

CU TURNOVER AND STAFFING SURVEY

FOR HUMAN RESOURCES
PLANNING 2011-2012

Survey Methods	7
About the Regions	7
Executive Summary	8
CU Characteristics	12
Chapter One: Turnover	14
Chapter Two: CU Employment	20
Chapter Three: Management	24
Chapter Four: Lending	26
Chapter Five: Front Line	27
Chapter Six: Back Office	28
Chapter Seven: HR and Operating Expenses	30
List of Data Tables	34
Data Tables	35

The 2011-2012 Credit Union Turnover and Staffing Survey (Stock No. 30068) is conducted by CUNA's market research department.

Written by:

■ Beth Soltis, senior research analyst

For more information:

- Visit cuna.org/staffing;
- Call 800-356-9655, ext. 4172; or
- E-mail mktresearch@cuna.com

©2011 Credit Union National Association Inc.

LIST OF DATA TABLES

Chapter 1: Turnover

1-1	Overall Turnover	35
1-2	Management Turnover	36
1-3	Lending Turnover	37
1-4	Front-Line Turnover	38
1-5	Back-Office Turnover	39
1-6	Multitasking Position Turnover	40
1-7	Other Position Turnover	41
1-8	Part-Time Position Turnover	42

Chapter 2: CU Employment

2-1	Number of Full-Time Employees	43
2-2	Number of Full-Time Employees by Number of Services Offered and Credit Union Hours	44
2-3	Number of Part-Time Employees	45
2-4	Number of Part-Time Employees by Number of Services Offered and Credit Union Hours	46
2-5	Number of Full-Time Equivalents (FTE)	47
2-6	Number of FTEs by Number of Services Offered and Credit Union Hours	48

Chapter 3: Management

3-1	Number of Management Staff	49
3-2	Number of FTEs per Management Staff	50
3-3	Number of Management Staff per FTEs	51

Chapter 4: Lending

4-1	Number of Staff in Lending Department	52
4-2	Number of Staff in Each Lending Area	53
4-3	Number of Loan Officers in Each Lending Area	54
4-4	Number of Staff in General Lending Area	55
4-5	Number of Staff in Mortgage Lending Area	56

4-6	Number of Staff in Consumer Lending Area	57
4-7	Number of Staff in Member Business Lending Area	58
4-8	Proportion of Staff in Lending Department	59
4-9	Proportion of Staff in Each Lending Area	60
4-10	Proportion of Loan Officers in Each Lending Area	61
4-11	Proportion of Staff in General Lending Area	62
4-12	Proportion of Staff in Mortgage Lending Area	63
4-13	Proportion of Staff in Consumