3,430
3		2	33%	1	*
4		2	0%	0	
5 or more		0		0	

\* Insufficient data

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



**Table 41 - 3  
Total Cash Compensation  
Collection Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		21	\$33,810	\$29,020	\$31,470	\$38,010	\$47,300
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	3	*	*	*	*	*
	\$5M to \$10M	0					
	\$10M to \$20M	4	*	*	*	*	*
	\$20M to \$35M	6	\$31,950	\$24,190	\$32,590	\$38,010	*
	\$35M to \$50M	8	\$35,240	\$26,370	\$31,300	\$44,400	*
By region	New England	0					
	Middle Atlantic	3	*	*	*	*	*
	East North Central	4	*	*	*	*	*
	West North Central	2	*	*	*	*	*
	South Atlantic	3	*	*	*	*	*
	East South Central	2	*	*	*	*	*
	West South Central	4	*	*	*	*	*
	Mountain	2	*	*	*	*	*
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	4	*	*	*	*	*
	5 - 9	5	\$36,040	\$31,490	\$34,450	\$40,960	*
	10 - 49	12	\$33,930	\$23,780	\$31,200	\$41,790	\$51,760
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	2	*	*	*	*	*
	3 - 4	0					
	5 - 6	1	*	*	*	*	*
	7 - 8	2	*	*	*	*	*
	9 - 10	1	*	*	*	*	*
	11 - 12	6	\$32,950	\$22,360	\$36,400	\$42,000	*
	13 - 20	8	\$34,780	\$29,090	\$31,250	\$40,170	*
By amount of loans outstanding	\$500,000 to \$2M	1	*	*	*	*	*
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$20M	10	\$34,450	\$27,570	\$31,160	\$42,960	\$54,450
	\$20M to \$50M	8	\$33,950	\$27,000	\$35,860	\$39,190	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	2	*	*	*	*	*
	1,000 - 1,999	3	*	*	*	*	*
	2,000 - 4,999	9	\$31,900	\$26,630	\$31,300	\$36,130	*
	5,000 - 9,999	7	\$35,880	\$24,270	\$34,110	\$46,020	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	9	\$33,560	\$30,450	\$31,690	\$35,140	*
	2	8	\$39,930	\$32,500	\$39,310	\$46,120	*
	3	2	*	*	*	*	*
	4	2	*	*	*	*	*
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 41 - 4**  
**Salary Ranges**  
**Collection Clerk**

		N	average minimum	average midpoint	average maximum
Overall		5	\$27,860	\$33,910	\$39,960
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	3	*	*	*
	\$35M to \$50M	2	*	*	*

\* Insufficient data

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

## PLASTIC CARD MANAGER/SUPERVISOR

**Reports to: Executive VP/Assistant Manager or COO**

**Position Purpose:** Incumbent supervises the Plastic Cards Department, which includes: hiring and training staff, setting department goals and reviewing plastic card applications for approval or denial.

### **Job Responsibilities**

- Hire, train, and supervise staff in the Plastic Cards Department.
- Develop, apply, and evaluate policies and procedures for the department.
- Develop, analyze, and complete monthly department reports.
- Prepare, implement, and supervise the budget for the department that is consistent with the overall strategy of the credit union.
- Ensure compliance with rules and regulations governing plastic cards.
- Review and evaluate credit/debit/ATM card applications based on credit union policies and make decisions to approve or deny applications.
- Review and serve as advisor for authorizations that exceed established limits.
- Draft financial institution overdraft protection policies, and develop internal member services policies.
- Review credit limit increases, name changes, and procedures as they relate to credit maintenance.
- Manage and oversee compliance, arbitration, and employee records.

**Table 42 - 1**  
**Salaries**  
**Plastic Card Manager / Supervisor**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		11	\$39,160	\$35,260	\$37,440	\$45,760	\$48,000
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	3	*	*	*	*	*
	\$20M to \$35M	5	\$40,090	\$35,310	\$36,070	\$46,820	*
	\$35M to \$50M	3	*	*	*	*	*
By region	New England	1	*	*	*	*	*
	Middle Atlantic	1	*	*	*	*	*
	East North Central	4	*	*	*	*	*
	West North Central	3	*	*	*	*	*
	South Atlantic	1	*	*	*	*	*
	East South Central	0					
	West South Central	1	*	*	*	*	*
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	5	\$40,470	\$34,610	\$37,370	\$48,000	*
	10 - 49	5	\$39,820	\$35,730	\$40,000	\$43,730	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	1	*	*	*	*	*
	7 - 8	0					
	9 - 10	1	*	*	*	*	*
	11 - 12	6	\$39,450	\$34,980	\$36,700	\$46,250	*
	13 - 20	3	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$20M	7	\$41,480	\$36,070	\$40,000	\$47,960	*
	\$20M to \$50M	3	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	3	*	*	*	*	*
	2,000 - 4,999	8	\$39,840	\$35,520	\$38,830	\$44,880	*
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	7	\$38,760	\$34,020	\$35,360	\$47,900	*
	2	4	*	*	*	*	*
	3	0					
	4	0					
5 or more	0						

\* Insufficient data

**Table 42 - 2  
Incentives and Bonuses  
Plastic Card Manager / Supervisor**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		11	64%	7	\$930
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	3	67%	2	*
	\$20M to \$35M	5	60%	3	*
	\$35M to \$50M	3	67%	2	*
By region	New England	1	100%	1	*
	Middle Atlantic	1	0%	0	
	East North Central	4	25%	1	*
	West North Central	3	100%	3	*
	South Atlantic	1	100%	1	*
	East South Central	0		0	
	West South Central	1	100%	1	*
	Mountain	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	1	0%	0	
	5 - 9	5	59%	3	*
	10 - 49	5	80%	4	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	1	0%	0	
	7 - 8	0		0	
	9 - 10	1	100%	1	*
	11 - 12	6	66%	4	*
By amount of loans outstanding	13 - 20	3	67%	2	*
	\$500,000 to \$2M	0		0	
	\$2M to \$5M	1	0%	0	
	\$5M to \$20M	7	56%	4	*
	\$20M to \$50M	3	100%	3	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
\$200M or more	0		0		
By number of members	1 - 999	0		0	
	1,000 - 1,999	3	32%	1	*
	2,000 - 4,999	8	75%	6	\$920
	5,000 - 9,999	0		0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	7	57%	4	*
	2	4	75%	3	*
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 42 - 3**  
**Total Cash Compensation**  
**Plastic Card Manager / Supervisor**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		11	\$39,750	\$35,260	\$38,190	\$46,260	\$48,730
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	3	*	*	*	*	*
	\$20M to \$35M	5	\$40,450	\$35,840	\$36,370	\$47,090	*
	\$35M to \$50M	3	*	*	*	*	*
By region	New England	1	*	*	*	*	*
	Middle Atlantic	1	*	*	*	*	*
	East North Central	4	*	*	*	*	*
	West North Central	3	*	*	*	*	*
	South Atlantic	1	*	*	*	*	*
	East South Central	0					
	West South Central	1	*	*	*	*	*
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	5	\$41,050	\$35,230	\$38,090	\$48,430	*
	10 - 49	5	\$40,530	\$36,360	\$40,000	\$44,880	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	1	*	*	*	*	*
	7 - 8	0					
	9 - 10	1	*	*	*	*	*
	11 - 12	6	\$39,900	\$35,240	\$37,200	\$46,640	*
	13 - 20	3	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$20M	7	\$41,830	\$36,370	\$40,000	\$47,970	*
	\$20M to \$50M	3	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	3	*	*	*	*	*
	2,000 - 4,999	8	\$40,520	\$36,360	\$39,170	\$45,660	*
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	7	\$39,470	\$35,200	\$36,360	\$47,930	*
	2	4	*	*	*	*	*
	3	0					
	4	0					
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 42 - 4**  
**Salary Ranges**  
**Plastic Card Manager / Supervisor**

		N	average minimum	average midpoint	average maximum
Overall		1	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	1	*	*	*
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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

## PLASTIC CARD CLERK

### ***Reports to: Plastic Card Clerk***

***Position Purpose:*** Serve members' needs by handling credit, debit, and/or ATM card inquiries over the phone or in person and process financial transactions.

### ***Job Responsibilities***

- Answer telephone inquiries and process financial transactions in a courteous and efficient manner.
- Research and resolve member inquiries regarding account statements, disputes, and monetary adjustments.
- Process file maintenance requests such as name and address changes, replacement cards, and requests to close accounts.
- Balance to teller close daily.
- Maintain a thorough working knowledge of credit union history and philosophy, as well as policies and procedures of the credit union.
- Cross-sell other credit union services.



**Table 43 - 1**  
**Salaries**  
**Plastic Card Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		9	\$33,470	\$24,280	\$33,380	\$42,840	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	1	*	*	*	*	*
	\$10M to \$20M	0					
	\$20M to \$35M	4	*	*	*	*	*
	\$35M to \$50M	4	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	3	*	*	*	*	*
	East North Central	2	*	*	*	*	*
	West North Central	0					
	South Atlantic	2	*	*	*	*	*
	East South Central	2	*	*	*	*	*
	West South Central	0					
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	4	*	*	*	*	*
	10 - 49	4	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	1	*	*	*	*	*
	7 - 8	0					
	9 - 10	2	*	*	*	*	*
	11 - 12	2	*	*	*	*	*
	13 - 20	4	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	5	\$26,830	\$22,000	\$24,930	\$32,150	*
	\$20M to \$50M	4	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	6	\$31,080	\$22,000	\$31,200	\$35,880	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	4	*	*	*	*	*
	2	4	*	*	*	*	*
	3	0					
	4	1	*	*	*	*	*
	5 or more	0					

\* Insufficient data

**Table 43 - 2  
Incentives and Bonuses  
Plastic Card Clerk**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		9	50%	4	*
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	1	0%	0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	4	40%	1	*
	\$35M to \$50M	4	75%	3	*
By region	New England	0		0	
	Middle Atlantic	3	33%	1	*
	East North Central	2	0%	0	
	West North Central	0		0	
	South Atlantic	2	100%	2	*
	East South Central	2	67%	1	*
	West South Central	0		0	
	Mountain	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	1	0%	0	
	5 - 9	4	25%	1	*
	10 - 49	4	80%	3	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	1	0%	0	
	7 - 8	0		0	
	9 - 10	2	50%	1	*
	11 - 12	2	67%	1	*
	13 - 20	4	50%	2	*
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	5	33%	1	*
	\$20M to \$50M	4	75%	3	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	1	0%	0	
	2,000 - 4,999	6	57%	3	*
	5,000 - 9,999	2	50%	1	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
	Number of branch offices	1	4	25%	1
2		4	50%	2	*
3		0		0	
4		1	100%	1	*
5 or more		0		0	

\* Insufficient data

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

**Table 43 - 3  
Total Cash Compensation  
Plastic Card Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		9	\$33,870	\$24,380	\$33,570	\$44,180	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	1	*	*	*	*	*
	\$10M to \$20M	0					
	\$20M to \$35M	4	*	*	*	*	*
	\$35M to \$50M	4	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	3	*	*	*	*	*
	East North Central	2	*	*	*	*	*
	West North Central	0					
	South Atlantic	2	*	*	*	*	*
	East South Central	2	*	*	*	*	*
	West South Central	0					
	Mountain Pacific	0 0					
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	4	*	*	*	*	*
	10 - 49	4	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	1	*	*	*	*	*
	7 - 8	0					
	9 - 10	2	*	*	*	*	*
	11 - 12	2	*	*	*	*	*
	13 - 20	4	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	5	\$26,990	\$22,500	\$24,930	\$32,150	*
	\$20M to \$50M	4	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M \$200M or more	0 0					
By number of members	1 - 999	0					
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	6	\$31,440	\$22,500	\$31,200	\$36,250	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999 60,000 or more	0 0					
Number of branch offices	1	4	*	*	*	*	*
	2	4	*	*	*	*	*
	3	0					
	4	1	*	*	*	*	*
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 43 - 4**  
**Salary Ranges**  
**Plastic Card Clerk**

		N	average minimum	average midpoint	average maximum
Overall		2	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	1	*	*	*
	\$10M to \$20M	0			
	\$20M to \$35M	1	*	*	*
	\$35M to \$50M	0			

\* Insufficient data

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

## MEMBER SERVICE REPRESENTATIVE—PLASTIC CARDS

**Reports to:** *Plastic Card Manager/Supervisor or Member Service VP*

**Position Purpose:** Provide account information to members, open new plastic card accounts, and field additional member requests relating to plastic cards.

### **Job Responsibilities**

- Answer telephone inquiries and process financial transactions in a courteous and efficient manner.
- Process credit/debit/ATM card applications according to credit union policy.
- Assist members in opening new plastic card accounts.
- Research and resolve member inquiries regarding account statements, disputes, and monetary adjustments.
- Process PIN requests.
- Provide plastic card security reports for the credit union.
- Assist members with plastic card recovery after theft or loss.
- Cross-sell other credit union services.

**Table 44 - 1**  
**Salaries**  
**Member Service Rep. - Plastic Cards**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		14	\$33,410	\$25,020	\$32,500	\$41,600	\$46,920
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	1	*	*	*	*	*
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$35M	4	*	*	*	*	*
	\$35M to \$50M	7	\$32,740	\$26,160	\$32,870	\$37,510	*
By region	New England	2	*	*	*	*	*
	Middle Atlantic	1	*	*	*	*	*
	East North Central	3	*	*	*	*	*
	West North Central	4	*	*	*	*	*
	South Atlantic	1	*	*	*	*	*
	East South Central	2	*	*	*	*	*
	West South Central	1	*	*	*	*	*
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	2	*	*	*	*	*
	5 - 9	8	\$36,830	\$27,830	\$37,420	\$45,320	*
	10 - 49	4	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	2	*	*	*	*	*
	7 - 8	1	*	*	*	*	*
	9 - 10	0					
	11 - 12	5	\$35,450	\$26,320	\$32,470	\$45,740	*
	13 - 20	6	\$32,580	\$25,000	\$33,280	\$38,240	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	10	\$32,710	\$25,000	\$27,210	\$41,600	\$48,020
	\$20M to \$50M	4	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	3	*	*	*	*	*
	2,000 - 4,999	9	\$34,660	\$27,990	\$33,280	\$42,300	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	10	\$34,180	\$25,000	\$33,280	\$43,020	\$48,000
	2	3	*	*	*	*	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 44 - 2  
Incentives and Bonuses  
Member Service Rep. - Plastic Cards**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		13	50%	7	\$940
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	1	0%	0	
	\$10M to \$20M	1	100%	1	*
	\$20M to \$35M	4	25%	1	*
	\$35M to \$50M	7	63%	5	\$1,120
By region	New England	2	100%	2	*
	Middle Atlantic	0		0	
	East North Central	3	67%	2	*
	West North Central	4	50%	2	*
	South Atlantic	1	0%	0	
	East South Central	2	0%	0	
	West South Central	1	100%	1	*
	Mountain	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	1	0%	0	
	5 - 9	8	62%	5	\$1,010
	10 - 49	4	40%	2	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	2	0%	0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	5	59%	3	*
	13 - 20	6	57%	4	*
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	9	40%	4	*
	\$20M to \$50M	4	75%	3	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	3	32%	1	*
	2,000 - 4,999	8	63%	5	\$1,000
	5,000 - 9,999	2	33%	1	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
	Number of branch offices	1	10	36%	4
2		3	100%	3	*
3		0		0	
4		0		0	
5 or more		0		0	

\* Insufficient data

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

**Table 44 - 3**  
**Total Cash Compensation**  
**Member Service Rep. - Plastic Cards**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		14	\$33,850	\$25,020	\$33,350	\$42,030	\$46,920
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	1	*	*	*	*	*
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$35M	4	*	*	*	*	*
	\$35M to \$50M	7	\$33,440	\$26,410	\$34,170	\$38,380	*
By region	New England	2	*	*	*	*	*
	Middle Atlantic	1	*	*	*	*	*
	East North Central	3	*	*	*	*	*
	West North Central	4	*	*	*	*	*
	South Atlantic	1	*	*	*	*	*
	East South Central	2	*	*	*	*	*
	West South Central	1	*	*	*	*	*
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	2	*	*	*	*	*
	5 - 9	8	\$37,450	\$28,480	\$38,840	\$45,430	*
	10 - 49	4	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	2	*	*	*	*	*
	7 - 8	1	*	*	*	*	*
	9 - 10	0					
	11 - 12	5	\$36,170	\$26,570	\$35,060	\$45,990	*
	13 - 20	6	\$33,000	\$25,000	\$33,280	\$39,240	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	10	\$33,120	\$25,000	\$27,800	\$42,030	\$48,020
	\$20M to \$50M	4	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	3	*	*	*	*	*
	2,000 - 4,999	9	\$35,220	\$28,580	\$35,060	\$42,770	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	10	\$34,350	\$25,000	\$33,280	\$43,520	\$48,000
	2	3	*	*	*	*	*
	3	0					
	4	0					
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.



**Table 44 - 4**  
**Salary Ranges**  
**Member Service Rep. - Plastic Cards**

		N	average minimum	average midpoint	average maximum
Overall		6	\$26,080	\$31,010	\$35,940
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	1	*	*	*
	\$10M to \$20M	0			
	\$20M to \$35M	2	*	*	*
	\$35M to \$50M	3	*	*	*

\* Insufficient data

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

## SYSTEMS ANALYST

**Reports to:** *Information Systems Manager/Supervisor or Information Systems VP*

**Position Purpose:** Coordinate information system (IS) projects with management, users, IS staff, and vendors. Serve as a project leaders, with overall responsibility for project implementation. Oversee all information systems-related activities for specific client departments. Support internal clients with continual analysis of systems with focus on adding value to or streamlining processes.

### **Job Responsibilities**

- Design and develop applications for specified client departments. Act as the key technical liaison between computer systems users, vendors, and IS. Provide project management and support for computerized departmental systems and related projects.
- Act as primary contact for all application systems problems. Analyze, debug, test, and document problems or recommend solutions that involve new applications. Follow up on problem resolution and inform clients of status. Test and debug all systems before moving to the live directory.
- Monitor user proficiency in applications and provide on-going training. Ensure that all system updates are communicated to users. Update online scripts to reflect any resulting changes in systems, departmental procedures, or policies.
- Coordinate application enhancements to existing computer systems, including analysis, design specifications, documentation, and liaison between vendors and clients.
- Serve as information resource for client users, including determination of most appropriate data source, providing or arranging application-based report writing, or educating users to retrieve the information themselves.
- May serve as project coordinator for in-house development or implementation of vendor-based automated systems.
- Responsible for assigned technical aspects of conversions, file expansions, and interfaces.
- Remain knowledgeable of operations and the computer systems within client departments to provide comprehensive support.

**Table 45 - 1**  
**Salaries**  
**Systems Analyst**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		0					
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
\$200M or more	0						
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	0					
	2	0					
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 45 - 2  
Incentives and Bonuses  
Systems Analyst**

		% paid incentive and/or bonus		average incentive/ bonus
		N	N	
Overall		0	0	
By credit union asset size	\$1M to \$2M	0	0	
	\$2M to \$5M	0	0	
	\$5M to \$10M	0	0	
	\$10M to \$20M	0	0	
	\$20M to \$35M	0	0	
	\$35M to \$50M	0	0	
By region	New England	0	0	
	Middle Atlantic	0	0	
	East North Central	0	0	
	West North Central	0	0	
	South Atlantic	0	0	
	East South Central	0	0	
	West South Central	0	0	
	Mountain Pacific	0	0	
By number of full-time employees	1	0	0	
	2 - 4	0	0	
	5 - 9	0	0	
	10 - 49	0	0	
	50 - 99	0	0	
	100 or more	0	0	
By number of services offered	1 - 2	0	0	
	3 - 4	0	0	
	5 - 6	0	0	
	7 - 8	0	0	
	9 - 10	0	0	
	11 - 12 13 - 20	0	0	
By amount of loans outstanding	\$500,000 to \$2M	0	0	
	\$2M to \$5M	0	0	
	\$5M to \$20M	0	0	
	\$20M to \$50M	0	0	
	\$50M to \$100M	0	0	
	\$100M to \$200M	0	0	
	\$200M or more	0	0	
By number of members	1 - 999	0	0	
	1,000 - 1,999	0	0	
	2,000 - 4,999	0	0	
	5,000 - 9,999	0	0	
	10,000 - 19,999	0	0	
	20,000 - 39,999	0	0	
	40,000 - 49,999	0	0	
	50,000 - 59,999 60,000 or more	0	0	
Number of branch offices	1	0	0	
	2	0	0	
	3	0	0	
	4	0	0	
	5 or more	0	0	

\* Insufficient data

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

**Table 45 - 3  
Total Cash Compensation  
Systems Analyst**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		0					
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M or more	0					
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	0					
	2	0					
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 45 - 4  
Salary Ranges  
Systems Analyst**

		N	average minimum	average midpoint	average maximum
Overall		0			
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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

## NETWORK ADMINISTRATOR

**Reports to: Information Systems Manager/Supervisor or Information Systems VP**

**Position Purpose:** Provide input on the efficiency of the credit union's technology infrastructure to include hubs, switches, enterprise routers, servers, and network hardware and software. Recommend changes or upgrades or new products as a result of on-going administration of the network. Research and resolve network problems for end users. Install hardware and software.

### **Job Responsibilities**

- Support the credit union's local area and wide area network hardware and software to ensure that back end functions, systems, PCs, servers, and all peripheral products are operational.
- Provide and run backup procedures that maintain the integrity and security of the credit union's technology infrastructure.
- Research and diagnose IT problems within the entire infrastructure, troubleshoot, and provide solutions. Test solutions to ensure a correct solution.
- Respond to user problems on PCs to include software applications, systems integration, or individual hardware problems. Troubleshoot, debug, and resolve the problem.
- Provide individual support to end users via the phone, in person, or on-line to answer questions or resolve problems.
- Install, configure, and test new servers for systems, fax, printers, etc. Technology includes knowledge of current operating systems and languages.
- Maintain complete and accurate documentation and support services/warranties for new equipment, software, hardware, and peripherals.
- Install and test new software both for the network and for individual users.
- May administer the phone system.
- May be responsible for repair of copiers, printers, PCs, or laptops.
- Keep abreast of state-of-the-art hardware and software developments. Recommend new technologies that enhance the efficiency and security of the network infrastructure.

**Table 46 - 1**  
**Salaries**  
**Network Administrator**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		0					
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
\$200M or more	0						
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	0					
	2	0					
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data



**Table 46 - 2  
Incentives and Bonuses  
Network Administrator**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		0		0	
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	0		0	
	\$35M to \$50M	0		0	
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	0		0	
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	0		0	
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	0		0	
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
By number of members	\$200M or more	0		0	
	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	0		0	
	5,000 - 9,999	0		0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
50,000 - 59,999	0		0		
Number of branch offices	60,000 or more	0		0	
	1	0		0	
	2	0		0	
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 46 - 3  
Total Cash Compensation  
Network Administrator**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		0					
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M or more	0					
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	0					
	2	0					
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 46 - 4  
Salary Ranges  
Network Administrator**

		N	average minimum	average midpoint	average maximum
Overall		0			
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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

## TECHNOLOGY SPECIALIST

**Reports to: Information Systems Manager/Supervisor or Information Systems VP**

**Position Purpose:** Install, upgrade, and maintain computer hardware and peripheral equipment. Coordinate technology needs with outsourced vendors for efficiency and cost-effectiveness. Assist Information Systems Manager/Supervisor or VP in researching, planning, and implementing new technologies to improve member access and staff efficiency.

### Job Responsibilities

- Install or modify data communication systems. Provide technical support and consultation in the use and operations of complex computer operating systems.
- Investigate new techniques, equipment, and data processing methods. Evaluate technical requirements for new or upgrades in hardware/software.
- Maintain databases and libraries including systems security functions.
- Design and maintain systems documentation according to applicable policies and standards. Ensure that documentation meets all security regulations for the credit union.
- Coordinate technology resources including main system, telecommunications network, telephone system(s), and personal computer connectivity.
- Evaluate and procure new technology and computer supplies according to budgetary line items.
- Keep abreast of state-of-the-art hardware developments.
- Evaluate technology proposals and agreements and provide recommendations to management on vendors, bids, outsourcing, etc.
- Coordinate the services of vendors to ensure quality of service and timeliness. Review vendor contracts for compliance. Function as the contracts administrator for all outsourced technology services.
- Ensure that all software licenses are maintained.

**Table 47 - 1  
Salaries  
Technology Specialist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		2	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	2	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	2	*	*	*	*	*
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	2	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	2	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	2	*	*	*	*	*
	2	0					
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 47 - 2  
Incentives and Bonuses  
Technology Specialist**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		2	100%	2	*
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	0		0	
	\$35M to \$50M	2	100%	2	*
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	2	100%	2	*
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	0		0	
	Mountain	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	2	100%	2	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	0		0	
	13 - 20	2	100%	2	*
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	2	100%	2	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	1	100%	1	*
	5,000 - 9,999	1	100%	1	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	2	100%	2	*
	2	0		0	
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 47 - 3  
Total Cash Compensation  
Technology Specialist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		2	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	2	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	2	*	*	*	*	*
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	2	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	2	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	2	*	*	*	*	*
	2	0					
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 47 - 4  
Salary Ranges  
Technology Specialist**

		N	average minimum	average midpoint	average maximum
Overall		2	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	2	*	*	*

\* Insufficient data

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



## **SVP/VP OF MARKETING (#2 position)**

**Reports to: Chief Marketing Officer or President/CEO/Manager**

**Position Purpose:** Assist/responsible for the development, implementation, and maintenance of the credit union's strategic marketing and public relations plans. Research marketing needs and analyze marketing trends for the credit union to ensure the credit union is positioned competitively. Provide oversight, direction, evaluation, and management to subordinates and/or vendors involved in the marketing and public relations campaigns.

### **Job Responsibilities**

- Assist/develop the strategic marketing plan and present to the Chief Marketing Officer or CEO and/or Board of Directors.
- Help/prepare, implement, and supervise the budget for the department that is consistent with the overall strategic plan and budget of the credit union.
- Envision creative marketing and public relations concepts. Assist/design, develop, and implement marketing and public relations programs for the credit union. Track and evaluate results of programs. Update or change as appropriate to ensure effectiveness.
- Analyze market trends and demographic data concerning members and potential members, products and services, and potential products and services. Keep abreast of changing trends in the marketplace so that the credit union may react quickly and competitively.
- Research and recommend product or service enhancements to provide quality member service and to meet the financial needs of members.
- Assist/create and/or review letters, direct mail, press releases, collateral materials, forms, etc. May assist/manage an outside advertising or marketing vendor design, content, or delivery of marketing materials, marketing promotions, or media campaigns.
- Help/evaluate vendors to partner with the credit union.
- Recommend new services and changes in existing services to meet the financial needs of members.
- Assist/ensure that all marketing and public relations materials comply with State and Federal rules and regulations for the credit union. Keep abreast in changing rules and regulations.
- Help/develop, apply, and evaluate policies and procedures for the department.

**Table 48 - 1**  
**Salaries**  
**SVP / VP of Marketing (#2 position)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		3	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$35M	1	*	*	*	*	*
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	1	*	*	*	*	*
	East North Central	1	*	*	*	*	*
	West North Central	0					
	South Atlantic	1	*	*	*	*	*
	East South Central	0					
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	2	*	*	*	*	*
	5 - 9	1	*	*	*	*	*
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	2	*	*	*	*	*
	11 - 12	0					
	13 - 20	1	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	3	*	*	*	*	*
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	3	*	*	*	*	*
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
50,000 - 59,999	0						
Number of branch offices	60,000 or more	0					
	1	2	*	*	*	*	*
	2	1	*	*	*	*	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 48 - 2  
Incentives and Bonuses  
SVP / VP of Marketing (#2 position)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		3	100%	3	*
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	2	100%	2	*
	\$20M to \$35M	1	100%	1	*
	\$35M to \$50M	0		0	
By region	New England	0		0	
	Middle Atlantic	1	100%	1	*
	East North Central	1	100%	1	*
	West North Central	0		0	
	South Atlantic	1	100%	1	*
	East South Central	0		0	
	West South Central	0		0	
	Mountain	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	2	100%	2	*
	5 - 9	1	100%	1	*
	10 - 49	0		0	
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	2	100%	2	*
	11 - 12	0		0	
	13 - 20	1	100%	1	*
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	3	100%	3	*
	\$20M to \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	3	100%	3	*
	5,000 - 9,999	0		0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	2	100%	2	*
	2	1	100%	1	*
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 48 - 3  
Total Cash Compensation  
SVP / VP of Marketing (#2 position)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		3	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$35M	1	*	*	*	*	*
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	1	*	*	*	*	*
	East North Central	1	*	*	*	*	*
	West North Central	0					
	South Atlantic	1	*	*	*	*	*
	East South Central	0					
	West South Central	0					
	Mountain	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	2	*	*	*	*	*
	5 - 9	1	*	*	*	*	*
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	2	*	*	*	*	*
	11 - 12	0					
	13 - 20	1	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	3	*	*	*	*	*
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	3	*	*	*	*	*
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	2	*	*	*	*	*
	2	1	*	*	*	*	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 48 - 4**  
**Salary Ranges**  
**SVP / VP of Marketing (#2 position)**

		N	average minimum	average midpoint	average maximum
Overall		0			
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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

## MARKETING MANAGER/SUPERVISOR

### ***Reports to: Marketing VP/Director***

**Position Purpose:** Manage the day-to-day marketing functions of the credit union. Monitor all marketing programs, advertising campaigns, promotions, delivery systems, and community service activities for compliance with credit union policies as well as external rules and regulations.

### **Job Responsibilities**

- Assist Marketing VP/Director in the development and execution of the annual marketing plan and budget.
- Monitor the marketing budget and track expenses; approve expenses that are in the budget; research and justify expenses that are outside the approved budget for management review.
- Develop, implement, and maintain a marketing compliance file system. Utilize the marketing system or other system tool to track and analyze marketing programs.
- Develop media advertising and sales literature directly or through advertising agencies and outside vendors.
- Develop, direct, and implement product and distribution of customer announcements of product promotions, product updates, or new products and services through newsletters and special mailings.
- Develop and implement member surveys regarding credit union products and services, potential products and services, quality of service, and other feedback to help the credit union meet member needs.
- Analyze marketing programs, member surveys, or other tracking tools for qualitative feedback on effectiveness of programs or new programs.
- Interact and communicate with all those impacted by promotions, new products, advertising campaigns, collateral material, etc., so that employees are up-to-date on credit union marketing programs.

**Table 49 - 1**  
**Salaries**  
**Marketing Manager / Supervisor**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		4	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	4	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	2	*	*	*	*	*
	West North Central	0					
	South Atlantic	0					
	East South Central	1	*	*	*	*	*
	West South Central	0					
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	4	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	4	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	4	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	3	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	1	*	*	*	*	*
	2	2	*	*	*	*	*
	3	1	*	*	*	*	*
	4	0					
	5 or more	0					

\* Insufficient data

**Table 49 - 2  
Incentives and Bonuses  
Marketing Manager / Supervisor**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		4	75%	3	*
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	0		0	
	\$35M to \$50M	4	75%	3	*
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	2	50%	1	*
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	1	100%	1	*
	West South Central	0		0	
	Mountain Pacific	0 1		0 1	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	4	75%	3	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	0		0	
	13 - 20	4	75%	3	*
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	4	75%	3	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	3	100%	3	*
	5,000 - 9,999	1	0%	0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	1	100%	1	*
	2	2	50%	1	*
	3	1	100%	1	*
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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



**Table 49 - 3  
Total Cash Compensation  
Marketing Manager / Supervisor**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		4	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	4	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	2	*	*	*	*	*
	West North Central	0					
	South Atlantic	0					
	East South Central	1	*	*	*	*	*
	West South Central	0					
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	4	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	4	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	4	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	3	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
50,000 - 59,999	0						
Number of branch offices	60,000 or more	0					
	1	1	*	*	*	*	*
	2	2	*	*	*	*	*
	3	1	*	*	*	*	*
	4	0					
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 49 - 4**  
**Salary Ranges**  
**Marketing Manager / Supervisor**

		N	average minimum	average midpoint	average maximum
Overall		3	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	3	*	*	*

\* Insufficient data

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

## BUSINESS DEVELOPMENT MANAGER

### ***Reports to: Marketing VP/Director***

**Position Purpose:** Develop a strategic plan for development of new business and provide tactical steps for implementation. Manage the day-to-day business functions of the credit union. Cultivate new, and maintain existing, relationships for all facets of corporate sponsorship, auto dealers, RV/boat and motorcycle dealers, realtors, etc. Manage the business development staff.

### **Job Responsibilities**

- Manage the business development staff and monitor the workflow of the department against goals and targets for new business development.
- Monitor the budget for new business development to remain on track with projected expenses.
- Mentor, coach, and train employees on how to deal professionally and effectively with members, SEGs, and other contacts such as auto dealers and realtors in promoting the credit union.
- Research the demographics of the area in which the credit union operates and determine population groups served by the credit union. Develop contact lists of potential new SEGs or members to reflect research.
- Contact prospective members, SEGs, auto dealers, RV/boat and motorcycle dealers, brokers, etc., to present information on products and services of the credit union.
- Serve as the primary liaison and contact for the credit union's existing SEGs and maintain all facets of the relationship. Make formal presentations at SEGs to introduce the credit union to employees; answer questions and provide a resource that encourages participation. Coordinate enrollment meetings at SEGs.
- Be a visible presence in the local community and sponsor community. Promote the credit union through visible participation in business, community, and charitable organizations and activities.
- Promote all products and services with cross-selling to meet members' or SEGs' needs.
- Manage the correspondence and direct marketing programs to SEGs.
- Manage the SEG or other applicable marketing databases.

**Table 50 - 1**  
**Salaries**  
**Business Development Manager**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		1	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	1	*	*	*	*	*
	East South Central	0					
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	1	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	1	*	*	*	*	*
	2	0					
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 50 - 2  
Incentives and Bonuses  
Business Development Manager**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		1	0%	0	
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	0		0	
	\$35M to \$50M	1	0%	0	
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	0		0	
	West North Central	0		0	
	South Atlantic	1	0%	0	
	East South Central	0		0	
	West South Central	0		0	
	Mountain	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	1	0%	0	
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	0		0	
	13 - 20	1	0%	0	
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	1	0%	0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	0		0	
	5,000 - 9,999	1	0%	0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	1	0%	0	
	2	0		0	
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 50 - 3  
Total Cash Compensation  
Business Development Manager**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		1	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	1	*	*	*	*	*
	East South Central	0					
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	1	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	1	*	*	*	*	*
	2	0					
	3	0					
4	0						
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 50 - 4**  
**Salary Ranges**  
**Business Development Manager**

		N	average minimum	average midpoint	average maximum
Overall		1	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	1	*	*	*

\* Insufficient data

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

## MARKETING SPECIALIST

**Reports to: Marketing VP/Director or Marketing Manager/Supervisor**

**Position Purpose:** Responsible for assisting in the development and implementation of the marketing plan for the credit union. Provide research activities on marketing trends within the industry. Recommend marketing strategies. Complete legal filings for regulatory compliance. Perform a variety of creative and support duties related to the marketing function within the credit union.

### Job Responsibilities

- Assist the director of marketing and/or public relations manager with development and implementation of the overall marketing plan.
- Research industry trends and demographics in the field of membership and develop recommendations for products and services or marketing programs.
- Coordinate member surveys. Interact with members to research member needs. Analyze member feedback, and report on results.
- Assist with development, implementation, and analysis of marketing promotions. Utilize a variety of computer applications in the design and implementation of marketing materials.
- Obtain and/or coordinate bids for all phases of the production of marketing materials.
- Manage vendor relationships and contracts for the production of marketing materials.
- Help train staff in cross-selling and marketing techniques.
- Handle member inquiries about promotional and marketing programs.



**Table 51 - 1**  
**Salaries**  
**Marketing Specialist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		14	\$42,680	\$40,780	\$44,310	\$46,630	\$50,000
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	1	*	*	*	*	*
	\$20M to \$35M	6	\$40,740	\$32,010	\$42,900	\$49,080	*
	\$35M to \$50M	7	\$44,570	\$41,200	\$44,700	\$46,000	*
By region	New England	1	*	*	*	*	*
	Middle Atlantic	1	*	*	*	*	*
	East North Central	0					
	West North Central	2	*	*	*	*	*
	South Atlantic	3	*	*	*	*	*
	East South Central	3	*	*	*	*	*
	West South Central	1	*	*	*	*	*
	Mountain Pacific	1 2	* *	* *	* *	* *	* *
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	9	\$40,710	\$36,730	\$43,850	\$45,520	*
	10 - 49	4	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	1	*	*	*	*	*
	11 - 12	1	*	*	*	*	*
	13 - 20	12	\$42,210	\$40,230	\$44,310	\$45,950	\$49,640
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	6	\$39,250	\$31,860	\$41,000	\$45,200	*
	\$20M to \$50M	8	\$45,220	\$42,070	\$45,520	\$48,140	*
	\$50M to \$100M	0					
	\$100M to \$200M \$200M or more	0 0					
By number of members	1 - 999	0					
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	10	\$41,530	\$38,550	\$44,310	\$45,840	\$48,590
	5,000 - 9,999	3	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	8	\$42,670	\$40,230	\$42,640	\$45,950	*
	2	5	\$43,040	\$36,020	\$45,240	\$49,400	*
	3	0					
	4	1	*	*	*	*	*
	5 or more	0					

\* Insufficient data

**Table 51 - 2  
Incentives and Bonuses  
Marketing Specialist**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		14	71%	10	\$1,630
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	1	100%	1	*
	\$20M to \$35M	6	67%	4	*
	\$35M to \$50M	7	71%	5	\$1,720
By region	New England	1	100%	1	*
	Middle Atlantic	1	100%	1	*
	East North Central	0		0	
	West North Central	2	100%	2	*
	South Atlantic	3	32%	1	*
	East South Central	3	67%	2	*
	West South Central	1	100%	1	*
	Mountain	1	100%	1	*
	Pacific	2	50%	1	*
By number of full-time employees	1	0		0	
	2 - 4	1	0%	0	
	5 - 9	9	89%	8	\$1,750
	10 - 49	4	50%	2	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	1	100%	1	*
	11 - 12	1	0%	0	
	13 - 20	12	75%	9	\$1,650
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	6	83%	5	\$1,040
	\$20M to \$50M	8	63%	5	\$2,210
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	1	0%	0	
	2,000 - 4,999	10	90%	9	\$1,650
	5,000 - 9,999	3	33%	1	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	8	62%	5	\$1,870
	2	5	80%	4	*
	3	0		0	
	4	1	100%	1	*
	5 or more	0		0	

\* Insufficient data

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

**Table 51 - 3  
Total Cash Compensation  
Marketing Specialist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		14	\$43,850	\$40,860	\$46,100	\$49,770	\$50,190
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	1	*	*	*	*	*
	\$20M to \$35M	6	\$41,990	\$33,080	\$44,850	\$50,080	*
	\$35M to \$50M	7	\$45,800	\$42,500	\$46,740	\$47,900	*
By region	New England	1	*	*	*	*	*
	Middle Atlantic	1	*	*	*	*	*
	East North Central	0					
	West North Central	2	*	*	*	*	*
	South Atlantic	3	*	*	*	*	*
	East South Central	3	*	*	*	*	*
	West South Central	1	*	*	*	*	*
	Mountain Pacific	1 2	* *	* *	* *	* *	* *
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	9	\$42,260	\$37,280	\$45,350	\$47,400	*
	10 - 49	4	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	1	*	*	*	*	*
	11 - 12	1	*	*	*	*	*
	13 - 20	12	\$43,440	\$40,250	\$46,100	\$49,290	\$50,280
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	6	\$40,120	\$32,930	\$41,860	\$46,370	*
	\$20M to \$50M	8	\$46,600	\$42,580	\$47,400	\$49,930	*
	\$50M to \$100M	0					
	\$100M to \$200M \$200M or more	0 0					
By number of members	1 - 999	0					
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	10	\$43,010	\$38,790	\$46,100	\$48,300	\$50,340
	5,000 - 9,999	3	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999 60,000 or more	0 0					
Number of branch offices	1	8	\$43,830	\$40,250	\$43,450	\$49,520	*
	2	5	\$44,130	\$37,530	\$46,900	\$49,840	*
	3	0					
	4	1	*	*	*	*	*
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 51 - 4**  
**Salary Ranges**  
**Marketing Specialist**

		N	average minimum	average midpoint	average maximum
Overall		8	\$34,970	\$43,270	\$51,580
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	3	*	*	*
	\$35M to \$50M	5	\$36,230	\$45,030	\$53,830

\* Insufficient data

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

## MARKETING/COMMUNICATIONS COORDINATOR

**Reports to: Marketing VP/Director or Marketing Manager/Supervisor**

**Position Purpose:** Coordinate production of media, advertising, and sales literature. Coordinate participation in community events and production of newsletters. Assist in administration of promotions and employee sales programs.

### **Job Responsibilities**

- Coordinate activities between the credit union and any marketing or printing agency. Maintain a constant check on in-progress materials to meet deadlines.
- Maintain positive relationships with vendors and research and resolve any discrepancies or problems.
- Maintain and compile monthly statistics for presentation in related marketing reports.
- Place orders and monitor quality of printed materials and deliveries.
- Develop forms and letters for use in the marketing department and throughout the credit union.
- Assist in the creative design process.
- Maintain the marketing department filing system and revise as necessary.
- Maintain and file records of all printed materials and master copies. Ensure that all documentation is up-to-date and files are complete.
- Take photos during credit union events. Maintain photo and slide show for the credit union.
- Maintain an adequate supply of marketing materials and marketing collateral. Determine when to reorder.

**Table 52 - 1**  
**Salaries**  
**Marketing / Communications Coordinator**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		11	\$37,290	\$32,560	\$37,850	\$42,310	\$47,700
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	1	*	*	*	*	*
	\$20M to \$35M	8	\$38,600	\$36,360	\$39,100	\$42,250	*
	\$35M to \$50M	2	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	2	*	*	*	*	*
	East North Central	2	*	*	*	*	*
	West North Central	5	\$37,250	\$31,860	\$38,200	\$42,820	*
	South Atlantic	1	*	*	*	*	*
	East South Central	0					
	West South Central	1	*	*	*	*	*
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	5	\$37,960	\$33,180	\$38,200	\$42,700	*
	10 - 49	5	\$38,790	\$32,560	\$38,000	\$44,120	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	1	*	*	*	*	*
	11 - 12	6	\$36,580	\$34,350	\$37,850	\$40,660	*
	13 - 20	4	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	6	\$36,270	\$27,850	\$37,850	\$43,590	*
	\$20M to \$50M	5	\$38,290	\$32,560	\$38,000	\$41,710	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	1	*	*	*	*	*
	1,000 - 1,999	0					
	2,000 - 4,999	8	\$37,550	\$32,560	\$38,200	\$41,420	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	5	\$32,730	\$27,850	\$32,560	\$38,600	*
	2	5	\$42,150	\$36,760	\$43,000	\$47,080	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 52 - 2  
Incentives and Bonuses  
Marketing / Communications Coordinator**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		11	75%	7	\$1,110
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	1	100%	1	*
	\$20M to \$35M	8	63%	4	*
	\$35M to \$50M	2	100%	2	*
By region	New England	0		0	
	Middle Atlantic	2	50%	1	*
	East North Central	2	100%	2	*
	West North Central	5	80%	4	*
	South Atlantic	1	100%	0	
	East South Central	0		0	
	West South Central	1	0%	0	
	Mountain	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	1	100%	1	*
	5 - 9	5	80%	4	*
	10 - 49	5	67%	2	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	1	100%	1	*
	11 - 12	6	49%	2	*
	13 - 20	4	100%	4	*
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	6	66%	4	*
	\$20M to \$50M	5	83%	3	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	1	100%	1	*
	1,000 - 1,999	0		0	
	2,000 - 4,999	8	78%	5	\$1,120
	5,000 - 9,999	2	50%	1	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	5	100%	4	*
	2	5	40%	2	*
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 52 - 3**  
**Total Cash Compensation**  
**Marketing / Communications Coordinator**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		11	\$38,030	\$33,690	\$38,310	\$42,610	\$48,980
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	1	*	*	*	*	*
	\$20M to \$35M	8	\$39,160	\$36,360	\$39,530	\$42,580	*
	\$35M to \$50M	2	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	2	*	*	*	*	*
	East North Central	2	*	*	*	*	*
	West North Central	5	\$38,260	\$32,340	\$39,050	\$44,350	*
	South Atlantic	1	*	*	*	*	*
	East South Central	0					
	West South Central	1	*	*	*	*	*
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	5	\$38,850	\$33,440	\$39,050	\$44,220	*
	10 - 49	5	\$39,340	\$33,690	\$38,000	\$44,330	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	1	*	*	*	*	*
	11 - 12	6	\$36,910	\$34,510	\$38,310	\$40,660	*
	13 - 20	4	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	6	\$36,990	\$28,480	\$38,310	\$43,980	*
	\$20M to \$50M	5	\$39,060	\$33,690	\$38,000	\$42,970	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	1	*	*	*	*	*
	1,000 - 1,999	0					
	2,000 - 4,999	8	\$38,290	\$33,690	\$39,050	\$42,110	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	5	\$33,520	\$28,480	\$33,690	\$39,260	*
	2	5	\$42,710	\$36,760	\$43,000	\$48,500	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.



**Table 52 - 4**  
**Salary Ranges**  
**Marketing / Communications Coordinator**

		N	average minimum	average midpoint	average maximum
Overall		4	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	2	*	*	*
	\$35M to \$50M	2	*	*	*

\* Insufficient data

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

## BUSINESS DEVELOPMENT REPRESENTATIVE

**Reports to:** *Business Development Manager*

**Position Purpose:** Develop new business for the credit union. Cultivate new, and maintain existing, relationships for all facets of corporate sponsorship, individual members, auto dealers, RV/boat and motorcycle dealers, realtors, etc.

### **Job Responsibilities**

- Develop contact lists of potential new SEGs, members, dealers, or brokers in the credit union's field of membership.
- Contact and visit prospective members, dealers, brokers, realtors, or SEGs to present information on available services, such as deposit accounts, lines-of-credit, cash management, electronic banking, lending products, or investment services as appropriate.
- Attends various meetings in the community and/or at trade associations to develop new business prospects and promote the credit union.
- May make presentations on financial services to groups to promote credit union products.
- Contact potential customer base in a variety of methods and follow-up methods: via telephone, site visits, letters, emails, and direct mail campaigns.
- Maintain an up-to-date contact tracking tool.
- Analyze the methods that are successful in developing business. Analyze the products that best meet member needs.
- Promote all products and services with cross-selling to meet members' or SEGs' needs.

**Table 53 - 1**  
**Salaries**  
**Business Development Representative**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		4	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	2	*	*	*	*	*
	\$35M to \$50M	2	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	1	*	*	*	*	*
	East North Central	0					
	West North Central	1	*	*	*	*	*
	South Atlantic	0					
	East South Central	1	*	*	*	*	*
	West South Central	0					
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	3	*	*	*	*	*
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	4	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	2	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	3	*	*	*	*	*
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	3	*	*	*	*	*
	2	1	*	*	*	*	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 53 - 2  
Incentives and Bonuses  
Business Development Representative**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		4	75%	3	*
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	2	50%	1	*
	\$35M to \$50M	2	100%	2	*
By region	New England	0		0	
	Middle Atlantic	1	100%	1	*
	East North Central	0		0	
	West North Central	1	100%	1	*
	South Atlantic	0		0	
	East South Central	1	0%	0	
	West South Central	0		0	
	Mountain Pacific	0 1		0 1	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	3	100%	3	*
	10 - 49	1	0%	0	
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	0		0	
	13 - 20	4	75%	3	*
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	2	100%	2	*
	\$20M to \$50M	2	50%	1	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	1	100%	1	*
	2,000 - 4,999	3	67%	2	*
	5,000 - 9,999	0		0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	3	67%	2	*
	2	1	100%	1	*
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 53 - 3**  
**Total Cash Compensation**  
**Business Development Representative**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		4	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	2	*	*	*	*	*
	\$35M to \$50M	2	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	1	*	*	*	*	*
	East North Central	0					
	West North Central	1	*	*	*	*	*
	South Atlantic	0					
	East South Central	1	*	*	*	*	*
	West South Central	0					
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	3	*	*	*	*	*
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	4	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	2	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	3	*	*	*	*	*
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	3	*	*	*	*	*
	2	1	*	*	*	*	*
	3	0					
	4	0					
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 53 - 4**  
**Salary Ranges**  
**Business Development Representative**

		N	average minimum	average midpoint	average maximum
Overall		2	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	1	*	*	*
	\$35M to \$50M	1	*	*	*

\* Insufficient data

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

## SVP/VP OF HUMAN RESOURCES (#2 position)

**Reports to:** *Chief Human Resources Officer or President/CEO/Manager*

**Position Purpose:** Assist/provides input to the Chief Human Resources Officer or CEO on the credit union's strategic plan to reflect human resource activities and trends. Helps/develops, implements, and manages the human resource function for the credit union with primary emphasis in areas of policy development, wage and salary administration, performance appraisal programs, employee relations, employee benefits, recruitment and retention strategies, organizational development, record compliance, reports and statistics, counseling, orientation, and employee training and development programs. Helps/ensures all human resource programs comply with State and Federal regulations.

### **Job Responsibilities**

- Assist/prepare, implement, and manage the budget for the department that is consistent with the overall strategic plan and budget of the credit union.
- Help/develop, apply, and evaluate policies and procedures for the department that comply with all State and Federal guidelines. Ensure that the human resources policy manual is up-to-date.
- Assist/recruit and select quality applicants for vacancies, ensuring that the credit union is adequately staffed with competent employees. Establish recruiting and placement standards.
- Help/develop, implement, and monitor the affirmative action program for the credit union.
- Evaluate reports, decisions, and results of department in relation to established goals. Recommend new approaches, policies, and procedures to affect continual improvements in efficiency of department and services performed.
- Assist/oversee development and administration of new employee orientation and/or exit interview program.
- Assist/counsel management and employees in the interpretation and application of human resources policies and procedures and implement effective employee relations.
- Assist/create and conduct training and development programs that meet the needs of the staff and management and that meet the objectives of the credit union.
- Advise managers and supervisors on desired corrective and disciplinary actions, offering alternatives and objective solutions.
- Review, recommend, and oversee administration of the credit union's overall benefits and compensation programs.
- Help/develop, maintain, and monitor the performance appraisal system for the credit union.
- Maintain up-to-date and thorough knowledge of federal and state employment law.

**Table 54 - 1**  
**Salaries**  
**SVP / VP of Human Resources (#2 position)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		0					
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
50,000 - 59,999	0						
Number of branch offices	60,000 or more	0					
	1	0					
	2	0					
	3	0					
	4	0					
5 or more	0						

\* Insufficient data



**Table 54 - 2  
Incentives and Bonuses  
SVP / VP of Human Resources (#2 position)**

		% paid incentive and/or bonus		average incentive/ bonus
		N	N	
Overall		0	0	
By credit union asset size	\$1M to \$2M	0	0	
	\$2M to \$5M	0	0	
	\$5M to \$10M	0	0	
	\$10M to \$20M	0	0	
	\$20M to \$35M	0	0	
	\$35M to \$50M	0	0	
By region	New England	0	0	
	Middle Atlantic	0	0	
	East North Central	0	0	
	West North Central	0	0	
	South Atlantic	0	0	
	East South Central	0	0	
	West South Central	0	0	
	Pacific	0	0	
By number of full-time employees	1	0	0	
	2 - 4	0	0	
	5 - 9	0	0	
	10 - 49	0	0	
	50 - 99	0	0	
	100 or more	0	0	
By number of services offered	1 - 2	0	0	
	3 - 4	0	0	
	5 - 6	0	0	
	7 - 8	0	0	
	9 - 10	0	0	
	11 - 12	0	0	
By amount of loans outstanding	\$500,000 to \$2M	0	0	
	\$2M to \$5M	0	0	
	\$5M to \$20M	0	0	
	\$20M to \$50M	0	0	
	\$50M to \$100M	0	0	
	\$100M to \$200M	0	0	
By number of members	\$200M or more	0	0	
	1 - 999	0	0	
	1,000 - 1,999	0	0	
	2,000 - 4,999	0	0	
	5,000 - 9,999	0	0	
	10,000 - 19,999	0	0	
	20,000 - 39,999	0	0	
	40,000 - 49,999	0	0	
50,000 - 59,999	0	0		
Number of branch offices	60,000 or more	0	0	
	1	0	0	
	2	0	0	
	3	0	0	
	4	0	0	
	5 or more	0	0	

\* Insufficient data

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

**Table 54 - 3  
Total Cash Compensation  
SVP / VP of Human Resources (#2 position)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		0					
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
50,000 - 59,999	0						
Number of branch offices	60,000 or more	0					
	1	0					
	2	0					
	3	0					
	4	0					
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 54 - 4**  
**Salary Ranges**  
**SVP / VP of Human Resources (#2 position)**

		N	average minimum	average midpoint	average maximum
Overall		0			
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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

## HUMAN RESOURCES MANAGER/SUPERVISOR

**Reports to:** *Human Resources VP/Director*

**Position Purpose:** Manage the day-to-day human resource functions of the credit union. Administer and monitor human resource programs and ensure compliance with credit union policies as well as external rules and regulations. Participate in developing department systems, goals, and objectives. Manage department staff. Provide staff and managers with an effective resource for resolution of employee relations issues.

### **Job Responsibilities**

- Develop and administer various human resources plans and procedures for the credit union. Keep abreast of changing trends or regulations and react quickly to incorporate those changes into the credit union.
- Plan and organize all activities of the department. Participate in the development of systems, goals, and objectives.
- Implement and annually update compensation program, rewrite job descriptions as necessary, conduct and review annual salary surveys, develop salary budget, analyze compensation, and monitor performance evaluation program and revise as necessary.
- Develop, recommend, and implement personnel policies and procedures. Prepare and maintain handbook on policies and procedures. Provide guidance on managing to, and staying compliant with, policies.
- Perform benefits administration to include claims resolution, change reporting, approving invoices for payment, annual re-evaluation of policies for cost effectiveness, and information activities programs.
- May assist in development and maintenance of affirmative action program. Maintain and file necessary records, reports, and logs to conform to equal employment opportunity regulations.
- Conduct recruitment effort for all exempt and nonexempt employees. Create effective advertising strategies, utilize Internet resources, and interview and evaluate candidates. Monitor effectiveness of recruitment and coach managers in the process.
- Conduct new-employee orientations; monitor career path programs; provide employee relations counseling, outplacement counseling, and exit interviewing.
- Establish and maintain department records and reports. Participate in administrative staff meetings and attends other meetings, such as seminars. Maintain company organization charts and employee directory.

**Table 55 - 1**  
**Salaries**  
**HR Manager / Supervisor**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		3	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	2	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	1	*	*	*	*	*
	East South Central	1	*	*	*	*	*
	West South Central	0					
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	0					
	10 - 49	2	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$20M	1	*	*	*	*	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	1	*	*	*	*	*
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	3	*	*	*	*	*
	2	0					
	3	0					
	4	0					
5 or more	0						

\* Insufficient data

**Table 55 - 2  
Incentives and Bonuses  
HR Manager / Supervisor**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		2	0%	0	
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	1	0%	0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	0		0	
	\$35M to \$50M	1	0%	0	
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	0		0	
	West North Central	0		0	
	South Atlantic	1	0%	0	
	East South Central	0		0	
	West South Central	0		0	
	Mountain	0		0	
	Pacific	1	0%	0	
By number of full-time employees	1	0		0	
	2 - 4	1	0%	0	
	5 - 9	0		0	
	10 - 49	1	0%	0	
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	0		0	
	13 - 20	1	0%	0	
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	1	0%	0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	1	0%	0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	1	0%	0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	0		0	
	5,000 - 9,999	1	0%	0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	2	0%	0	
	2	0		0	
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 55 - 3  
Total Cash Compensation  
HR Manager / Supervisor**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		3	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	2	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	1	*	*	*	*	*
	East South Central	1	*	*	*	*	*
	West South Central	0					
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	0					
	10 - 49	2	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$20M	1	*	*	*	*	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	1	*	*	*	*	*
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	3	*	*	*	*	*
	2	0					
	3	0					
	4	0					
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 55 - 4**  
**Salary Ranges**  
**HR Manager / Supervisor**

		N	average minimum	average midpoint	average maximum
Overall		2	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	2	*	*	*

\* Insufficient data

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



## HUMAN RESOURCES ASSISTANT/SPECIALIST

**Reports to:** *Human Resources VP/Director OR Human Resources Manager/Supervisor*

**Position Purpose:** Provide administrative support for the human resource department that includes a range of administrative duties to be handled with confidentiality and discretion where required. Interface with staff, management, board members, vendors and visitors to the credit union. Prepare reports, correspondence, manuals, spreadsheets, and all other communications utilizing a broad range of computer applications.

### **Job Responsibilities**

- Process new hires during orientation session; explain benefits, policies and procedures of the credit union, and enroll in benefit programs.
- Process daily correspondence and prepare reports, presentations, and spreadsheets for the Human Resources VP and other members of the management team. Utilize a range of computer applications, and insure accuracy of work.
- Answer telephone, disseminate information on benefits or policies, and/or route calls to appropriate individual. Take messages and coordinate follow through. Determine urgency of call. Research and respond to questions and provide back-up information.
- Assist in scheduling and/or arranging phone interviews and/or appointments for applicants, meetings, business trips, etc.
- Process any change of status requirements (name or address change, marital change, promotion, salary increase, etc.); process changes in insurance or benefits programs; maintain up-to-date, accurate personnel files.
- Prepare paperwork for salary changes with discretion.
- Update and maintain human resources database.
- Perform specialized or confidential administrative duties, including researching data and preparing reports as needed.
- Manage and control the calendar for the department.
- Compose, process, and sign standard letters. Ensure accuracy of work.

**Table 56 - 1**  
**Salaries**  
**HR Assistant / Specialist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		1	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	1	*	*	*	*	*
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	1	*	*	*	*	*
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	0					
	2	0					
	3	1	*	*	*	*	*
	4	0					
	5 or more	0					

\* Insufficient data

**Table 56 - 2  
Incentives and Bonuses  
HR Assistant / Specialist**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		1	0%	0	
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	0		0	
	\$35M to \$50M	1	0%	0	
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	0		0	
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	1	0%	0	
	Mountain	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	1	0%	0	
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	1	0%	0	
	13 - 20	0		0	
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	1	0%	0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	0		0	
	5,000 - 9,999	1	0%	0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	0		0	
	2	0		0	
	3	1	0%	0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 56 - 3  
Total Cash Compensation  
HR Assistant / Specialist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		1	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	1	*	*	*	*	*
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	1	*	*	*	*	*
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	0					
	2	0					
	3	1	*	*	*	*	*
4	0						
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 56 - 4**  
**Salary Ranges**  
**HR Assistant / Specialist**

		N	average minimum	average midpoint	average maximum
Overall		0			
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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

## TRAINING COORDINATOR/SPECIALIST

**Reports to:** *Human Resources VP/Director*

**Position Purpose:** Plan and implement the credit union's employee education and training programs that reflect the strategic plan of the credit union. Ensure that ongoing development of all employees reflects strategic priorities and quality service to members.

### **Job Responsibilities**

- Investigate and research available training methods and procedures to determine new or improved training methods as well as new and improved content materials.
- Administer the credit union's training programs by personally creating and/or coordinating presentations and presenting programs.
- Creating training activities for interactive participation.
- Evaluate outsourced programs and/or vendors to augment training internally. Coordinate and utilize external training programs and products that enhance the credit union's training program.
- Assess the credit union's training needs with input from managers, member satisfaction surveys, employee assessment surveys, and other appropriate sources.
- Assist department managers with employee development.
- Conduct training sessions for new employees in clerical or administrative positions, teller or member services operations, and other areas of the credit union.
- Conduct training classes for management trainees and new hires.
- Conduct seminars and workshops in new products, policies, and procedures for all staff.
- Prepare or coordinate development of procedural manuals used in conjunction with training needs.

**Table 57 - 1**  
**Salaries**  
**Training Coordinator / Specialist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		0					
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M \$200M or more	0					
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999 60,000 or more	0					
Number of branch offices	1	0					
	2	0					
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 57 - 2  
Incentives and Bonuses  
Training Coordinator / Specialist**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		0		0	
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	0		0	
	\$35M to \$50M	0		0	
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	0		0	
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	0		0	
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	0		0	
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
By number of members	\$200M or more	0		0	
	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	0		0	
	5,000 - 9,999	0		0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
50,000 - 59,999	0		0		
Number of branch offices	60,000 or more	0		0	
	1	0		0	
	2	0		0	
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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



**Table 57 - 3  
Total Cash Compensation  
Training Coordinator / Specialist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		0					
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M or more	0					
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999 60,000 or more	0					
Number of branch offices	1	0					
	2	0					
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 57 - 4**  
**Salary Ranges**  
**Training Coordinator / Specialist**

		N	average minimum	average midpoint	average maximum
Overall		0			
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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

## PAYROLL COORDINATOR/ADMINISTRATOR

**Reports to:** *Human Resources VP/Director OR Human Resources Manager/Supervisor*

**Position Purpose:** Process all data and forms pertinent to payroll, including supporting documentation, tax payments, audit trails, and permanent employee records. Ensure accuracy of information and compliance with State and Federal regulations pertaining to payroll. Prepare all necessary supporting documents and reports, and maintain complete confidentiality throughout the process.

### Job Responsibilities

- Perform all in-house payroll procedures, such as entering automated payroll data, processing employee timecards, preparing monthly journal entries, maintaining employee tax deductions and exemptions. Monitor the payroll data for accuracy for each payroll.
- Monitor employee data files online, including medical leave, personal leave, vacation, benefits, promotions, and terminations. Ensure that documentation trails are complete and up-to-date.
- Prepare payroll reports on leave, sick time, vacation, and/or PTO (paid time off) usage.
- Make salary adjustments online as directed by the human resources director/manager.
- Prepare cash deposits, receipts, and payroll tax filings. Process labor and wage corrections as needed.
- Prepare and submit governmental reports and tax deposits.
- Perform employee salary forecasts and analyses for the credit union as necessary.
- Work closely with the accounting department to ensure proper employee record maintenance and the accuracy of information entered into employee records regarding payroll and benefits.
- If the credit union out-sources payroll, coordinate the payroll processing with the outsourced provider.
- May prepare and forward appraisal forms to supervisors for completion; record, file, and follow up on return of completed appraisal forms; set up new appraisal dates. Compute salary changes; prepare status forms, and distribute paychecks.
- May prepare and update credit union employee directory.

**Table 58 - 1**  
**Salaries**  
**Payroll Coordinator / Administrator**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		1	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	1	*	*	*	*	*
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	1	*	*	*	*	*
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	1	*	*	*	*	*
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	1	*	*	*	*	*
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	1	*	*	*	*	*
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	1	*	*	*	*	*
	2	0					
	3	0					
4	0						
5 or more	0						

\* Insufficient data

**Table 58 - 2  
Incentives and Bonuses  
Payroll Coordinator / Administrator**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		1	0%	0	
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	1	0%	0	
	\$35M to \$50M	0		0	
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	0		0	
	West North Central	1	0%	0	
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	0		0	
	Mountain Pacific	0 0		0 0	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	1	0%	0	
	10 - 49	0		0	
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	1	0%	0	
	13 - 20	0		0	
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	1	0%	0	
	\$20M to \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	1	0%	0	
	5,000 - 9,999	0		0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	1	0%	0	
	2	0		0	
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 58 - 3  
Total Cash Compensation  
Payroll Coordinator / Administrator**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		1	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	1	*	*	*	*	*
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	1	*	*	*	*	*
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	1	*	*	*	*	*
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	1	*	*	*	*	*
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	1	*	*	*	*	*
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	1	*	*	*	*	*
	2	0					
	3	0					
	4	0					
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 58 - 4**  
**Salary Ranges**  
**Payroll Coordinator / Administrator**

		N	average minimum	average midpoint	average maximum
Overall		0			
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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

## INTERNAL AUDIT VP

**Reports to:** *President/CEO/Manager or CFO or Board of Directors*

**Position Purpose:** Responsible for ensuring optimum efficiency and effectiveness of the audit department and for ensuring the credit union's compliance with strict auditing guidelines imposed by NCUA and other regulatory agencies. Develop and oversee internal auditing procedures and processes. Manage internal auditing staff to ensure compliance with state and federal rules and regulations, and to safeguard the credit union's assets.

### **Job Responsibilities**

- Develop, implement, and direct credit union audit activities, policies, and procedures.
- Review and appraise policies and procedures for strict compliance with regulations as well as safeguarding all credit union assets. Recommend changes and improvements to audit procedures or policies and/or implement changes as directed.
- Recommend and assist in the development of credit union processes and controls to continuously audit credit union operations and financials.
- Perform risk assessment and control analysis for all credit union departments.
- Oversee and direct staff auditors. Provide direction, answer questions, coach, and conduct performance reviews of audit staff.
- Oversee and manage any external auditors or auditing firms partnering with the credit union. Evaluate for efficiency, depth of knowledge, and cost-effectiveness.
- Perform periodic reviews of auditing processes, procedures, and auditing staff, both internal auditors and outsourced auditors. Communicate internal control weaknesses to management/board based on audits.
- Interact with regulatory examiners on special request by the CFO or CEO for unusual issues. Serve as credit union liaison with outside auditors and regulatory examiners.
- Prepare written and verbal reports of audit activities to the CFO, CEO, and/or Board.
- Develop and monitor the audit departmental budget.
- Keep abreast of all trends and developments in regulatory requirements, general accounting principles, or audit techniques. React quickly to any changes to protect the credit union's interests.



**Table 59 - 1**  
**Salaries**  
**Internal Audit VP (head of internal audit)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		1	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain	0					
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	1	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	0					
	2	1	*	*	*	*	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 59 - 2  
Incentives and Bonuses  
Internal Audit VP (head of internal audit)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		1	100%	1	*
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	0		0	
	\$35M to \$50M	1	100%	1	*
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	0		0	
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	0		0	
	Mountain	0		0	
	Pacific	1	100%	1	*
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	1	100%	1	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	0		0	
	13 - 20	1	100%	1	*
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	1	100%	1	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	1	100%	1	*
	5,000 - 9,999	0		0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	0		0	
	2	1	100%	1	*
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 59 - 3  
Total Cash Compensation  
Internal Audit VP (head of internal audit)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		1	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain	0					
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	1	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	0					
	2	1	*	*	*	*	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 59 - 4**  
**Salary Ranges**  
**Internal Audit VP (head of internal audit)**

		N	average minimum	average midpoint	average maximum
Overall		1	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	1	*	*	*

\* Insufficient data

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

## INTERNAL AUDIT MANAGER/SUPERVISOR

**Reports to:** *Internal Audit VP or President/CEO/Manager or CFO*

**Position Purpose:** Responsible for implementation of the credit union's auditing procedures. Monitor the credit union for compliance with generally accepted accounting principles (GAAP), creating appropriate auditing reports for management and outside auditors. Manage internal auditors or outsourced auditors.

### Job Responsibilities

- Manage the credit union's audit function to ensure compliance with all regulatory policies and procedures and to safeguard the credit union's assets.
- Schedule and manage work of auditing staff, either internal or outsourced. Plan, assign, and direct work activities, address issues, answer questions, and resolve complex problems.
- Ensure that financial accounts will stand up to outside scrutiny through stringent adherence to generally accepted accounting principles (GAAP).
- Prepare and/or review examination reports stating findings of various audits. Prepare and/or review audit reports for senior management.
- Develop, perform, and oversee various "spot check" internal audit procedures, i.e., cash counts, teller drawer audits, review of employee accounts, loan documentation, wire transfers, etc. Review random sampling of all new loans for exceptions to policies and procedures.
- Determine whether operating policies and procedures are adequate to measure and control the economical and efficient use of resources. Develop and implement new procedures to enhance the audit process.
- Examine information systems to ensure data is accurate and complete, and make recommended changes to the IS system to improve output.
- Ensure all subsidiary ledgers have been reconciled to the general ledger.
- Coordinate and conduct investigations of suspected and/or actual internal fraud.
- Conduct investigations or special audits at the request of management.
- Prepare written and verbal audit reports for management.
- Participate in interviewing, hiring, and training activities.
- Keep abreast of changes or new developments in regulatory requirements, general accounting principles, or audit techniques.

**Table 60 - 1**  
**Salaries**  
**Internal Audit Manager / Supervisor**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		1	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	1	*	*	*	*	*
	\$20M to \$35M	0					
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	1	*	*	*	*	*
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	0					
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	1	*	*	*	*	*
	9 - 10	0					
	11 - 12	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	0					
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
50,000 - 59,999	0						
Number of branch offices	60,000 or more	0					
	1	1	*	*	*	*	*
	2	0					
	3	0					
	4	0					
5 or more	0						

\* Insufficient data

**Table 60 - 2  
Incentives and Bonuses  
Internal Audit Manager / Supervisor**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		1	0%	0	
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	1	0%	0	
	\$20M to \$35M	0		0	
	\$35M to \$50M	0		0	
By region	New England	0		0	
	Middle Atlantic	1	0%	0	
	East North Central	0		0	
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	0		0	
	Mountain Pacific	0 0		0 0	
By number of full-time employees	1	0		0	
	2 - 4	1	0%	0	
	5 - 9	0		0	
	10 - 49	0		0	
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	1	0%	0	
	9 - 10	0		0	
	11 - 12 13 - 20	0 0		0 0	
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	1	0%	0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M \$200M or more	0 0		0 0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	1	0%	0	
	2,000 - 4,999	0		0	
	5,000 - 9,999	0		0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999 60,000 or more	0 0		0 0	
Number of branch offices	1	1	0%	0	
	2	0		0	
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 60 - 3  
Total Cash Compensation  
Internal Audit Manager / Supervisor**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		1	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	1	*	*	*	*	*
	\$20M to \$35M	0					
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	1	*	*	*	*	*
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	0					
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	1	*	*	*	*	*
	9 - 10	0					
	11 - 12	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	0					
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	1	*	*	*	*	*
	2	0					
	3	0					
4	0						
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.



**Table 60 - 4**  
**Salary Ranges**  
**Internal Audit Manager / Supervisor**

		N	average minimum	average midpoint	average maximum
Overall		0			
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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

## COMPLIANCE OFFICER

**Reports to:** *President/CEO/Manager*

**Position Purpose:** Review credit union policies and procedures to ensure compliance with all related laws and regulations applicable to the credit union. Recommend policy changes to senior management and/or the Board of Directors that will facilitate the credit union's compliance program, reduce risk, and reflect changes in regulations. Update and disseminate information regarding laws and regulations.

### **Job Responsibilities**

- On an on-going basis, review laws and regulations that impact the credit union's compliance requirements, with emphasis on Bank Secrecy Act, Patriot Action, and OFAC.
- Evaluate the credit union's policies, procedures, products, and programs to ensure compliance with applicable laws and regulations. Make recommendations for change where appropriate.
- Disseminate information, answer questions, and be a subject matter expert for the credit union on all compliance- related issues.
- Assess risk potential of current procedures and institute new procedures that minimize loss exposure.
- Ensure that any change in policy or procedure is communicated to impacted departments, or the credit union as a whole, with clarity. Follow up to ensure new procedures are understood and implemented.
- Develop and implement corrective action procedures as necessary to ensure compliance with policies and procedures and to avoid future compliance problems.
- In conjunction with the internal auditor, coordinate a compliance audit and present a summary report to management.
- Assist in the revision and/or design of forms, products, and web site, programs, or promotions to ensure compliance with all State and Federal rules and regulations.
- Develop or assist in the development of compliance training programs.
- Assist compliance examiners with their examinations, making available the information that is necessary to complete their examinations.
- Develop and ensure implementation of record retention policies and procedures in accordance with regulations and laws.

**Table 61 - 1**  
**Salaries**  
**Compliance Officer**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		10	\$44,400	\$33,670	\$45,320	\$54,460	\$60,910
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$35M	5	\$43,480	\$34,030	\$44,800	\$52,290	*
	\$35M to \$50M	3	*	*	*	*	*
By region	New England	1	*	*	*	*	*
	Middle Atlantic	0					
	East North Central	0					
	West North Central	1	*	*	*	*	*
	South Atlantic	2	*	*	*	*	*
	East South Central	3	*	*	*	*	*
	West South Central	0					
	Pacific	2	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	4	*	*	*	*	*
	10 - 49	6	\$45,430	\$37,140	\$45,250	\$54,970	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	5	\$35,980	\$29,090	\$34,490	\$43,520	*
	13 - 20	5	\$52,570	\$45,270	\$53,420	\$59,370	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	5	\$35,980	\$29,090	\$34,490	\$43,520	*
	\$20M to \$50M	5	\$52,570	\$45,270	\$53,420	\$59,370	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	8	\$43,090	\$31,370	\$42,550	\$55,570	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	4	*	*	*	*	*
	2	4	*	*	*	*	*
	3	2	*	*	*	*	*
	4	0					
	5 or more	0					

\* Insufficient data

**Table 61 - 2  
Incentives and Bonuses  
Compliance Officer**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		10	70%	7	\$1,600
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	2	100%	2	*
	\$20M to \$35M	5	60%	3	*
	\$35M to \$50M	3	67%	2	*
By region	New England	1	100%	1	*
	Middle Atlantic	0		0	
	East North Central	0		0	
	West North Central	1	0%	0	
	South Atlantic	2	48%	1	*
	East South Central	3	67%	2	*
	West South Central	0		0	
	Mountain	1	100%	1	*
	Pacific	2	100%	2	*
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	4	48%	2	*
	10 - 49	6	83%	5	\$1,800
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	5	79%	4	*
	13 - 20	5	60%	3	*
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	5	79%	4	*
	\$20M to \$50M	5	60%	3	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	8	75%	6	\$1,670
	5,000 - 9,999	2	50%	1	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
	Number of branch offices	1	4	24%	1
2		4	100%	4	*
3		2	100%	2	*
4		0		0	
5 or more		0		0	

\* Insufficient data

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

**Table 61 - 3**  
**Total Cash Compensation**  
**Compliance Officer**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		10	\$45,510	\$35,020	\$45,680	\$55,340	\$62,530
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$35M	5	\$44,690	\$36,760	\$45,650	\$52,290	*
	\$35M to \$50M	3	*	*	*	*	*
By region	New England	1	*	*	*	*	*
	Middle Atlantic	0					
	East North Central	0					
	West North Central	1	*	*	*	*	*
	South Atlantic	2	*	*	*	*	*
	East South Central	3	*	*	*	*	*
	West South Central	0					
	Pacific	2	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	4	*	*	*	*	*
	10 - 49	6	\$46,940	\$41,120	\$45,670	\$56,250	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	5	\$37,460	\$29,540	\$36,100	\$45,880	*
	13 - 20	5	\$53,320	\$45,670	\$54,580	\$60,210	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	5	\$37,460	\$29,540	\$36,100	\$45,880	*
	\$20M to \$50M	5	\$53,320	\$45,670	\$54,580	\$60,210	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	8	\$44,330	\$32,210	\$45,080	\$55,570	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	4	*	*	*	*	*
	2	4	*	*	*	*	*
	3	2	*	*	*	*	*
	4	0					
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 61 - 4  
Salary Ranges  
Compliance Officer**

		N	average minimum	average midpoint	average maximum
Overall		3	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	1	*	*	*
	\$35M to \$50M	2	*	*	*

\* Insufficient data

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

## RISK MANAGEMENT OFFICER/SPECIALIST

**Reports to:** *President/CEO/Manager*

**Position Purpose:** Review credit union security and loss control policies and procedures to ensure compliance with all related laws and regulations applicable to the credit union. Recommend policy changes to senior management and/or the Board of Directors that will facilitate the credit union's risk management program, safeguard the assets of the credit union, and reflect current regulations. Update and disseminate information regarding laws and regulations. Communicate with governmental and law enforcement regarding laws and regulations.

### **Job Responsibilities**

- On an on-going basis, review laws and regulations relative to operational and compliance risk.
- Evaluate the credit union's security guidelines, risk management policies, procedures, products, and programs to ensure compliance with applicable laws and regulations. Make recommendations for change where appropriate.
- Disseminate information, answer questions, and be a subject matter expert for the credit union on all risk management and loss-prevention issues.
- Assess risk potential of current loss protection and risk management procedures, and institute new procedures that manage and control risks and losses.
- Ensure that any change in security safeguards, policies, or procedures are communicated to senior management, the Board of Directors, and the credit union as a whole, with clarity. Follow up to ensure new procedures are understood and implemented.
- Develop and implement credit union security measures as necessary to ensure compliance with policies and procedures and to control future risks and losses.
- In conjunction with the internal auditor and/or compliance officer, coordinate a risk assessment and present a summary report to senior management.
- Assist in the revision and/or design of security measures, forms, contracts, agreements, or disclosures, in compliance with all State and Federal rules and regulations.
- Develop or assist in the development of compliance training programs.
- Develop and ensure implementation of database and record retention policies and procedures for classified information in accordance with regulations and laws.
- Communicate with governmental and law enforcement agencies, and providing information relating to risk management matters that affect credit union operations.

**Table 62 - 1**  
**Salaries**  
**Risk Management Officer / Specialist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		2	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	2	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	1	*	*	*	*	*
	West North Central	0					
	South Atlantic	1	*	*	*	*	*
	East South Central	0					
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	2	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	2	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	1	*	*	*	*	*
	2	1	*	*	*	*	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data



**Table 62 - 2  
Incentives and Bonuses  
Risk Management Officer / Specialist**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		2	0%	0	
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	0		0	
	\$35M to \$50M	2	0%	0	
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	1	0%	0	
	West North Central	0		0	
	South Atlantic	1	0%	0	
	East South Central	0		0	
	West South Central	0		0	
	Mountain Pacific	0 0		0 0	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	2	0%	0	
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	0		0	
	13 - 20	2	0%	0	
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	2	0%	0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	0		0	
	5,000 - 9,999	2	0%	0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	1	0%	0	
	2	1	0%	0	
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 62 - 3  
Total Cash Compensation  
Risk Management Officer / Specialist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		2	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	2	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	1	*	*	*	*	*
	West North Central	0					
	South Atlantic	1	*	*	*	*	*
	East South Central	0					
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	2	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	2	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	1	*	*	*	*	*
	2	1	*	*	*	*	*
	3	0					
	4	0					
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 62 - 4**  
**Salary Ranges**  
**Risk Management Officer / Specialist**

		N	average minimum	average midpoint	average maximum
Overall		1	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	1	*	*	*

\* Insufficient data

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

## INVESTMENTS VP

**Reports to:** *CEO or Executive VP/Assistant Manager or CFO*

**Position Purpose:** Recommend and implement investment policy for credit union's liquid assets portfolio. Monitors credit union's liquidity and cash needs. Counsel staff on ways credit union can reach investment objectives.

### **Job Responsibilities**

- Manage the allocation and investment of cash/funds to optimize rate of return and compliance with governing regulations.
- Monitor the credit union's investment portfolio as needed to assure timely investment decisions as investments mature.
- Choose investments consistent with prevailing economic conditions, the credit union's assets/liability mix, and the credit union's goals of safety, liquidity, and yield.
- Direct the purchasing and sale of government bonds or other acceptable securities.
- Arrange deposit agreements with corporate credit unions or designated reserve banks, and directs placement of funds to fulfill agreements.
- Review consolidated financial statements to determine reserve position, and adjusts reserves in order to obtain specified reserves ratio.
- Act as chief contact with the credit union's investment broker and/or sales people, and screen prospective brokers/sales people and their products to assure consistency with regulations and credit union policy.
- Provide management with timely investment reports and board members with information about credit union investments.
- Advise staff on ways credit union can reach investment objectives.

**Table 63 - 1**  
**Salaries**  
**Investments VP**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		0					
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
\$200M or more	0						
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	0					
	2	0					
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 63 - 2  
Incentives and Bonuses  
Investments VP**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		0		0	
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	0		0	
	\$35M to \$50M	0		0	
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	0		0	
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	0		0	
	Mountain Pacific	0 0		0 0	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	0		0	
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12 13 - 20	0 0		0 0	
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M \$200M or more	0 0		0 0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	0		0	
	5,000 - 9,999	0		0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999 60,000 or more	0 0		0 0	
Number of branch offices	1	0		0	
	2	0		0	
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 63 - 3  
Total Cash Compensation  
Investments VP**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		0					
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M or more	0					
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	0					
	2	0					
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 63 - 4**  
**Salary Ranges**  
**Investments VP**

		N	average minimum	average midpoint	average maximum
Overall		0			
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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



## INVESTMENTS MANAGER

**Reports to:** *Investments VP*

**Position Purpose:** Assists Investment VP in management of credit union portfolio. Places investments. Measures and reports on investment status relative to credit union policy and objectives.

### **Job Responsibilities**

- Monitor the credit union's investment portfolio to assure timely investment decisions as investments mature.
- Assist Investments VP in choosing investments consistent with prevailing economic conditions, the credit union's assets/liability mix, and the credit union's goals of safety, liquidity, and yield.
- Place investments for the credit union.
- Report on investment status.
- Make suggestions to Investment VP on ways credit union can reach investment objectives.

**Table 64 - 1**  
**Salaries**  
**Investments Manager**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		0					
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
\$200M or more	0						
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	0					
	2	0					
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 64 - 2  
Incentives and Bonuses  
Investments Manager**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		0		0	
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	0		0	
	\$35M to \$50M	0		0	
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	0		0	
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	0		0	
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	0		0	
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	0		0	
	5,000 - 9,999	0		0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
60,000 or more	0		0		
Number of branch offices	1	0		0	
	2	0		0	
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 64 - 3  
Total Cash Compensation  
Investments Manager**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		0					
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M or more	0					
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	0					
	2	0					
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 64 - 4**  
**Salary Ranges**  
**Investments Manager**

		N	average minimum	average midpoint	average maximum
Overall		0			
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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

## ACCOUNTING VP

**Reports to:** CFO or CEO

**Position Purpose:** Oversee and direct the activities of the accounting department and staff. Ensure that reports, accounts, systems, policies, and practices adhere to generally accepted accounting principles (GAAP). Establish, coordinate, and maintain an accounting system that properly reflects the financial position of the credit union. Provide financial consolidation of branches.

### Job Responsibilities

- Oversee and manage the financial, accounting, and bookkeeping functions of the credit union to include AP, AR, budgets, collections, GL, investments, financial analysis, financial reporting and recordkeeping, payroll, and taxes.
- Develop, implement, and evaluate policies and procedures for the accounting department. Ensure that policies and procedures reflect current regulations and that the accounting procedures are in strict compliance with generally accepted accounting principles (GAAP).
- Monitor cost control activities. Approve and implement cost control strategies on an as needed basis.
- Responsible for financial reporting, financial analyses, cash management, and forecasting reports on monthly, quarterly, and annual basis to senior management and the Board of Directors.
- Prepare and review credit union finance projections and manage credit union investment accounting activities.
- Responsible for preparation of budgets and periodic analysis of budget variance.
- Participate in determining deposit and loan rates.
- Provide guidance regarding investment decisions.
- 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.
- Assist with lease negotiation and major purchasing decisions for capital equipment or other capital asset expenditures.
- Serve as the credit union's liaison with regulator agency examiners and auditors.

**Table 65 - 1**  
**Salaries**  
**Accounting VP**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		3	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	2	*	*	*	*	*
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	2	*	*	*	*	*
	East South Central	0					
	West South Central	1	*	*	*	*	*
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	2	*	*	*	*	*
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	1	*	*	*	*	*
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	2	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	2	*	*	*	*	*
	2	0					
	3	1	*	*	*	*	*
	4	0					
	5 or more	0					

\* Insufficient data

**Table 65 - 2  
Incentives and Bonuses  
Accounting VP**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		3	67%	2	*
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	2	50%	1	*
	\$35M to \$50M	1	100%	1	*
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	0		0	
	West North Central	0		0	
	South Atlantic	2	50%	1	*
	East South Central	0		0	
	West South Central	1	100%	1	*
	Mountain	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	2	50%	1	*
	10 - 49	1	100%	1	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	1	100%	1	*
	13 - 20	2	50%	1	*
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	2	50%	1	*
	\$20M to \$50M	1	100%	1	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	2	50%	1	*
	5,000 - 9,999	1	100%	1	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	2	50%	1	*
	2	0		0	
	3	1	100%	1	*
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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



**Table 65 - 3  
Total Cash Compensation  
Accounting VP**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		3	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	2	*	*	*	*	*
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	2	*	*	*	*	*
	East South Central	0					
	West South Central	1	*	*	*	*	*
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	2	*	*	*	*	*
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	1	*	*	*	*	*
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	2	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	2	*	*	*	*	*
	2	0					
	3	1	*	*	*	*	*
4	0						
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 65 - 4**  
**Salary Ranges**  
**Accounting VP**

		N	average minimum	average midpoint	average maximum
Overall		2	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	2	*	*	*
	\$35M to \$50M	0			

\* Insufficient data

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

## ACCOUNTING MANAGER/SUPERVISOR

**Reports to:** *Accounting VP or Chief Financial Officer*

**Position Purpose:** Develop, manage, and maintain reliable accounting information and reporting on income, expenses, assets, liability, and capital for management planning and decision making and for fulfillment of financial reporting requirements. Reconcile GL and bank accounts. Manage the activities of the accounting department and staff. Ensure that reports, accounts, systems, policies and practices adhere to generally accepted accounting principles (GAAP).

### **Job Responsibilities**

- Manage accounting functions to include AP, AR, budgets, cash flow, cost management, credit and collections, financial analysis, financial reporting and recordkeeping, GL, investments, payroll, and taxes.
- Implement policies and procedures for the accounting department and insure that policies and procedures reflect current regulations, and are communicated to and implemented by subordinates.
- Reconcile revenue reports, unbilled variances, special projects, payroll and timesheet reports, and claims disbursements. Prepare daily balance sheet (loan and share) analysis. Prepare daily cash position analysis.
- Responsible for general ledger reconciliation, analysis of financial accounts, and preparation of journal entries. Provide end-of-month close and produce monthly financial statements. Prepare or assist with incurred cost and provisional rate reports as necessary.
- Ensure that all activities of the department are in accordance with GAAP and that the accounting records are maintained accurately and in compliance with laws and regulations.
- Maintain a highly motivated, well-trained staff, evaluating the performance of the staff on a regular basis. Resolve employee questions or conflicts.
- Develop and implement processes to streamline credit union accounting procedures.
- Develop and maintain complex computer-based analyses and reports of credit union accounting records on a regular basis.
- Provide regular reports to management of all online accounting activities for the credit union's accounting/ bookkeeping department.
- Monitor fixed-asset management.
- Conduct special accounting studies, analyses, and special projects as requested by management.

**Table 66 - 1**  
**Salaries**  
**Accounting Manager / Supervisor**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		21	\$53,130	\$42,010	\$54,130	\$62,050	\$66,550
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$10M	1	*	*	*	*	*
	\$10M to \$20M	5	\$51,450	\$40,810	\$54,000	\$60,760	*
	\$20M to \$35M	6	\$53,060	\$42,010	\$55,470	\$61,360	*
	\$35M to \$50M	8	\$56,510	\$49,310	\$58,500	\$64,750	*
By region	New England	0					
	Middle Atlantic	2	*	*	*	*	*
	East North Central	5	\$43,380	\$39,450	\$41,840	\$45,510	*
	West North Central	0					
	South Atlantic	4	*	*	*	*	*
	East South Central	2	*	*	*	*	*
	West South Central	5	\$52,150	\$42,620	\$53,890	\$60,410	*
	Pacific	2	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	11	\$52,820	\$41,950	\$54,330	\$62,230	\$66,550
	10 - 49	9	\$53,610	\$42,010	\$53,410	\$62,600	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	1	*	*	*	*	*
	5 - 6	2	*	*	*	*	*
	7 - 8	1	*	*	*	*	*
	9 - 10	3	*	*	*	*	*
	11 - 12	3	*	*	*	*	*
	13 - 20	10	\$58,230	\$51,230	\$61,650	\$65,330	\$69,310
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$20M	10	\$52,030	\$42,010	\$54,000	\$61,360	\$66,100
	\$20M to \$50M	9	\$56,520	\$49,470	\$56,530	\$64,470	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	1	*	*	*	*	*
	1,000 - 1,999	2	*	*	*	*	*
	2,000 - 4,999	14	\$51,260	\$41,630	\$51,810	\$61,360	\$68,210
	5,000 - 9,999	4	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	14	\$52,980	\$47,690	\$54,120	\$57,720	\$68,450
	2	6	\$52,150	\$42,010	\$49,730	\$64,000	*
	3	1	*	*	*	*	*
	4	0					
5 or more	0						

\* Insufficient data

**Table 66 - 2  
Incentives and Bonuses  
Accounting Manager / Supervisor**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		21	59%	12	\$3,080
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	1	0%	0	
	\$5M to \$10M	1	100%	1	*
	\$10M to \$20M	5	60%	3	*
	\$20M to \$35M	6	43%	2	*
	\$35M to \$50M	8	75%	6	\$2,620
By region	New England	0		0	
	Middle Atlantic	2	50%	1	*
	East North Central	5	67%	3	*
	West North Central	0		0	
	South Atlantic	4	75%	3	*
	East South Central	2	50%	1	*
	West South Central	5	60%	3	*
	Mountain Pacific	1 2	0% 51%	0 1	 *
By number of full-time employees	1	0		0	
	2 - 4	1	0%	0	
	5 - 9	11	64%	7	\$3,580
	10 - 49	9	60%	5	\$2,520
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	1	100%	1	*
	5 - 6	2	52%	1	*
	7 - 8	1	0%	0	
	9 - 10	3	67%	2	*
	11 - 12	3	75%	2	*
	13 - 20	10	60%	6	\$3,620
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	2	50%	1	*
	\$5M to \$20M	10	54%	5	\$3,990
	\$20M to \$50M	9	67%	6	\$2,620
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	1	0%	0	
	1,000 - 1,999	2	0%	0	
	2,000 - 4,999	14	60%	8	\$2,310
	5,000 - 9,999	4	100%	4	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	14	49%	7	\$3,640
	2	6	72%	4	*
	3	1	100%	1	*
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 66 - 3**  
**Total Cash Compensation**  
**Accounting Manager / Supervisor**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		21	\$54,950	\$43,610	\$54,180	\$65,610	\$70,980
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$10M	1	*	*	*	*	*
	\$10M to \$20M	5	\$53,670	\$41,310	\$54,000	\$65,760	*
	\$20M to \$35M	6	\$54,890	\$43,610	\$55,470	\$61,360	*
	\$35M to \$50M	8	\$58,480	\$51,540	\$60,250	\$67,130	*
By region	New England	0					
	Middle Atlantic	2	*	*	*	*	*
	East North Central	5	\$44,490	\$40,090	\$43,190	\$46,720	*
	West North Central	0					
	South Atlantic	4	*	*	*	*	*
	East South Central	2	*	*	*	*	*
	West South Central	5	\$54,900	\$44,650	\$53,980	\$64,770	*
	Pacific	2	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	11	\$55,110	\$42,990	\$54,420	\$66,000	\$76,000
	10 - 49	9	\$55,120	\$43,610	\$54,120	\$65,900	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	1	*	*	*	*	*
	5 - 6	2	*	*	*	*	*
	7 - 8	1	*	*	*	*	*
	9 - 10	3	*	*	*	*	*
	11 - 12	3	*	*	*	*	*
	13 - 20	10	\$60,390	\$51,630	\$63,260	\$67,770	\$76,020
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$20M	10	\$54,200	\$43,610	\$54,000	\$61,360	\$76,000
	\$20M to \$50M	9	\$58,260	\$52,160	\$56,530	\$66,710	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	1	*	*	*	*	*
	1,000 - 1,999	2	*	*	*	*	*
	2,000 - 4,999	14	\$52,630	\$42,670	\$51,810	\$61,360	\$71,870
	5,000 - 9,999	4	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	14	\$54,780	\$49,330	\$54,170	\$59,230	\$74,120
	2	6	\$53,770	\$43,610	\$53,230	\$66,000	*
	3	1	*	*	*	*	*
	4	0					
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 66 - 4**  
**Salary Ranges**  
**Accounting Manager / Supervisor**

		N	average minimum	average midpoint	average maximum
Overall		4	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	1	*	*	*
	\$35M to \$50M	3	*	*	*

\* Insufficient data

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

## ACCOUNTANT

### ***Reports to: Accounting Manager/Supervisor***

**Position 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 requested.

### **Job Responsibilities**

- Prepare, pay, and file all accounts payable for the credit union. Research and resolve discrepancies.
- Prepare and enter daily and monthly general ledger transactions including investment activity and schedules, employee payroll, pension, and 401(k) entries.
- Analyze and reconcile general ledger for various accounts as assigned.
- Prepare summary journal vouchers and verify that all other journal vouchers and cash received have been properly balanced and authorized.
- 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.
- Post and reconcile the subsidiary records for the accrued income from investment accounts.
- Post investment interest checks.
- Review daily cash balances.
- Prepare the credit union's tax returns.
- Research and adjust all open items, cash imbalances, and variances.
- Set-up and run all prepaid and fixed asset items in the depreciation program.
- Prepare all inter-company elimination entries.



**Table 67 - 1**  
**Salaries**  
**Accountant**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		51	\$42,710	\$37,210	\$41,010	\$47,210	\$52,000
By credit union asset size	\$1M to \$2M	0	*	*	*	*	*
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$10M	1	*	*	*	*	*
	\$10M to \$20M	7	\$40,400	\$36,920	\$38,370	\$45,150	*
	\$20M to \$35M	20	\$45,190	\$39,490	\$43,920	\$47,290	\$63,250
	\$35M to \$50M	22	\$41,580	\$34,050	\$41,000	\$49,490	\$53,380
By region	New England	3	*	*	*	*	*
	Middle Atlantic	4	*	*	*	*	*
	East North Central	9	\$42,140	\$36,260	\$41,000	\$47,490	*
	West North Central	4	*	*	*	*	*
	South Atlantic	6	\$39,930	\$36,220	\$40,410	\$43,440	*
	East South Central	8	\$38,420	\$36,410	\$38,830	\$40,800	*
	West South Central	10	\$42,250	\$39,100	\$42,500	\$46,010	\$49,560
	Pacific	5	\$46,320	\$38,170	\$52,000	\$52,000	*
By number of full-time employees	1	1	*	*	*	*	*
	2 - 4	5	\$44,750	\$34,570	\$38,370	\$58,180	*
	5 - 9	21	\$43,450	\$36,770	\$43,010	\$47,700	\$57,760
	10 - 49	24	\$41,630	\$38,060	\$41,000	\$45,400	\$52,000
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	1	*	*	*	*	*
	3 - 4	1	*	*	*	*	*
	5 - 6	1	*	*	*	*	*
	7 - 8	3	*	*	*	*	*
	9 - 10	5	\$42,310	\$40,800	\$41,200	\$44,310	*
	11 - 12	16	\$39,760	\$35,270	\$39,410	\$45,110	\$47,540
	13 - 20	24	\$43,560	\$37,260	\$42,100	\$51,800	\$55,990
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	3	*	*	*	*	*
	\$5M to \$20M	26	\$43,260	\$37,360	\$42,170	\$46,060	\$55,430
	\$20M to \$50M	22	\$42,610	\$36,810	\$41,100	\$50,000	\$53,380
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	1	*	*	*	*	*
	1,000 - 1,999	6	\$44,570	\$36,730	\$42,730	\$50,950	*
	2,000 - 4,999	34	\$43,840	\$37,440	\$43,180	\$48,360	\$53,480
	5,000 - 9,999	10	\$39,520	\$34,380	\$39,160	\$43,650	\$50,000
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	36	\$42,980	\$36,340	\$41,990	\$47,840	\$56,170
	2	12	\$42,570	\$39,050	\$41,200	\$48,490	\$51,160
	3	1	*	*	*	*	*
	4	1	*	*	*	*	*
	5 or more	1	*	*	*	*	*

\* Insufficient data

**Table 67 - 2  
Incentives and Bonuses  
Accountant**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		49	62%	31	\$1,460
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	1	100%	1	*
	\$5M to \$10M	1	100%	1	*
	\$10M to \$20M	7	86%	6	\$1,870
	\$20M to \$35M	18	56%	9	\$1,370
	\$35M to \$50M	22	58%	14	\$1,300
By region	New England	2	50%	1	*
	Middle Atlantic	4	40%	2	*
	East North Central	9	56%	5	\$1,330
	West North Central	4	50%	2	*
	South Atlantic	6	83%	4	*
	East South Central	7	37%	3	*
	West South Central	10	100%	10	\$1,490
	Mountain	2	100%	2	*
	Pacific	5	40%	2	*
By number of full-time employees	1	1	100%	1	*
	2 - 4	5	60%	3	*
	5 - 9	20	70%	14	\$1,450
	10 - 49	23	56%	13	\$1,160
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	1	100%	1	*
	3 - 4	1	100%	1	*
	5 - 6	1	100%	1	*
	7 - 8	2	100%	2	*
	9 - 10	5	60%	3	*
	11 - 12	16	87%	13	\$950
	13 - 20	23	40%	10	\$1,550
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	3	100%	3	*
	\$5M to \$20M	25	64%	16	\$1,540
	\$20M to \$50M	21	57%	12	\$1,300
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	1	100%	1	*
	1,000 - 1,999	6	83%	5	\$1,160
	2,000 - 4,999	32	62%	19	\$1,480
	5,000 - 9,999	10	50%	6	\$1,680
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	34	64%	21	\$1,450
	2	12	69%	9	\$1,470
	3	1	0%	0	
	4	1	100%	1	*
	5 or more	1	0%	0	

\* Insufficient data

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

**Table 67 - 3**  
**Total Cash Compensation**  
**Accountant**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		51	\$43,560	\$37,440	\$43,000	\$47,900	\$55,000
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$10M	1	*	*	*	*	*
	\$10M to \$20M	7	\$42,010	\$37,440	\$39,870	\$45,650	*
	\$20M to \$35M	20	\$45,800	\$40,230	\$45,000	\$47,470	\$63,310
	\$35M to \$50M	22	\$42,340	\$34,730	\$42,100	\$49,610	\$55,690
By region	New England	3	*	*	*	*	*
	Middle Atlantic	4	*	*	*	*	*
	East North Central	9	\$42,890	\$36,600	\$43,000	\$48,870	*
	West North Central	4	*	*	*	*	*
	South Atlantic	6	\$41,020	\$37,500	\$42,400	\$43,850	*
	East South Central	8	\$38,890	\$37,330	\$38,830	\$41,540	*
	West South Central	10	\$43,740	\$39,890	\$43,870	\$47,640	\$54,000
	Pacific	2	*	*	*	*	*
By number of full-time employees	1	1	*	*	*	*	*
	2 - 4	5	\$46,240	\$35,150	\$39,870	\$60,480	*
	5 - 9	21	\$44,410	\$37,400	\$43,580	\$47,980	\$59,850
	10 - 49	24	\$42,210	\$38,300	\$42,100	\$45,840	\$52,720
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	1	*	*	*	*	*
	3 - 4	1	*	*	*	*	*
	5 - 6	1	*	*	*	*	*
	7 - 8	3	*	*	*	*	*
	9 - 10	5	\$43,030	\$41,950	\$42,500	\$44,310	*
	11 - 12	16	\$40,530	\$36,380	\$40,000	\$45,530	\$47,760
	13 - 20	24	\$44,160	\$37,420	\$43,000	\$52,000	\$57,720
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	3	*	*	*	*	*
	\$5M to \$20M	26	\$44,200	\$38,270	\$43,310	\$46,400	\$57,750
	\$20M to \$50M	22	\$43,260	\$37,370	\$42,350	\$50,000	\$55,690
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	1	*	*	*	*	*
	1,000 - 1,999	6	\$45,530	\$38,030	\$43,230	\$52,780	*
	2,000 - 4,999	34	\$44,670	\$38,310	\$43,800	\$49,160	\$55,740
	5,000 - 9,999	10	\$40,370	\$34,760	\$40,670	\$44,950	\$50,000
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	36	\$43,820	\$37,210	\$43,000	\$48,410	\$56,870
	2	12	\$43,580	\$40,010	\$43,000	\$48,740	\$53,760
	3	1	*	*	*	*	*
	4	1	*	*	*	*	*
5 or more	1	*	*	*	*	*	

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 67 - 4  
Salary Ranges  
Accountant**

		N	average minimum	average midpoint	average maximum
Overall		13	\$35,940	\$44,690	\$53,430
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	2	*	*	*
	\$20M to \$35M	6	\$35,900	\$44,640	\$53,390
	\$35M to \$50M	5	\$35,420	\$45,450	\$55,480

\* Insufficient data

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

## ACCOUNTING CLERK

**Reports to:** *Accounting Manager/Supervisor*

**Position 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.

### **Job Responsibilities**

- Perform a variety of activities to assist the manager in maintaining the financial, statistical, and accounting records of the credit union.
- 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.
- 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.
- Assist share draft department in encoding errors, late returns, and other problems. Batch checks in numerical order, indicating missing stubs.
- Journalize all necessary transactions and make sure everything is in balance.
- Review and enter employee expenses into the general ledger.
- Post some general ledger entries, and proof totals with the general ledger system. File and store general ledger journals daily.
- Prepare accounts payable checks after receiving proper authorization.
- 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.
- Reconcile MasterCard statements and share draft statements.
- Deposit mortgage checks from the settlement companies.
- Maintain working knowledge of various account software programs.

**Table 68 - 1**  
**Salaries**  
**Accounting Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		34	\$35,330	\$30,620	\$34,780	\$38,860	\$44,000
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	1	*	*	*	*	*
	\$10M to \$20M	5	\$35,800	\$29,180	\$33,000	\$43,860	*
	\$20M to \$35M	17	\$37,100	\$32,760	\$36,500	\$40,140	\$44,130
	\$35M to \$50M	11	\$33,310	\$30,000	\$33,040	\$35,990	\$39,460
By region	New England	1	*	*	*	*	*
	Middle Atlantic	1	*	*	*	*	*
	East North Central	14	\$34,870	\$30,400	\$33,890	\$37,330	\$44,060
	West North Central	0					
	South Atlantic	5	\$31,850	\$25,490	\$34,110	\$36,570	*
	East South Central	6	\$34,190	\$27,760	\$33,410	\$40,820	*
	West South Central	4	*	*	*	*	*
	Pacific	2	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	4	*	*	*	*	*
	5 - 9	13	\$37,730	\$32,110	\$33,810	\$44,020	\$50,680
	10 - 49	17	\$34,560	\$30,000	\$35,880	\$37,480	\$40,100
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	1	*	*	*	*	*
	9 - 10	2	*	*	*	*	*
	11 - 12	12	\$35,430	\$30,580	\$36,500	\$40,420	\$43,870
	13 - 20	19	\$36,360	\$32,510	\$35,880	\$38,880	\$44,110
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$20M	22	\$35,620	\$30,000	\$34,680	\$40,040	\$44,080
	\$20M to \$50M	10	\$35,050	\$33,000	\$34,780	\$36,500	\$39,750
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	4	*	*	*	*	*
	2,000 - 4,999	23	\$37,190	\$32,400	\$37,220	\$40,960	\$44,080
	5,000 - 9,999	7	\$33,330	\$30,000	\$34,320	\$35,880	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	21	\$35,640	\$30,950	\$33,440	\$40,640	\$44,100
	2	6	\$36,700	\$33,820	\$37,200	\$40,050	*
	3	4	*	*	*	*	*
	4	2	*	*	*	*	*
	5 or more	1	*	*	*	*	*

\* Insufficient data

**Table 68 - 2  
Incentives and Bonuses  
Accounting Clerk**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		34	68%	22	\$1,170
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	1	0%	0	
	\$10M to \$20M	5	40%	2	*
	\$20M to \$35M	17	89%	14	\$1,060
	\$35M to \$50M	11	50%	6	\$1,330
By region	New England	1	0%	0	
	Middle Atlantic	1	100%	1	*
	East North Central	14	75%	11	\$1,030
	West North Central	0		0	
	South Atlantic	5	66%	2	*
	East South Central	6	51%	3	*
	West South Central	4	75%	3	*
	Mountain Pacific	1 2	100% 50%	1 1	* *
By number of full-time employees	1	0		0	
	2 - 4	4	0%	0	
	5 - 9	13	78%	10	\$1,260
	10 - 49	17	75%	12	\$1,110
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	1	0%	0	
	9 - 10	2	100%	2	*
	11 - 12	12	62%	6	\$820
	13 - 20	19	72%	14	\$1,270
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	2	0%	0	
	\$5M to \$20M	22	67%	15	\$1,060
	\$20M to \$50M	10	82%	7	\$1,430
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	4	74%	3	*
	2,000 - 4,999	23	72%	15	\$1,250
	5,000 - 9,999	7	56%	4	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	21	69%	13	\$1,280
	2	6	67%	4	*
	3	4	75%	3	*
	4	2	33%	1	*
	5 or more	1	100%	1	*

\* Insufficient data

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

**Table 68 - 3**  
**Total Cash Compensation**  
**Accounting Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		34	\$36,060	\$30,780	\$35,000	\$40,480	\$44,130
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	1	*	*	*	*	*
	\$10M to \$20M	5	\$36,430	\$30,740	\$33,000	\$43,860	*
	\$20M to \$35M	17	\$37,930	\$34,260	\$36,630	\$41,330	\$45,500
	\$35M to \$50M	11	\$33,980	\$30,080	\$34,370	\$36,900	\$40,790
By region	New England	1	*	*	*	*	*
	Middle Atlantic	1	*	*	*	*	*
	East North Central	14	\$35,640	\$30,760	\$34,890	\$39,450	\$44,180
	West North Central	0					
	South Atlantic	5	\$32,580	\$27,460	\$34,110	\$37,010	*
	East South Central	6	\$34,580	\$27,880	\$33,910	\$41,480	*
	West South Central	4	*	*	*	*	*
	Pacific	2	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	4	*	*	*	*	*
	5 - 9	13	\$38,700	\$32,690	\$35,000	\$44,350	\$52,430
	10 - 49	17	\$35,280	\$30,270	\$36,500	\$38,800	\$41,040
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	1	*	*	*	*	*
	9 - 10	2	*	*	*	*	*
	11 - 12	12	\$35,820	\$30,710	\$36,500	\$41,350	\$44,750
	13 - 20	19	\$37,270	\$34,290	\$36,630	\$40,480	\$44,480
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$20M	22	\$36,330	\$30,060	\$35,640	\$41,210	\$45,040
	\$20M to \$50M	10	\$35,960	\$34,410	\$35,000	\$37,600	\$40,880
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	4	*	*	*	*	*
	2,000 - 4,999	23	\$37,990	\$33,380	\$38,770	\$41,360	\$45,040
	5,000 - 9,999	7	\$33,840	\$30,170	\$34,320	\$36,630	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	21	\$36,400	\$31,000	\$34,910	\$41,260	\$45,250
	2	6	\$37,370	\$33,890	\$38,200	\$41,340	*
	3	4	*	*	*	*	*
	4	2	*	*	*	*	*
	5 or more	1	*	*	*	*	*

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.



**Table 68 - 4  
Salary Ranges  
Accounting Clerk**

		N	average minimum	average midpoint	average maximum
Overall		14	\$28,060	\$33,580	\$39,100
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	1	*	*	*
	\$20M to \$35M	5	\$29,460	\$35,260	\$41,060
	\$35M to \$50M	8	\$27,650	\$33,290	\$38,930

\* Insufficient data

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

## BRANCH OPERATIONS VP

### **Reports to: Executive VP/Assistant Manager**

**Position Purpose:** Direct all aspects of the operations of multiple branches to ensure effective and efficient operations, quality of member service, and compliance with existing regulations and policies for each location. Participate in the strategic planning and management of credit union branches.

### **Job Responsibilities**

- Participate in the credit union's long- and short-term strategic planning as it relates to branch operations.
- Establish strategic planning parameters and monitor compliance with goals and objectives.
- Communicate goals and direction with branch managers to ensure clear understanding of rules, regulations, requirements, and expectations.
- Implement and monitor procedures to comply with credit union policies and governmental rules and regulations. Work with other department heads to maintain consistency in credit union policies and procedures. Develop and apply new policies and procedures for branch operations.
- Ensure the security and safety of each branch.
- Hire and oversee branch managers directly and branch staff indirectly. Maintain a well-trained, highly motivated staff.
- Prepare budget for branches and ATM networks and track on an ongoing basis for adherence.
- Oversee the development and monitoring of performance standards. Provide mentoring and coaching to support and develop managers and staff.
- Develop and/or assist in the development of training for branch personnel.
- Oversee the lending functions of the branches through branch managers. Monitor adherence to sound credit practices and administration policies.
- Assist branch managers in resolving complex member complaints.
- Keep abreast of changes in the industry and changing trends in lending and react to changes in a way that maintains competitiveness.

**Table 69 - 1**  
**Salaries**  
**Branch Operations VP (head of branch ops.)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		8	\$49,690	\$38,760	\$49,480	\$59,660	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	2	*	*	*	*	*
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$35M	2	*	*	*	*	*
	\$35M to \$50M	2	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	2	*	*	*	*	*
	East North Central	0					
	West North Central	1	*	*	*	*	*
	South Atlantic	1	*	*	*	*	*
	East South Central	2	*	*	*	*	*
	West South Central	1	*	*	*	*	*
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	2	*	*	*	*	*
	5 - 9	3	*	*	*	*	*
	10 - 49	3	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	1	*	*	*	*	*
	5 - 6	1	*	*	*	*	*
	7 - 8	0					
	9 - 10	2	*	*	*	*	*
	11 - 12	1	*	*	*	*	*
By amount of loans outstanding	13 - 20	3	*	*	*	*	*
	\$500,000 to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$20M	4	*	*	*	*	*
	\$20M to \$50M	3	*	*	*	*	*
	\$50M to \$100M	0					
By number of members	\$100M to \$200M	0					
	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	2	*	*	*	*	*
	2,000 - 4,999	4	*	*	*	*	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
Number of branch offices	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
	1	4	*	*	*	*	*
	2	3	*	*	*	*	*
3	1	*	*	*	*	*	
4	0						
5 or more	0						

\* Insufficient data

**Table 69 - 2  
Incentives and Bonuses  
Branch Operations VP (head of branch ops.)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		7	72%	5	\$4,180
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	2	50%	1	*
	\$10M to \$20M	2	50%	1	*
	\$20M to \$35M	1	100%	1	*
	\$35M to \$50M	2	100%	2	*
By region	New England	0		0	
	Middle Atlantic	2	52%	1	*
	East North Central	0		0	
	West North Central	1	100%	1	*
	South Atlantic	1	100%	1	*
	East South Central	1	0%	0	
	West South Central	1	100%	1	*
	Pacific	1	100%	1	*
By number of full-time employees	1	0		0	
	2 - 4	2	50%	1	*
	5 - 9	2	50%	1	*
	10 - 49	3	100%	3	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	1	100%	1	*
	5 - 6	1	0%	0	
	7 - 8	0		0	
	9 - 10	2	52%	1	*
	11 - 12	1	100%	1	*
By amount of loans outstanding	13 - 20	2	100%	2	*
	\$500,000 to \$2M	0		0	
	\$2M to \$5M	1	100%	1	*
	\$5M to \$20M	3	33%	1	*
	\$20M to \$50M	3	100%	3	*
	\$50M to \$100M	0		0	
By number of members	\$100M to \$200M	0		0	
	\$200M or more	0		0	
	1 - 999	0		0	
	1,000 - 1,999	2	50%	1	*
	2,000 - 4,999	3	68%	2	*
	5,000 - 9,999	2	100%	2	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
60,000 or more	0		0		
Number of branch offices	1	4	75%	3	*
	2	3	68%	2	*
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 69 - 3**  
**Total Cash Compensation**  
**Branch Operations VP (head of branch ops.)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		8	\$52,320	\$40,330	\$56,010	\$59,820	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	2	*	*	*	*	*
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$35M	2	*	*	*	*	*
	\$35M to \$50M	2	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	2	*	*	*	*	*
	East North Central	0					
	West North Central	1	*	*	*	*	*
	South Atlantic	1	*	*	*	*	*
	East South Central	2	*	*	*	*	*
	West South Central	1	*	*	*	*	*
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	2	*	*	*	*	*
	5 - 9	3	*	*	*	*	*
	10 - 49	3	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	1	*	*	*	*	*
	5 - 6	1	*	*	*	*	*
	7 - 8	0					
	9 - 10	2	*	*	*	*	*
	11 - 12	1	*	*	*	*	*
	13 - 20	3	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$20M	4	*	*	*	*	*
	\$20M to \$50M	3	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	2	*	*	*	*	*
	2,000 - 4,999	4	*	*	*	*	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	4	*	*	*	*	*
	2	3	*	*	*	*	*
	3	1	*	*	*	*	*
4	0						
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 69 - 4**  
**Salary Ranges**  
**Branch Operations VP (head of branch ops.)**

		N	average minimum	average midpoint	average maximum
Overall		3	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	1	*	*	*
	\$10M to \$20M	0			
	\$20M to \$35M	1	*	*	*
	\$35M to \$50M	1	*	*	*

\* Insufficient data

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

## BRANCH MANAGER II

**Reports to: Branch Operations VP**

**Position 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 ten or more full-time employees.

### **Job Responsibilities**

- Maintain a highly motivated, well-trained staff, maintaining effective employee relations.
- Recommend, implement, and supervise the budget for the branch.
- 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.
- Recruit and select quality applicants for vacancies, ensuring that the credit union is adequately staffed with competent employees.
- Evaluate the job performance of branch office staff to ensure quality of work and service to members. Recommend salary increases.
- Work with internal auditor to ensure compliance with internal controls.
- Monitor branch activity, including number of transactions, volume, teller errors, loan volume, teller and personal sales, and new accounts.
- Monitor key products and sales within branch to ensure profitable and sound business practices and a high quality of service for members.
- Manage the security and safety of the branch. Analyze and monitor security and safety policies and procedures on an on-going basis.
- Ensure that staff receives on-going training on security and robbery procedures.
- Schedule adequate staff to ensure efficient branch operation.
- Conduct loan interviews. Process, approve and/or close loans.
- Monitor branch operations to ensure a consistent, professional approach.
- Assist staff or members in solving complex account problems.
- Create and maintain a cross-selling environment within the branch. Train employees to maximize opportunities to sell products.

**Table 70 - 1**  
**Salaries**  
**Branch Manager II**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		18	\$44,120	\$38,000	\$41,910	\$50,000	\$60,000
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	1	*	*	*	*	*
	\$20M to \$35M	10	\$47,490	\$38,160	\$49,020	\$52,510	\$64,510
	\$35M to \$50M	7	\$38,440	\$34,710	\$38,370	\$41,560	*
By region	New England	1	*	*	*	*	*
	Middle Atlantic	1	*	*	*	*	*
	East North Central	3	*	*	*	*	*
	West North Central	0					
	South Atlantic	4	*	*	*	*	*
	East South Central	3	*	*	*	*	*
	West South Central	2	*	*	*	*	*
	Mountain Pacific	2 2	* *	* *	* *	* *	* *
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	7	\$48,550	\$38,200	\$48,040	\$56,570	*
	10 - 49	11	\$41,560	\$34,710	\$39,430	\$48,500	\$57,000
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	1	*	*	*	*	*
	11 - 12	4	*	*	*	*	*
	13 - 20	13	\$45,290	\$37,850	\$44,000	\$50,310	\$62,860
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	11	\$46,050	\$37,690	\$48,040	\$56,570	\$64,000
	\$20M to \$50M	7	\$41,490	\$38,370	\$41,210	\$44,280	*
	\$50M to \$100M	0					
	\$100M to \$200M \$200M or more	0 0					
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	11	\$46,100	\$38,200	\$48,040	\$50,630	\$63,360
	5,000 - 9,999	6	\$41,940	\$38,000	\$38,370	\$44,000	*
	10,000 - 19,999	1	*	*	*	*	*
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	5	\$46,170	\$41,210	\$44,370	\$51,660	*
	2	7	\$43,620	\$37,820	\$38,370	\$50,490	*
	3	4	*	*	*	*	*
	4	0					
	5 or more	2	*	*	*	*	*

\* Insufficient data



**Table 70 - 2  
Incentives and Bonuses  
Branch Manager II**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		16	82%	13	\$1,660
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	1	100%	1	*
	\$20M to \$35M	8	88%	7	\$1,590
	\$35M to \$50M	7	75%	5	\$1,980
By region	New England	1	100%	1	*
	Middle Atlantic	1	100%	1	*
	East North Central	2	50%	1	*
	West North Central	0		0	
	South Atlantic	4	100%	4	*
	East South Central	3	33%	1	*
	West South Central	2	100%	2	*
	Mountain Pacific	1 2	100% 100%	1 2	* *
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	7	86%	6	\$1,590
	10 - 49	9	80%	7	\$1,720
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	1	100%	1	*
	11 - 12	3	75%	2	*
	13 - 20	12	83%	10	\$1,630
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	9	89%	8	\$1,770
	\$20M to \$50M	7	75%	5	\$1,520
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	9	89%	8	\$1,300
	5,000 - 9,999	6	71%	4	*
	10,000 - 19,999	1	100%	1	*
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	5	80%	4	*
	2	5	100%	5	\$2,380
	3	4	75%	3	*
	4	0		0	
	5 or more	2	50%	1	*

\* Insufficient data

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

**Table 70 - 3**  
**Total Cash Compensation**  
**Branch Manager II**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		18	\$45,340	\$39,700	\$42,660	\$51,370	\$61,000
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	1	*	*	*	*	*
	\$20M to \$35M	10	\$48,600	\$39,660	\$50,270	\$53,390	\$66,760
	\$35M to \$50M	7	\$39,920	\$36,090	\$41,370	\$42,350	*
By region	New England	1	*	*	*	*	*
	Middle Atlantic	1	*	*	*	*	*
	East North Central	3	*	*	*	*	*
	West North Central	0					
	South Atlantic	4	*	*	*	*	*
	East South Central	3	*	*	*	*	*
	West South Central	2	*	*	*	*	*
	Mountain Pacific	2	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	7	\$49,910	\$39,700	\$50,540	\$56,770	*
	10 - 49	11	\$42,710	\$36,090	\$41,380	\$48,500	\$57,960
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	1	*	*	*	*	*
	11 - 12	4	*	*	*	*	*
	13 - 20	13	\$46,540	\$39,610	\$44,000	\$51,450	\$64,640
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	11	\$47,330	\$39,500	\$50,000	\$56,770	\$66,110
	\$20M to \$50M	7	\$42,630	\$41,370	\$42,030	\$44,280	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	11	\$47,050	\$39,700	\$50,000	\$51,500	\$65,290
	5,000 - 9,999	6	\$43,260	\$39,500	\$41,370	\$44,000	*
	10,000 - 19,999	1	*	*	*	*	*
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	5	\$47,040	\$42,040	\$44,370	\$53,190	*
	2	7	\$45,400	\$40,090	\$41,370	\$51,130	*
	3	4	*	*	*	*	*
	4	0					
	5 or more	2	*	*	*	*	*

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 70 - 4  
Salary Ranges  
Branch Manager II**

		N	average minimum	average midpoint	average maximum
Overall		9	\$36,840	\$43,980	\$51,120
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	5	\$41,110	\$46,990	\$52,870
	\$35M to \$50M	4	*	*	*

\* Insufficient data

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

## BRANCH MANAGER I

**Reports to:** *Branch Operations VP*

**Position 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.

### **Job Responsibilities**

- Maintain a highly motivated, well-trained staff, maintaining effective employee relations.
- Implement and monitor the budget for the branch.
- 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.
- Evaluate the job performance of branch office staff to ensure quality of work and service to members.
- Monitor branch activity, including number of transactions, volume, teller errors, loan volume, teller and loan personal sales, and new accounts.
- Monitor key products and sales within branch to ensure profitable and sound business practices and a high quality of service for members.
- Manage the security and safety of the branch. Analyze and monitor security and safety policies and procedures on an on-going basis.
- Ensure that staff receives on-going training on security and robbery procedures.
- Schedule adequate staff to ensure efficient branch operation.
- Conduct loan interviews. Process, approve and/or close loans.
- Monitor branch operations to ensure a consistent, professional approach.
- Assist staff or members in solving complex account problems.
- Create and maintain a cross-selling environment within the branch.

**Table 71 - 1**  
**Salaries**  
**Branch Manager I**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		27	\$44,030	\$35,360	\$42,310	\$53,630	\$53,630
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$35M	13	\$45,240	\$37,870	\$43,950	\$53,630	\$53,630
	\$35M to \$50M	12	\$46,610	\$39,000	\$45,000	\$53,000	\$69,470
By region	New England	1	*	*	*	*	*
	Middle Atlantic	2	*	*	*	*	*
	East North Central	9	\$46,800	\$42,470	\$53,000	\$53,630	*
	West North Central	1	*	*	*	*	*
	South Atlantic	3	*	*	*	*	*
	East South Central	3	*	*	*	*	*
	West South Central	3	*	*	*	*	*
	Mountain Pacific	3 2	* *	* *	* *	* *	* *
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	8	\$39,230	\$29,580	\$32,300	\$48,730	*
	10 - 49	18	\$45,910	\$39,000	\$45,000	\$53,630	\$53,630
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	1	*	*	*	*	*
	9 - 10	2	*	*	*	*	*
	11 - 12	9	\$39,340	\$35,050	\$39,000	\$41,910	*
	13 - 20	15	\$47,800	\$40,700	\$52,800	\$53,630	\$53,630
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	15	\$41,950	\$31,690	\$41,340	\$53,630	\$53,630
	\$20M to \$50M	12	\$47,340	\$39,000	\$43,800	\$53,000	\$69,310
	\$50M to \$100M	0					
	\$100M to \$200M \$200M or more	0 0					
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	13	\$39,640	\$30,400	\$35,860	\$44,120	\$61,930
	5,000 - 9,999	14	\$46,940	\$39,000	\$50,000	\$53,630	\$53,630
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	5	\$52,700	\$41,660	\$49,940	\$65,030	*
	2	11	\$44,020	\$37,950	\$42,180	\$52,850	\$60,600
	3	8	\$34,870	\$29,990	\$34,480	\$39,000	*
	4	1	*	*	*	*	*
	5 or more	2	*	*	*	*	*

\* Insufficient data

**Table 71 - 2  
Incentives and Bonuses  
Branch Manager I**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		25	80%	19	\$2,000
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	2	40%	1	*
	\$20M to \$35M	11	90%	9	\$2,110
	\$35M to \$50M	12	80%	9	\$1,960
By region	New England	1	100%	1	*
	Middle Atlantic	2	50%	1	*
	East North Central	8	72%	5	\$1,320
	West North Central	0		0	
	South Atlantic	3	100%	3	*
	East South Central	3	33%	1	*
	West South Central	3	100%	3	*
	Mountain	3	100%	3	*
	Pacific	2	100%	2	*
By number of full-time employees	1	0		0	
	2 - 4	1	0%	0	
	5 - 9	8	68%	6	\$2,680
	10 - 49	16	89%	13	\$1,780
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	1	100%	1	*
	9 - 10	2	27%	1	*
	11 - 12	7	83%	5	\$3,030
	13 - 20	15	87%	12	\$1,510
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	13	71%	8	\$1,700
	\$20M to \$50M	12	94%	11	\$2,330
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	11	67%	8	\$3,480
	5,000 - 9,999	14	88%	11	\$1,330
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	5	80%	4	*
	2	10	84%	8	\$1,480
	3	7	70%	5	\$2,500
	4	1	0%	0	
	5 or more	2	100%	2	*

\* Insufficient data

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

**Table 71 - 3  
Total Cash Compensation  
Branch Manager I**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		27	\$45,560	\$39,210	\$42,900	\$54,630	\$55,200
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$35M	13	\$46,970	\$41,270	\$43,950	\$54,630	\$54,630
	\$35M to \$50M	12	\$48,180	\$40,300	\$45,000	\$55,200	\$72,110
By region	New England	1	*	*	*	*	*
	Middle Atlantic	2	*	*	*	*	*
	East North Central	9	\$47,690	\$43,340	\$54,630	\$54,630	*
	West North Central	1	*	*	*	*	*
	South Atlantic	3	*	*	*	*	*
	East South Central	3	*	*	*	*	*
	West South Central	3	*	*	*	*	*
	Mountain Pacific	3 2	* *	* *	* *	* *	* *
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	8	\$41,040	\$30,280	\$33,420	\$49,790	*
	10 - 49	18	\$47,380	\$40,810	\$45,000	\$54,630	\$55,200
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	1	*	*	*	*	*
	9 - 10	2	*	*	*	*	*
	11 - 12	9	\$41,500	\$39,670	\$41,270	\$41,910	*
	13 - 20	15	\$49,110	\$42,900	\$53,960	\$54,630	\$55,200
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	15	\$43,080	\$31,810	\$42,520	\$54,630	\$54,630
	\$20M to \$50M	12	\$49,530	\$40,300	\$44,230	\$55,200	\$71,560
	\$50M to \$100M	0					
	\$100M to \$200M \$200M or more	0 0					
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	13	\$41,700	\$31,550	\$41,560	\$44,120	\$69,910
	5,000 - 9,999	14	\$48,120	\$40,300	\$50,000	\$54,630	\$55,200
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	5	\$56,120	\$42,730	\$51,190	\$71,920	*
	2	11	\$45,190	\$38,650	\$42,690	\$54,260	\$62,410
	3	8	\$36,500	\$31,640	\$37,940	\$41,560	*
	4	1	*	*	*	*	*
	5 or more	2	*	*	*	*	*

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 71 - 4  
Salary Ranges  
Branch Manager I**

		N	average minimum	average midpoint	average maximum
Overall		13	\$40,180	\$47,740	\$55,290
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	1	*	*	*
	\$20M to \$35M	6	\$38,970	\$44,990	\$51,010
	\$35M to \$50M	6	\$43,210	\$53,180	\$63,140

\* Insufficient data

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



## ASSISTANT BRANCH MANAGER II

**Reports to:** *Branch Manager II*

**Position Purpose:** Assist the branch manager with the overall operation of the credit union branch. Assume responsibility for the branch when the branch manager is absent. Work at a branch with at least ten full-time employees.

### **Job Responsibilities**

- Assist the Branch Manager with the operations of the branch. Schedule staff, answer routine to complex questions on products and services, policies and procedures, or rules and regulations.
- Assist the Branch Manager with branch security at all levels to include open/close of the facility, vault, and safe deposit. Ensure that staff receives on-going training on security and robbery procedures.
- Apply policies and procedures for the branch.
- Provide back-up assistance in member services. May function as head teller or MSR on an as-needed basis, filling in for peak coverage or shortages.
- Monitor work of member service reps and tellers to ensure the highest level of quality service to members.
- Act as a loan officer with an assigned level of authority.
- Provide input into performance reviews of branch staff.
- Assist staff or members in solving complex account problems.
- Maintain a cross-selling environment within the branch.
- Act as Branch Manager II in the absence of that person.

**Table 72 - 1**  
**Salaries**  
**Assistant Branch Manager II**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		2	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	2	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	2	*	*	*	*	*
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	2	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M or more	0					
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	0					
	2	2	*	*	*	*	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 72 - 2  
Incentives and Bonuses  
Assistant Branch Manager II**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		2	100%	2	*
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	0		0	
	\$35M to \$50M	2	100%	2	*
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	2	100%	2	*
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	0		0	
	Mountain	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	2	100%	2	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	0		0	
	13 - 20	2	100%	2	*
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	2	100%	2	*
	\$20M to \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	1	100%	1	*
	5,000 - 9,999	1	100%	1	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	0		0	
	2	2	100%	2	*
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 72 - 3  
Total Cash Compensation  
Assistant Branch Manager II**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		2	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	2	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	2	*	*	*	*	*
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	2	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M or more	0					
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	0					
	2	2	*	*	*	*	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 72 - 4  
Salary Ranges  
Assistant Branch Manager II**

		N	average minimum	average midpoint	average maximum
Overall		0			
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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

## ASSISTANT BRANCH MANAGER I

**Reports to: Branch Manager I**

**Position Purpose:** Assist the branch manager with the overall operation of the credit union branch. Assume responsibility for the branch when the branch manager is absent. Work at a branch with less than ten full-time employees.

### **Job Responsibilities**

- Assist the Branch Manager with the operations of the branch. May include scheduling staff, answering questions on products and services, policies and procedures, or rules and regulations.
- Assist the Branch Manager with branch security at all levels to include open/close of the facility, vault, and safe deposit.
- Apply policies and procedures for the branch.
- May function as a teller or MSR on an as-needed basis, filling in for peak schedules or for an absence or shortage on the teller line.
- May function as a head teller in scheduling, ordering cash, balancing, etc.
- Act as a loan officer with an assigned level of authority.
- Assist staff or members in solving account problems.
- Maintain a cross-selling environment within the branch.
- Act as Branch Manager I in the absence of that person.

**Table 73 - 1**  
**Salaries**  
**Assistant Branch Manager I**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		5	\$40,270	\$31,670	\$45,100	\$46,640	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	1	*	*	*	*	*
	\$20M to \$35M	3	*	*	*	*	*
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	1	*	*	*	*	*
	Middle Atlantic	0					
	East North Central	2	*	*	*	*	*
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	1	*	*	*	*	*
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	2	*	*	*	*	*
	5 - 9	1	*	*	*	*	*
	10 - 49	2	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	1	*	*	*	*	*
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	2	*	*	*	*	*
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	1	*	*	*	*	*
	\$2M to \$5M	0					
	\$5M to \$20M	3	*	*	*	*	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	2	*	*	*	*	*
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	2	*	*	*	*	*
	2	1	*	*	*	*	*
	3	1	*	*	*	*	*
	4	0					
	5 or more	1	*	*	*	*	*

\* Insufficient data

**Table 73 - 2  
Incentives and Bonuses  
Assistant Branch Manager I**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		5	59%	3	*
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	1	100%	1	*
	\$20M to \$35M	3	67%	2	*
	\$35M to \$50M	1	0%	0	
By region	New England	1	0%	0	
	Middle Atlantic	0		0	
	East North Central	2	100%	2	*
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	1	0%	0	
	Mountain	0		0	
	Pacific	1	100%	1	*
By number of full-time employees	1	0		0	
	2 - 4	2	50%	1	*
	5 - 9	1	100%	1	*
	10 - 49	2	50%	1	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	1	100%	1	*
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	2	48%	1	*
By amount of loans outstanding	13 - 20	2	50%	1	*
	\$500,000 to \$2M	1	100%	1	*
	\$2M to \$5M	0		0	
	\$5M to \$20M	3	66%	2	*
	\$20M to \$50M	1	0%	0	
	\$50M to \$100M	0		0	
By number of members	\$100M to \$200M	0		0	
	\$200M or more	0		0	
	1 - 999	0		0	
	1,000 - 1,999	2	50%	1	*
	2,000 - 4,999	1	100%	1	*
	5,000 - 9,999	2	50%	1	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
50,000 - 59,999	0		0		
Number of branch offices	60,000 or more	0		0	
	1	2	50%	1	*
	2	1	100%	1	*
	3	1	0%	0	
	4	0		0	
5 or more	1	100%	1	*	

\* Insufficient data

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



**Table 73 - 3  
Total Cash Compensation  
Assistant Branch Manager I**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		5	\$41,040	\$31,920	\$46,600	\$47,590	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	1	*	*	*	*	*
	\$20M to \$35M	3	*	*	*	*	*
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	1	*	*	*	*	*
	Middle Atlantic	0					
	East North Central	2	*	*	*	*	*
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	1	*	*	*	*	*
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	2	*	*	*	*	*
	5 - 9	1	*	*	*	*	*
	10 - 49	2	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	1	*	*	*	*	*
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	2	*	*	*	*	*
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	1	*	*	*	*	*
	\$2M to \$5M	0					
	\$5M to \$20M	3	*	*	*	*	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	2	*	*	*	*	*
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
Number of branch offices	50,000 - 59,999	0					
	60,000 or more	0					
	1	2	*	*	*	*	*
	2	1	*	*	*	*	*
	3	1	*	*	*	*	*
4	0						
5 or more	1	*	*	*	*	*	

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 73 - 4**  
**Salary Ranges**  
**Assistant Branch Manager I**

		N	average minimum	average midpoint	average maximum
Overall		1	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	1	*	*	*
	\$35M to \$50M	0			

\* Insufficient data

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

## CALL CENTER VP

**Reports to:** *Member Service VP or Executive VP/Assistant Manager*

**Position Purpose:** Direct all aspects of the operations of the call center to ensure effective and efficient response time, quality of member service, and compliance with existing regulations and policies. Participate in the strategic planning of call center activities. Oversee the management of staff, ensuring accurate and efficient service to members.

### **Job Responsibilities**

- Responsible for the planning, coordination, and direction of the call center, including incoming calls and, if applicable, outgoing calls, and/or automated/predictive/call-back solutions.
- Implement and monitor call center procedures to comply with credit union policies and governmental rules and regulations. Review and recommend revisions as needed in the procedures used within the call center.
- Assure that the call center work stations are adequately equipped and staffed with personnel trained on all credit union products and services to professionally assist members.
- Develop and/or assist in the development of training for call center personnel on systems, products and services, policies and procedures, and governmental rules and regulations.
- Prepare budget for call center and track on ongoing basis for adherence.
- Monitor call reports. Analyze employee efficiency, response time, accuracy, new business, and member satisfaction to ensure the delivery of quality member service.
- Generate and analyze monthly reports.
- Review telephone billing and review employee usage. Develop procedures to streamline process and/or control expenses.
- Oversee the development and monitoring of performance standards. Provide mentoring and coaching to staff.
- Assist call center staff in resolving complex member issues, questions, or complaints.
- Keep abreast of changes in the industry and changing trends in lending and react to changes in a way that maintains competitiveness.

**Table 74 - 1**  
**Salaries**  
**Call Center VP (head of call center)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		0					
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
50,000 - 59,999	0						
Number of branch offices	60,000 or more	0					
	1	0					
	2	0					
	3	0					
	4	0					
5 or more	0						

\* Insufficient data

**Table 74 - 2  
Incentives and Bonuses  
Call Center VP (head of call center)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		0		0	
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	0		0	
	\$35M to \$50M	0		0	
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	0		0	
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	0		0	
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	0		0	
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
By number of members	\$200M or more	0		0	
	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	0		0	
	5,000 - 9,999	0		0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
50,000 - 59,999	0		0		
Number of branch offices	60,000 or more	0		0	
	1	0		0	
	2	0		0	
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 74 - 3  
Total Cash Compensation  
Call Center VP (head of call center)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		0					
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	0					
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
50,000 - 59,999	0						
Number of branch offices	60,000 or more	0					
	1	0					
	2	0					
	3	0					
	4	0					
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 74 - 4**  
**Salary Ranges**  
**Call Center VP (head of call center)**

		N	average minimum	average midpoint	average maximum
Overall		0			
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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

## CALL CENTER REPRESENTATIVE II

**Reports to:** *Call Center Manager*

**Position Purpose:** Provide leadership to other call center representatives and assist in problem resolution. Provide information and member support concerning the credit union and its products and services to credit union members, ensuring the highest quality of member service.

### **Job Responsibilities**

- Serve membership by providing service and information in a pleasant, professional, and efficient manner via telephone or correspondence.
- Research and solve more complex member questions, problems, and complaints concerning credit union accounts.
- Continuously check member service voice mail and reply to these calls accordingly.
- Open/close accounts, verify accounts, accept loan applications, process stop payments on share draft accounts, order cards, and answer questions regarding share accounts, share drafts, VISA cards, ATM cards, IRAs, etc.
- Monitor Negative Share Report and transfer funds from the member's available funds when possible.
- Cross-sell credit union products and services when appropriate.
- Assist members with basic questions regarding their loans.
- Assist members with remote access.
- Process incoming and outgoing wire transfers.
- Mail, fax, or e-mail new member applications, loan applications, and/or information to members and prospective members.
- Responsible for researching member inquiries to ensure proper follow up and satisfaction.
- Ensure that all credit union member- and employee-related business is kept in the strictest confidence.
- Treat all credit union members and employees with a positive and cooperative attitude.
- May cross-train or assist in cross-training other call center representatives.
- May fill in for the member service, teller, or receptionist positions when needed.



**Table 75 - 1**  
**Salaries**  
**Call Center Representative II**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		3	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	2	*	*	*	*	*
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	2	*	*	*	*	*
	West North Central	0					
	South Atlantic	0					
	East South Central	1	*	*	*	*	*
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	1	*	*	*	*	*
	10 - 49	2	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	1	*	*	*	*	*
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	2	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	2	*	*	*	*	*
	2	0					
	3	0					
	4	1	*	*	*	*	*
	5 or more	0					

\* Insufficient data

**Table 75 - 2  
Incentives and Bonuses  
Call Center Representative II**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		3	0%	0	
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	2	0%	0	
	\$35M to \$50M	1	0%	0	
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	2	0%	0	
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	1	0%	0	
	West South Central	0		0	
	Mountain Pacific	0 0		0 0	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	1	0%	0	
	10 - 49	2	0%	0	
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	1	0%	0	
	13 - 20	2	0%	0	
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	2	0%	0	
	\$20M to \$50M	1	0%	0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	2	0%	0	
	5,000 - 9,999	1	0%	0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	2	0%	0	
	2	0		0	
	3	0		0	
	4	1	0%	0	
	5 or more	0		0	

\* Insufficient data

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

**Table 75 - 3  
Total Cash Compensation  
Call Center Representative II**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		3	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	2	*	*	*	*	*
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	2	*	*	*	*	*
	West North Central	0					
	South Atlantic	0					
	East South Central	1	*	*	*	*	*
	West South Central	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	1	*	*	*	*	*
	10 - 49	2	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	1	*	*	*	*	*
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	2	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
50,000 - 59,999	0						
Number of branch offices	60,000 or more	0					
	1	2	*	*	*	*	*
	2	0					
	3	0					
	4	1	*	*	*	*	*
5 or more	0						

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.

**Table 75 - 4  
Salary Ranges  
Call Center Representative II**

		N	average minimum	average midpoint	average maximum
Overall		3	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	2	*	*	*
	\$35M to \$50M	1	*	*	*

\* Insufficient data

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

## CALL CENTER REPRESENTATIVE I

**Reports to:** *Call Center Manager*

**Position Purpose:** Provide information and customer service concerning the credit union and its products and services to credit union members, ensuring the highest quality of member service.

### **Job Responsibilities**

- Serve membership by providing service and information in a pleasant, professional, and efficient manner via telephone or correspondence.
- Continuously check member service voice mail and reply to these calls accordingly.
- Research and solve routine member questions, problems, and complaints concerning credit union accounts.
- Verify accounts, open/close accounts, accept loan applications, process stop payments on share draft accounts, order cards, and answer questions regarding share accounts, share drafts, VISA cards, ATM cards, IRAs, etc.
- Monitor Negative Share Report and transfer funds from the member's available funds when possible.
- Cross-sell credit union products and services when appropriate.
- Assist members with basic questions regarding their loans.
- Assist members with remote access.
- Process incoming and outgoing wire transfers.
- Mail, fax, or e-mail new member applications, loan applications, and/or information to members and prospective members.
- Responsible for researching member inquiries to ensure proper follow up and satisfaction.
- Ensure that all credit union member- and employee-related business is kept in the strictest confidence.
- Treat all credit union members and employees with a positive and cooperative attitude.

**Table 76 - 1**  
**Salaries**  
**Call Center Representative I**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		2	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	1	*	*	*	*	*
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	2	*	*	*	*	*
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	1	*	*	*	*	*
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M or more	0					
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	1	*	*	*	*	*
	2	0					
	3	0					
	4	1	*	*	*	*	*
	5 or more	0					

\* Insufficient data

**Table 76 - 2  
Incentives and Bonuses  
Call Center Representative I**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		2	0%	0	
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	0		0	
	\$20M to \$35M	1	0%	0	
	\$35M to \$50M	1	0%	0	
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	2	0%	0	
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	0		0	
	Mountain	0		0	
	Pacific	0		0	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	1	0%	0	
	10 - 49	1	0%	0	
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	0		0	
	13 - 20	2	0%	0	
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	2	0%	0	
	\$20M to \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	1	0%	0	
	5,000 - 9,999	1	0%	0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	1	0%	0	
	2	0		0	
	3	0		0	
	4	1	0%	0	
	5 or more	0		0	

\* Insufficient data

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

**Table 76 - 3  
Total Cash Compensation  
Call Center Representative I**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		2	*	*	*	*	*
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$35M	1	*	*	*	*	*
	\$35M to \$50M	1	*	*	*	*	*
By region	New England	0					
	Middle Atlantic	0					
	East North Central	2	*	*	*	*	*
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	0					
	Mountain	0					
	Pacific	0					
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	1	*	*	*	*	*
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M or more	0					
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	1	*	*	*	*	*
	2	0					
	3	0					
	4	1	*	*	*	*	*
	5 or more	0					

\* Insufficient data

NOTE: Total compensation mean and percentile calculations include zeroes (\$0) for the incentive/bonus part of the calculation, if the position did not receive an incentive/bonus payment - this reflects the fact that not all employees in a given position received such payments.



**Table 76 - 4  
Salary Ranges  
Call Center Representative I**

		N	average minimum	average midpoint	average maximum
Overall		1	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	1	*	*	*

\* Insufficient data

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

**Table 77 - 1  
Hourly Wage  
Part-Time President / CEO / Manager**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		50	\$24.75	\$16.98	\$22.96	\$32.27	\$38.49
By credit union asset size	\$1M to \$2M	14	\$21.02	\$15.90	\$18.75	\$20.88	\$38.11
	\$2M to \$5M	23	\$21.99	\$16.00	\$20.00	\$27.00	\$35.00
	\$5M to \$10M	6	\$29.29	\$22.56	\$29.37	\$38.00	*
	\$10M to \$20M	4	*	*	*	*	*
	\$20M to \$35M	3	*	*	*	*	*
	\$35M to \$50M	0					
By region	New England	3	*	*	*	*	*
	Middle Atlantic	7	\$26.91	\$16.66	\$23.97	\$38.37	*
	East North Central	11	\$22.45	\$16.94	\$23.76	\$28.14	\$34.38
	West North Central	6	\$28.18	\$17.27	\$24.01	\$40.44	*
	South Atlantic	6	\$23.47	\$17.99	\$23.24	\$28.53	*
	East South Central	5	\$19.26	\$16.02	\$20.00	\$22.06	*
	West South Central	6	\$26.42	\$18.28	\$26.42	\$35.68	*
	Pacific	3	*	*	*	*	*
By number of full-time employees	1	3	*	*	*	*	*
	2 - 4	4	*	*	*	*	*
	5 - 9	2	*	*	*	*	*
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	15	\$21.59	\$16.00	\$19.18	\$25.00	\$36.07
	3 - 4	10	\$27.82	\$22.44	\$25.98	\$32.60	\$48.96
	5 - 6	4	*	*	*	*	*
	7 - 8	2	*	*	*	*	*
	9 - 10	1	*	*	*	*	*
	11 - 12	1	*	*	*	*	*
	13 - 20	3	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	30	\$23.32	\$16.00	\$20.00	\$28.02	\$37.74
	\$2M to \$5M	9	\$24.74	\$18.82	\$24.39	\$30.99	*
	\$5M to \$20M	5	\$41.13	\$34.27	\$38.90	\$49.11	*
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	39	\$23.03	\$16.66	\$20.00	\$27.94	\$38.00
	1,000 - 1,999	9	\$28.81	\$21.26	\$25.00	\$37.18	*
	2,000 - 4,999	2	*	*	*	*	*
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
50,000 - 59,999	0						
Number of branch offices	60,000 or more	0					
	1	45	\$23.64	\$16.78	\$20.00	\$28.00	\$38.18
	2	1	*	*	*	*	*
	3	0					
	4	0					
5 or more	0						

\* Insufficient data

**Table 77 - 2  
Incentives and Bonuses  
Part-Time President / CEO / Manager**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		46	28%	13	\$1,140
By credit union asset size	\$1M to \$2M	14	14%	2	*
	\$2M to \$5M	19	26%	5	\$1,390
	\$5M to \$10M	6	50%	3	*
	\$10M to \$20M	4	50%	2	*
	\$20M to \$35M	3	33%	1	*
	\$35M to \$50M	0		0	
By region	New England	3	0%	0	
	Middle Atlantic	6	16%	1	*
	East North Central	10	10%	1	*
	West North Central	6	67%	4	*
	South Atlantic	5	20%	1	*
	East South Central	5	20%	1	*
	West South Central	6	66%	4	*
	Mountain Pacific	3 2	33% 0%	1 0	* *
By number of full-time employees	1	3	33%	1	*
	2 - 4	4	50%	2	*
	5 - 9	2	0%	0	
	10 - 49	1	100%	1	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	12	33%	4	*
	3 - 4	10	10%	1	*
	5 - 6	4	0%	0	
	7 - 8	2	50%	1	*
	9 - 10	1	0%	0	
	11 - 12 13 - 20	1 3	100% 32%	1 1	* *
By amount of loans outstanding	\$500,000 to \$2M	27	29%	8	\$380
	\$2M to \$5M	9	34%	3	*
	\$5M to \$20M	5	40%	2	*
	\$20M to \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M \$200M or more	0 0		0 0	
By number of members	1 - 999	36	25%	9	\$440
	1,000 - 1,999	8	37%	3	*
	2,000 - 4,999	2	52%	1	*
	5,000 - 9,999	0		0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	41	24%	10	\$1,350
	2	1	100%	1	*
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 77 - 3**  
**Salary Ranges**  
**Part-Time President / CEO / Manager**

		N	average minimum	average midpoint	average maximum
Overall		4	*	*	*
By credit union asset size	\$1M to \$2M	1	*	*	*
	\$2M to \$5M	1	*	*	*
	\$5M to \$10M	1	*	*	*
	\$10M to \$20M	1	*	*	*
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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

**Table 78 - 1**  
**Hourly Wage**  
**Part-Time Executive VP or Assistant Manager**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		24	\$19.69	\$13.91	\$17.00	\$23.59	\$31.98
By credit union asset size	\$1M to \$2M	3	*	*	*	*	*
	\$2M to \$5M	12	\$17.85	\$13.50	\$17.75	\$21.75	\$25.69
	\$5M to \$10M	2	*	*	*	*	*
	\$10M to \$20M	4	*	*	*	*	*
	\$20M to \$35M	3	*	*	*	*	*
	\$35M to \$50M	0					
By region	New England	1	*	*	*	*	*
	Middle Atlantic	5	\$30.45	\$23.79	\$27.00	\$39.11	*
	East North Central	6	\$18.54	\$14.16	\$16.49	\$21.39	*
	West North Central	3	*	*	*	*	*
	South Atlantic	3	*	*	*	*	*
	East South Central	2	*	*	*	*	*
	West South Central	1	*	*	*	*	*
	Pacific	2	*	*	*	*	*
By number of full-time employees	1	3	*	*	*	*	*
	2 - 4	7	\$25.41	\$20.58	\$26.74	\$30.75	*
	5 - 9	3	*	*	*	*	*
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	8	\$15.50	\$11.56	\$15.00	\$17.66	*
	3 - 4	4	*	*	*	*	*
	5 - 6	3	*	*	*	*	*
	7 - 8	2	*	*	*	*	*
	9 - 10	1	*	*	*	*	*
	11 - 12	1	*	*	*	*	*
	13 - 20	2	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	14	\$15.90	\$10.00	\$16.00	\$20.60	\$23.62
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$20M	7	\$27.65	\$17.00	\$26.85	\$34.09	*
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	15	\$15.78	\$10.27	\$15.47	\$20.15	\$23.21
	1,000 - 1,999	6	\$23.07	\$16.87	\$23.76	\$27.66	*
	2,000 - 4,999	3	*	*	*	*	*
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
50,000 - 59,999	0						
Number of branch offices	60,000 or more	0					
	1	21	\$20.73	\$15.00	\$18.73	\$25.68	\$33.28
	2	1	*	*	*	*	*
	3	0					
	4	0					
5 or more	0						

\* Insufficient data

**Table 78 - 2  
Incentives and Bonuses  
Part-Time Executive VP or Assistant Manager**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		22	25%	6	\$1,870
By credit union asset size	\$1M to \$2M	3	0%	0	
	\$2M to \$5M	10	20%	2	*
	\$5M to \$10M	2	33%	1	*
	\$10M to \$20M	4	75%	3	*
	\$20M to \$35M	3	0%	0	
	\$35M to \$50M	0		0	
By region	New England	1	0%	0	
	Middle Atlantic	5	79%	4	*
	East North Central	5	20%	1	*
	West North Central	3	0%	0	
	South Atlantic	3	0%	0	
	East South Central	2	33%	1	*
	West South Central	1	0%	0	
	Mountain Pacific	2 0	0% 0%	0 0	
By number of full-time employees	1	3	33%	1	*
	2 - 4	7	42%	3	*
	5 - 9	3	32%	1	*
	10 - 49	0		0	
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	6	28%	2	*
	3 - 4	4	0%	0	
	5 - 6	3	33%	1	*
	7 - 8	2	49%	1	*
	9 - 10	1	100%	1	*
	11 - 12	1	0%	0	
	13 - 20	2	48%	1	*
By amount of loans outstanding	\$500,000 to \$2M	12	23%	3	*
	\$2M to \$5M	2	0%	0	
	\$5M to \$20M	7	41%	3	*
	\$20M to \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	13	7%	1	*
	1,000 - 1,999	6	66%	4	*
	2,000 - 4,999	3	32%	1	*
	5,000 - 9,999	0		0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	19	31%	6	\$1,870
	2	1	0%	0	
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 78 - 3**  
**Salary Ranges**  
**Part-Time Executive VP or Assistant Manager**

		N	average minimum	average midpoint	average maximum
Overall		2	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	1	*	*	*
	\$5M to \$10M	0			
	\$10M to \$20M	1	*	*	*
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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

**Table 79 - 1**  
**Hourly Wage**  
**Part-Time "Universal Employee"**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		72	\$15.18	\$12.00	\$13.24	\$17.00	\$21.73
By credit union asset size	\$1M to \$2M	5	\$13.98	\$12.50	\$13.75	\$15.38	*
	\$2M to \$5M	20	\$13.81	\$12.00	\$12.83	\$14.00	\$18.00
	\$5M to \$10M	13	\$16.92	\$13.60	\$16.38	\$21.20	\$25.00
	\$10M to \$20M	12	\$17.79	\$12.22	\$14.48	\$22.00	\$30.00
	\$20M to \$35M	15	\$14.77	\$12.00	\$12.63	\$17.30	\$20.00
	\$35M to \$50M	7	\$13.28	\$12.00	\$13.10	\$14.91	*
By region	New England	7	\$21.43	\$14.20	\$17.60	\$30.00	*
	Middle Atlantic	7	\$13.90	\$12.22	\$13.05	\$15.95	*
	East North Central	21	\$14.58	\$11.16	\$13.00	\$18.11	\$21.97
	West North Central	8	\$13.55	\$12.50	\$12.83	\$14.99	*
	South Atlantic	9	\$12.48	\$12.00	\$12.00	\$13.00	*
	East South Central	4	*	*	*	*	*
	West South Central	6	\$13.83	\$11.87	\$13.79	\$16.34	*
	Mountain Pacific	8 2	\$17.76 *	\$13.99 *	\$17.30 *	\$20.00 *	* *
By number of full-time employees	1	13	\$13.73	\$12.00	\$12.50	\$13.89	\$21.00
	2 - 4	21	\$14.95	\$12.25	\$14.00	\$17.00	\$21.36
	5 - 9	11	\$13.74	\$12.18	\$13.05	\$16.05	\$18.20
	10 - 49	9	\$15.15	\$12.00	\$15.00	\$17.30	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	18	\$13.95	\$12.00	\$12.50	\$16.32	\$18.57
	3 - 4	9	\$15.87	\$12.50	\$13.42	\$18.67	*
	5 - 6	4	*	*	*	*	*
	7 - 8	5	\$11.04	\$9.50	\$10.45	\$13.73	*
	9 - 10	9	\$13.88	\$12.22	\$13.05	\$15.00	*
	11 - 12	13	\$17.57	\$12.25	\$13.75	\$20.51	\$30.00
	13 - 20	10	\$17.12	\$13.21	\$17.00	\$19.43	\$27.28
By amount of loans outstanding	\$500,000 to \$2M	20	\$14.51	\$12.50	\$13.89	\$15.00	\$17.11
	\$2M to \$5M	11	\$13.93	\$10.87	\$12.83	\$17.00	\$21.66
	\$5M to \$20M	34	\$16.15	\$12.00	\$13.93	\$19.83	\$27.01
	\$20M to \$50M	6	\$14.07	\$13.10	\$14.67	\$15.00	*
	\$50M to \$100M	0					
	\$100M to \$200M \$200M or more	0 0					
By number of members	1 - 999	28	\$14.60	\$12.30	\$13.00	\$15.63	\$19.42
	1,000 - 1,999	22	\$16.82	\$12.00	\$13.55	\$21.02	\$30.00
	2,000 - 4,999	19	\$14.38	\$12.22	\$14.48	\$17.00	\$20.00
	5,000 - 9,999	3	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	57	\$15.60	\$12.25	\$13.93	\$17.00	\$25.00
	2	6	\$13.35	\$12.00	\$12.22	\$14.00	*
	3	3	*	*	*	*	*
	4	1	*	*	*	*	*
	5 or more	0					

\* Insufficient data



**Table 79 - 2  
Incentives and Bonuses  
Part-Time "Universal Employee"**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		67	31%	23	\$630
By credit union asset size	\$1M to \$2M	5	13%	1	*
	\$2M to \$5M	17	21%	3	*
	\$5M to \$10M	12	50%	6	\$880
	\$10M to \$20M	12	26%	5	\$480
	\$20M to \$35M	14	28%	5	\$660
	\$35M to \$50M	7	56%	3	*
By region	New England	7	0%	0	
	Middle Atlantic	6	9%	1	*
	East North Central	19	35%	8	\$390
	West North Central	7	67%	4	*
	South Atlantic	8	35%	3	*
	East South Central	4	61%	2	*
	West South Central	6	33%	2	*
	Mountain	8	31%	3	*
	Pacific	2	0%	0	
By number of full-time employees	1	13	23%	3	*
	2 - 4	20	35%	8	\$670
	5 - 9	11	41%	5	\$660
	10 - 49	8	43%	3	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	16	21%	4	*
	3 - 4	9	43%	3	*
	5 - 6	4	0%	0	
	7 - 8	4	29%	2	*
	9 - 10	9	55%	6	\$670
	11 - 12	12	27%	4	*
	13 - 20	10	38%	3	*
By amount of loans outstanding	\$500,000 to \$2M	18	13%	3	*
	\$2M to \$5M	10	28%	2	*
	\$5M to \$20M	33	35%	15	\$720
	\$20M to \$50M	6	63%	3	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	26	24%	6	\$510
	1,000 - 1,999	20	30%	8	\$660
	2,000 - 4,999	18	32%	7	\$700
	5,000 - 9,999	3	80%	2	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	53	38%	21	\$660
	2	6	17%	1	*
	3	2	40%	1	*
	4	1	0%	0	
	5 or more	0		0	

\* Insufficient data

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

**Table 79 - 3**  
**Salary Ranges**  
**Part-Time "Universal Employee"**

		N	average minimum	average midpoint	average maximum
Overall		12	\$11.05	\$13.31	\$15.57
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	2	*	*	*
	\$5M to \$10M	4	*	*	*
	\$10M to \$20M	2	*	*	*
	\$20M to \$35M	4	*	*	*
	\$35M to \$50M	0			

\* Insufficient data

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

**Table 80 - 1  
Hourly Wage  
Part-Time Teller**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		132	\$12.90	\$10.37	\$12.37	\$13.54	\$16.00
By credit union asset size	\$1M to \$2M	5	\$18.00	\$12.50	\$20.00	\$23.00	*
	\$2M to \$5M	7	\$12.04	\$10.00	\$11.10	\$13.50	*
	\$5M to \$10M	21	\$14.46	\$10.00	\$12.00	\$14.90	\$23.00
	\$10M to \$20M	36	\$12.42	\$10.50	\$12.00	\$13.50	\$16.00
	\$20M to \$35M	42	\$12.43	\$10.00	\$12.77	\$13.50	\$16.00
	\$35M to \$50M	21	\$12.60	\$11.75	\$12.00	\$13.54	\$14.35
By region	New England	7	\$22.03	\$13.50	\$16.31	\$33.02	*
	Middle Atlantic	17	\$15.25	\$12.76	\$14.00	\$16.75	\$23.00
	East North Central	41	\$11.61	\$10.00	\$11.11	\$12.47	\$13.22
	West North Central	16	\$12.83	\$11.67	\$13.50	\$13.50	\$13.66
	South Atlantic	14	\$12.22	\$10.00	\$12.50	\$13.54	\$13.54
	East South Central	10	\$12.40	\$10.61	\$12.00	\$12.61	\$15.74
	West South Central	12	\$11.51	\$9.38	\$10.00	\$12.99	\$15.18
	Pacific	8	\$12.74	\$9.75	\$11.85	\$14.35	*
By number of full-time employees	1	11	\$18.15	\$12.00	\$14.90	\$23.00	\$40.94
	2 - 4	34	\$12.67	\$10.00	\$12.25	\$14.35	\$16.57
	5 - 9	58	\$12.35	\$10.50	\$12.49	\$13.50	\$14.00
	10 - 49	21	\$11.65	\$10.00	\$11.67	\$13.06	\$14.00
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	6	\$21.86	\$12.77	\$19.04	\$24.51	*
	3 - 4	12	\$15.39	\$10.10	\$14.50	\$20.81	\$23.00
	5 - 6	8	\$12.78	\$11.42	\$12.36	\$14.90	*
	7 - 8	8	\$12.29	\$10.50	\$12.03	\$13.61	*
	9 - 10	18	\$12.21	\$10.50	\$12.61	\$13.50	\$13.50
	11 - 12	34	\$11.33	\$10.00	\$11.00	\$12.45	\$13.43
	13 - 20	44	\$12.74	\$10.49	\$13.00	\$13.95	\$16.00
By amount of loans outstanding	\$500,000 to \$2M	10	\$18.14	\$11.83	\$13.00	\$20.00	\$45.00
	\$2M to \$5M	19	\$13.79	\$10.50	\$12.50	\$15.00	\$23.00
	\$5M to \$20M	78	\$11.83	\$10.00	\$11.11	\$13.00	\$15.00
	\$20M to \$50M	23	\$13.26	\$12.00	\$13.50	\$13.54	\$14.35
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	19	\$16.46	\$10.50	\$12.50	\$20.00	\$25.00
	1,000 - 1,999	34	\$12.95	\$10.06	\$12.37	\$14.53	\$16.75
	2,000 - 4,999	70	\$12.28	\$10.25	\$12.00	\$13.50	\$14.35
	5,000 - 9,999	9	\$12.67	\$11.75	\$13.22	\$13.54	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	96	\$13.03	\$10.35	\$12.00	\$13.70	\$16.75
	2	24	\$12.65	\$10.67	\$12.50	\$13.35	\$14.90
	3	8	\$11.94	\$9.75	\$10.77	\$12.44	*
	4	0					
	5 or more	1	*	*	*	*	*

\* Insufficient data

**Table 80-2 Incentives  
and Bonuses Part-Time  
Teller**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		129	50%	49	\$610
By credit union asset size	\$1M to \$2M	5	0%	0	
	\$2M to \$5M	7	29%	2	*
	\$5M to \$10M	19	30%	5	\$920
	\$10M to \$20M	36	29%	10	\$670
	\$20M to \$35M	42	59%	21	\$360
	\$35M to \$50M	20	73%	11	\$900
By region	New England	6	28%	2	*
	Middle Atlantic	17	62%	9	\$520
	East North Central	41	35%	13	\$550
	West North Central	16	75%	5	\$450
	South Atlantic	14	65%	7	\$1,250
	East South Central	10	40%	3	*
	West South Central	10	41%	5	\$190
	Mountain Pacific	8 7	58% 20%	3 2	* *
By number of full-time employees	1	10	52%	5	\$1,040
	2 - 4	33	26%	8	\$780
	5 - 9	57	64%	28	\$630
	10 - 49	21	48%	8	\$290
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	5	60%	2	*
	3 - 4	12	29%	4	*
	5 - 6	7	38%	3	*
	7 - 8	8	43%	4	*
	9 - 10	17	63%	6	\$380
	11 - 12	34	40%	12	\$370
	13 - 20	44	55%	18	\$730
By amount of loans outstanding	\$500,000 to \$2M	9	17%	2	*
	\$2M to \$5M	18	35%	5	\$900
	\$5M to \$20M	78	37%	28	\$430
	\$20M to \$50M	22	85%	14	\$710
	\$50M to \$100M	0		0	
	\$100M to \$200M \$200M or more	0 0		0 0	
By number of members	1 - 999	18	11%	3	*
	1,000 - 1,999	34	33%	10	\$670
	2,000 - 4,999	68	59%	31	\$470
	5,000 - 9,999	9	75%	5	\$1,130
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	93	40%	33	\$550
	2	24	39%	9	\$310
	3	8	81%	5	\$530
	4	0		0	
	5 or more	1	100%	1	*

\* Insufficient data

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

**Table 80 - 3  
Salary Ranges  
Part-Time Teller**

		N	average minimum	average midpoint	average maximum
Overall		37	\$11.08	\$13.04	\$14.99
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	1	*	*	*
	\$5M to \$10M	4	*	*	*
	\$10M to \$20M	9	\$12.12	\$14.15	\$16.19
	\$20M to \$35M	14	\$10.63	\$12.57	\$14.51
	\$35M to \$50M	9	\$10.77	\$12.45	\$14.12

\* Insufficient data

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

**Table 81 - 1**  
**Hourly Wage**  
**Part-Time Member Services Representative**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		80	\$13.58	\$11.75	\$12.75	\$15.19	\$17.56
By credit union asset size	\$1M to \$2M	4	*	*	*	*	*
	\$2M to \$5M	9	\$15.54	\$12.21	\$15.45	\$20.00	*
	\$5M to \$10M	9	\$13.38	\$10.45	\$13.25	\$16.26	*
	\$10M to \$20M	24	\$14.49	\$11.50	\$14.27	\$16.00	\$18.00
	\$20M to \$35M	20	\$12.62	\$11.72	\$11.92	\$13.40	\$15.12
	\$35M to \$50M	14	\$13.81	\$12.00	\$12.81	\$14.20	\$16.17
By region	New England	7	\$17.06	\$12.55	\$13.97	\$22.50	*
	Middle Atlantic	9	\$14.73	\$12.00	\$14.51	\$17.44	*
	East North Central	21	\$12.67	\$11.61	\$11.92	\$13.29	\$15.71
	West North Central	10	\$11.75	\$11.00	\$11.75	\$12.00	\$13.34
	South Atlantic	7	\$14.61	\$13.87	\$14.64	\$16.14	*
	East South Central	6	\$12.23	\$10.30	\$12.50	\$14.00	*
	West South Central	3	*	*	*	*	*
	Mountain Pacific	7	\$13.16	\$12.50	\$13.00	\$14.00	*
By number of full-time employees	1	9	\$13.71	\$12.31	\$14.00	\$15.22	*
	2 - 4	28	\$14.95	\$13.00	\$15.29	\$17.25	\$18.00
	5 - 9	25	\$13.13	\$11.86	\$12.00	\$14.00	\$16.05
	10 - 49	13	\$12.34	\$11.61	\$12.00	\$12.90	\$14.20
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	6	\$13.84	\$10.61	\$13.30	\$18.00	*
	3 - 4	7	\$15.49	\$12.60	\$15.07	\$18.67	*
	5 - 6	4	*	*	*	*	*
	7 - 8	8	\$15.99	\$12.20	\$15.47	\$19.87	*
	9 - 10	12	\$13.61	\$12.00	\$13.99	\$15.45	\$16.50
	11 - 12	18	\$12.44	\$11.00	\$11.61	\$13.17	\$15.39
	13 - 20	23	\$13.29	\$11.92	\$12.00	\$14.00	\$16.00
By amount of loans outstanding	\$500,000 to \$2M	7	\$14.92	\$12.48	\$13.21	\$20.00	*
	\$2M to \$5M	16	\$13.65	\$11.19	\$13.02	\$16.02	\$17.25
	\$5M to \$20M	46	\$13.38	\$11.75	\$12.64	\$14.50	\$16.93
	\$20M to \$50M	10	\$14.08	\$12.00	\$12.00	\$15.68	\$18.06
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	14	\$13.91	\$11.42	\$12.72	\$16.15	\$20.00
	1,000 - 1,999	23	\$14.77	\$12.86	\$14.85	\$16.50	\$18.00
	2,000 - 4,999	35	\$13.05	\$11.61	\$11.92	\$13.40	\$16.18
	5,000 - 9,999	7	\$12.66	\$11.76	\$12.00	\$13.00	*
	10,000 - 19,999	1	*	*	*	*	*
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	59	\$14.07	\$11.92	\$13.06	\$15.64	\$18.00
	2	14	\$12.53	\$11.30	\$12.00	\$14.20	\$16.00
	3	5	\$12.30	\$11.75	\$12.00	\$12.81	*
	4	1	*	*	*	*	*
	5 or more	0					

\* Insufficient data

**Table 81 - 2  
Incentives and Bonuses  
Part-Time Member Services Representative**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		75	43%	31	\$620
By credit union asset size	\$1M to \$2M	3	0%	0	
	\$2M to \$5M	9	18%	2	*
	\$5M to \$10M	7	25%	1	*
	\$10M to \$20M	23	45%	12	\$860
	\$20M to \$35M	19	43%	7	\$330
	\$35M to \$50M	14	70%	9	\$820
By region	New England	7	60%	4	*
	Middle Atlantic	9	44%	4	*
	East North Central	21	47%	8	\$520
	West North Central	9	38%	4	*
	South Atlantic	7	60%	3	*
	East South Central	5	17%	1	*
	West South Central	2	49%	1	*
	Mountain	6	8%	1	*
	Pacific	9	60%	5	\$350
By number of full-time employees	1	8	37%	3	*
	2 - 4	25	48%	12	\$960
	5 - 9	25	36%	10	\$430
	10 - 49	12	68%	6	\$560
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	5	13%	1	*
	3 - 4	7	23%	2	*
	5 - 6	4	24%	1	*
	7 - 8	8	44%	3	*
	9 - 10	11	50%	5	\$470
	11 - 12	16	48%	6	\$350
	13 - 20	23	52%	13	\$800
By amount of loans outstanding	\$500,000 to \$2M	6	0%	0	
	\$2M to \$5M	14	35%	5	\$560
	\$5M to \$20M	44	47%	20	\$510
	\$20M to \$50M	10	65%	6	\$1,010
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	13	6%	1	*
	1,000 - 1,999	21	46%	12	\$840
	2,000 - 4,999	33	48%	14	\$490
	5,000 - 9,999	7	54%	3	*
	10,000 - 19,999	1	100%	1	*
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	56	39%	23	\$670
	2	13	52%	5	\$550
	3	4	63%	2	*
	4	1	100%	1	*
	5 or more	0		0	

\* Insufficient data

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

**Table 81 - 3**  
**Salary Ranges**  
**Part-Time Member Services Representative**

		N	average minimum	average midpoint	average maximum
Overall		19	\$11.37	\$13.90	\$16.43
By credit union asset size	\$1M to \$2M	1	*	*	*
	\$2M to \$5M	2	*	*	*
	\$5M to \$10M	0			
	\$10M to \$20M	6	\$11.04	\$13.53	\$16.03
	\$20M to \$35M	4	*	*	*
	\$35M to \$50M	6	\$11.89	\$14.86	\$17.84

\* Insufficient data

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



**Table 82 - 1**  
**Hourly Wage**  
**Part-Time Loan Officer**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		28	\$18.63	\$15.90	\$17.00	\$21.44	\$27.35
By credit union asset size	\$1M to \$2M	2	*	*	*	*	*
	\$2M to \$5M	6	\$21.07	\$15.17	\$18.50	\$27.14	*
	\$5M to \$10M	2	*	*	*	*	*
	\$10M to \$20M	8	\$21.05	\$15.97	\$22.35	\$24.10	*
	\$20M to \$35M	6	\$17.00	\$17.00	\$17.75	\$18.00	*
	\$35M to \$50M	4	*	*	*	*	*
By region	New England	2	*	*	*	*	*
	Middle Atlantic	3	*	*	*	*	*
	East North Central	8	\$19.87	\$15.94	\$19.84	\$22.70	*
	West North Central	2	*	*	*	*	*
	South Atlantic	0					
	East South Central	5	\$16.10	\$15.75	\$16.00	\$16.49	*
	West South Central	5	\$19.17	\$13.17	\$17.00	\$28.50	*
	Pacific	1	*	*	*	*	*
By number of full-time employees	1	2	*	*	*	*	*
	2 - 4	5	\$18.49	\$13.95	\$21.00	\$22.70	*
	5 - 9	8	\$16.43	\$16.00	\$17.00	\$17.50	*
	10 - 49	4	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	4	*	*	*	*	*
	3 - 4	6	\$17.61	\$13.91	\$16.75	\$22.70	*
	5 - 6	0					
	7 - 8	0					
	9 - 10	2	*	*	*	*	*
	11 - 12	4	*	*	*	*	*
	13 - 20	9	\$16.50	\$16.00	\$17.00	\$18.00	*
By amount of loans outstanding	\$500,000 to \$2M	7	\$22.22	\$13.42	\$26.34	\$28.50	*
	\$2M to \$5M	5	\$16.33	\$16.02	\$16.75	\$17.00	*
	\$5M to \$20M	14	\$18.15	\$16.81	\$17.73	\$21.01	\$22.70
	\$20M to \$50M	2	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	9	\$21.11	\$14.76	\$17.99	\$28.00	*
	1,000 - 1,999	7	\$16.84	\$14.55	\$17.00	\$19.95	*
	2,000 - 4,999	11	\$17.77	\$16.00	\$17.50	\$18.79	\$22.70
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	22	\$18.63	\$15.66	\$17.00	\$22.38	\$27.14
	2	2	*	*	*	*	*
	3	3	*	*	*	*	*
	4	0					
	5 or more	0					

\* Insufficient data

**Table 82 - 2  
Incentives and Bonuses  
Part-Time Loan Officer**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		28	22%	7	\$2,540
By credit union asset size	\$1M to \$2M	2	0%	0	
	\$2M to \$5M	6	0%	0	
	\$5M to \$10M	2	0%	0	
	\$10M to \$20M	8	30%	3	*
	\$20M to \$35M	6	38%	2	*
	\$35M to \$50M	4	50%	2	*
By region	New England	2	0%	0	
	Middle Atlantic	3	34%	1	*
	East North Central	8	19%	2	*
	West North Central	2	34%	0	
	South Atlantic	0		0	
	East South Central	5	20%	1	*
	West South Central	5	49%	3	*
	Mountain Pacific	2 1	0% 0%	0 0	
By number of full-time employees	1	2	0%	0	
	2 - 4	5	14%	1	*
	5 - 9	8	51%	3	*
	10 - 49	4	17%	1	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	4	0%	0	
	3 - 4	6	0%	0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	2	50%	1	*
	11 - 12	4	0%	0	
	13 - 20	9	45%	4	*
By amount of loans outstanding	\$500,000 to \$2M	7	21%	2	*
	\$2M to \$5M	5	0%	0	
	\$5M to \$20M	14	22%	3	*
	\$20M to \$50M	2	100%	2	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	9	16%	2	*
	1,000 - 1,999	7	12%	1	*
	2,000 - 4,999	11	34%	4	*
	5,000 - 9,999	1	0%	0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
Number of branch offices	1	22	21%	5	\$3,260
	2	2	25%	1	*
	3	3	33%	1	*
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 82 - 3**  
**Salary Ranges**  
**Part-Time Loan Officer**

		N	average minimum	average midpoint	average maximum
Overall		10	\$14.46	\$17.06	\$19.66
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	2	*	*	*
	\$5M to \$10M	0			
	\$10M to \$20M	3	*	*	*
	\$20M to \$35M	2	*	*	*
	\$35M to \$50M	3	*	*	*

\* Insufficient data

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

**Table 83 - 1**  
**Hourly Wage**  
**Part-Time Loan Processor / Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		16	\$16.82	\$15.00	\$16.00	\$18.51	\$23.47
By credit union asset size	\$1M to \$2M	1	*	*	*	*	*
	\$2M to \$5M	0					
	\$5M to \$10M	2	*	*	*	*	*
	\$10M to \$20M	8	\$16.55	\$14.71	\$17.50	\$18.25	*
	\$20M to \$35M	3	*	*	*	*	*
	\$35M to \$50M	2	*	*	*	*	*
By region	New England	3	*	*	*	*	*
	Middle Atlantic	1	*	*	*	*	*
	East North Central	3	*	*	*	*	*
	West North Central	2	*	*	*	*	*
	South Atlantic	1	*	*	*	*	*
	East South Central	1	*	*	*	*	*
	West South Central	0					
	Pacific	3	*	*	*	*	*
By number of full-time employees	1	2	*	*	*	*	*
	2 - 4	3	*	*	*	*	*
	5 - 9	7	\$16.39	\$15.00	\$16.03	\$17.52	*
	10 - 49	2	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	1	*	*	*	*	*
	3 - 4	2	*	*	*	*	*
	5 - 6	0					
	7 - 8	2	*	*	*	*	*
	9 - 10	2	*	*	*	*	*
	11 - 12	5	\$16.40	\$14.23	\$16.37	\$18.66	*
	13 - 20	3	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	1	*	*	*	*	*
	\$2M to \$5M	3	*	*	*	*	*
	\$5M to \$20M	8	\$16.65	\$14.72	\$17.45	\$18.24	*
	\$20M to \$50M	4	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	3	*	*	*	*	*
	1,000 - 1,999	5	\$18.38	\$15.09	\$18.03	\$23.47	*
	2,000 - 4,999	7	\$16.52	\$15.08	\$16.00	\$17.50	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	13	\$15.95	\$14.33	\$15.25	\$18.00	\$20.04
	2	2	*	*	*	*	*
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 83 - 2  
Incentives and Bonuses  
Part-Time Loan Processor / Clerk**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		16	42%	6	\$850
By credit union asset size	\$1M to \$2M	1	0%	0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	2	67%	1	*
	\$10M to \$20M	8	44%	3	*
	\$20M to \$35M	3	0%	0	
	\$35M to \$50M	2	100%	2	*
By region	New England	3	76%	2	*
	Middle Atlantic	1	0%	0	
	East North Central	3	0%	0	
	West North Central	2	48%	1	*
	South Atlantic	1	100%	1	*
	East South Central	1	100%	1	*
	West South Central	0		0	
	Mountain	2	31%	1	*
	Pacific	3	0%	0	
By number of full-time employees	1	2	100%	2	*
	2 - 4	3	33%	1	*
	5 - 9	7	29%	2	*
	10 - 49	2	50%	1	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	1	100%	1	*
	3 - 4	2	0%	0	
	5 - 6	0		0	
	7 - 8	2	0%	0	
	9 - 10	2	50%	1	*
	11 - 12	5	67%	3	*
	13 - 20	3	33%	1	*
By amount of loans outstanding	\$500,000 to \$2M	1	0%	0	
	\$2M to \$5M	3	51%	1	*
	\$5M to \$20M	8	44%	3	*
	\$20M to \$50M	4	50%	2	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	3	24%	1	*
	1,000 - 1,999	5	58%	2	*
	2,000 - 4,999	7	28%	2	*
	5,000 - 9,999	1	100%	1	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
	Number of branch offices	1	13	33%	4
2		2	50%	1	*
3		0		0	
4		0		0	
5 or more		0		0	

\* Insufficient data

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

**Table 83 - 3**  
**Salary Ranges**  
**Part-Time Loan Processor / Clerk**

		N	average minimum	average midpoint	average maximum
Overall		3	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	1	*	*	*
	\$10M to \$20M	0			
	\$20M to \$35M	1	*	*	*
	\$35M to \$50M	1	*	*	*

\* Insufficient data

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

**Table 84 - 1**  
**Hourly Wage**  
**Part-Time Accountant**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		22	\$18.43	\$14.91	\$16.65	\$20.00	\$22.86
By credit union asset size	\$1M to \$2M	3	*	*	*	*	*
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$10M	1	*	*	*	*	*
	\$10M to \$20M	7	\$19.58	\$16.00	\$20.03	\$22.05	*
	\$20M to \$35M	5	\$17.17	\$15.83	\$17.00	\$18.56	*
	\$35M to \$50M	4	*	*	*	*	*
By region	New England	2	*	*	*	*	*
	Middle Atlantic	2	*	*	*	*	*
	East North Central	5	\$18.03	\$15.76	\$16.99	\$20.89	*
	West North Central	4	*	*	*	*	*
	South Atlantic	3	*	*	*	*	*
	East South Central	0					
	West South Central	2	*	*	*	*	*
	Pacific	3	*	*	*	*	*
By number of full-time employees	1	1	*	*	*	*	*
	2 - 4	6	\$18.13	\$15.04	\$20.00	\$20.13	*
	5 - 9	8	\$18.16	\$15.27	\$17.12	\$21.32	*
	10 - 49	3	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	1	*	*	*	*	*
	3 - 4	2	*	*	*	*	*
	5 - 6	1	*	*	*	*	*
	7 - 8	2	*	*	*	*	*
	9 - 10	2	*	*	*	*	*
	11 - 12	6	\$17.55	\$15.00	\$16.68	\$20.37	*
	13 - 20	6	\$17.38	\$15.77	\$16.64	\$17.89	*
By amount of loans outstanding	\$500,000 to \$2M	3	*	*	*	*	*
	\$2M to \$5M	1	*	*	*	*	*
	\$5M to \$20M	13	\$18.62	\$16.34	\$19.80	\$20.20	\$22.84
	\$20M to \$50M	3	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
By number of members	\$200M or more	0					
	1 - 999	5	\$20.24	\$12.41	\$13.25	\$26.32	*
	1,000 - 1,999	7	\$19.40	\$16.00	\$20.00	\$20.48	*
	2,000 - 4,999	7	\$16.94	\$14.94	\$17.00	\$19.96	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	1	*	*	*	*	*
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	0						
Number of branch offices	1	17	\$18.82	\$13.56	\$17.11	\$20.00	\$25.40
	2	3	*	*	*	*	*
	3	1	*	*	*	*	*
	4	0					
	5 or more	1	*	*	*	*	*

\* Insufficient data

**Table 84 - 2  
Incentives and Bonuses  
Part-Time Accountant**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		20	47%	10	\$590
By credit union asset size	\$1M to \$2M	3	0%	0	
	\$2M to \$5M	1	100%	1	*
	\$5M to \$10M	1	0%	0	
	\$10M to \$20M	7	57%	4	*
	\$20M to \$35M	5	60%	3	*
	\$35M to \$50M	3	67%	2	*
By region	New England	1	100%	1	*
	Middle Atlantic	2	48%	1	*
	East North Central	5	60%	3	*
	West North Central	4	25%	1	*
	South Atlantic	2	100%	2	*
	East South Central	0		0	
	West South Central	2	0%	0	
	Mountain	1	0%	0	
	Pacific	3	68%	2	*
By number of full-time employees	1	1	100%	1	*
	2 - 4	5	20%	1	*
	5 - 9	8	61%	5	\$430
	10 - 49	3	100%	3	*
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	2	0%	0	
	5 - 6	1	0%	0	
	7 - 8	2	0%	0	
	9 - 10	2	50%	1	*
	11 - 12	5	81%	4	*
	13 - 20	6	66%	4	*
By amount of loans outstanding	\$500,000 to \$2M	3	24%	1	*
	\$2M to \$5M	1	0%	0	
	\$5M to \$20M	12	67%	8	\$510
	\$20M to \$50M	3	33%	1	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M or more	0		0	
By number of members	1 - 999	4	20%	1	*
	1,000 - 1,999	6	33%	2	*
	2,000 - 4,999	7	56%	4	*
	5,000 - 9,999	2	100%	2	*
	10,000 - 19,999	1	100%	1	*
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	0		0	
	Number of branch offices	1	15	31%	5
2		3	100%	3	*
3		1	100%	1	*
4		0		0	
5 or more		1	100%	1	*

\* Insufficient data

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



**Table 84 - 3**  
**Salary Ranges**  
**Part-Time Accountant**

		N	average minimum	average midpoint	average maximum
Overall		3	*	*	*
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	2	*	*	*
	\$35M to \$50M	1	*	*	*

\* Insufficient data

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

**Table 85 - 1**  
**Hourly Wage**  
**Part-Time Call Center Representative**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		2	*	*	*	*	*
By credit union asset size	\$1M to \$2M	1	*	*	*	*	*
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	1	*	*	*	*	*
	\$20M to \$35M	0					
	\$35M to \$50M	0					
By region	New England	0					
	Middle Atlantic	0					
	East North Central	0					
	West North Central	0					
	South Atlantic	0					
	East South Central	0					
	West South Central	1	*	*	*	*	*
	Mountain	1	*	*	*	*	*
Pacific	0						
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	0					
	3 - 4	1	*	*	*	*	*
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	0					
	13 - 20	0					
By amount of loans outstanding	\$500,000 to \$2M	2	*	*	*	*	*
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M or more	0					
By number of members	1 - 999	2	*	*	*	*	*
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	0					
	10,000 - 19,999	0					
	20,000 - 39,999	0					
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	0					
Number of branch offices	1	2	*	*	*	*	*
	2	0					
	3	0					
	4	0					
	5 or more	0					

\* Insufficient data

**Table 85 - 2  
Incentives and Bonuses  
Part-Time Call Center Representative**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		2	0%	0	
By credit union asset size	\$1M to \$2M	1	0%	0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	1	0%	0	
	\$20M to \$35M	0		0	
	\$35M to \$50M	0		0	
By region	New England	0		0	
	Middle Atlantic	0		0	
	East North Central	0		0	
	West North Central	0		0	
	South Atlantic	0		0	
	East South Central	0		0	
	West South Central	1	0%	0	
	Mountain	1	0%	0	
Pacific	0		0		
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	0		0	
	50 - 99	0		0	
	100 or more	0		0	
By number of services offered	1 - 2	0		0	
	3 - 4	1	0%	0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	0		0	
By amount of loans outstanding	\$500,000 to \$2M	2	0%	0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
By number of members	\$200M or more	0		0	
	1 - 999	2	0%	0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	0		0	
	5,000 - 9,999	0		0	
	10,000 - 19,999	0		0	
	20,000 - 39,999	0		0	
	40,000 - 49,999	0		0	
50,000 - 59,999	0		0		
60,000 or more	0		0		
Number of branch offices	1	2	0%	0	
	2	0		0	
	3	0		0	
	4	0		0	
	5 or more	0		0	

\* Insufficient data

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

**Table 85 - 3**  
**Salary Ranges**  
**Part-Time Call Center Representative**

		N	average minimum	average midpoint	average maximum
Overall		0			
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$35M	0			
	\$35M to \$50M	0			

\* Insufficient data

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

# CUNA SMALL CREDIT UNION COMMUNITY



## **Make your life easier as a Small CU**

Connecting small credit unions together as one team for limitless networking and lightning quick answers to your most pressing questions.

Staffing challenges, vendor referrals, community involvement ideas, the Community is a must-have for small credit unions nationwide.

### **Key features:**

- // 1,000 current users across the country.
- // Easy and fast to ask questions and get answers from peers.
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- // File Library with sample policies, a Small Credit Union Loan Promotion Idea Book, the CUNA Peer Profile Report financial analysis tool, and strategic planning guides.

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[cuna.org/smallcu/](https://cuna.org/smallcu/)

## COMPENSATION RESOURCES:

The 2019-2020 CUNA Staff Salary Report - Less than \$50M in Assets is designed exclusively for credit unions with \$50 million or less in assets. Use this data, along with the report's job descriptions to develop a successful salary program. This year's report includes data on nearly 50 full-time and several part-time positions in small credit unions.

This essential report provides statistics on base salaries, incentives, bonuses, total cash compensation, and salary ranges for the most common positions in small credit unions. You'll be able to make meaningful comparisons, because the report displays results by asset size, region, number of full-time employees, number of services offered, number of members, and total amount of loans outstanding at the credit union.

[cuna.org/compensation](https://cuna.org/compensation)



### // CUNA STAFF SALARY REPORT



### // CUNA SENIOR EXECUTIVE TOTAL COMPENSATION REPORT \$100 MILLION OR MORE IN ASSETS



### // CUNA CEO TOTAL COMPENSATION REPORT \$100 MILLION OR MORE IN ASSETS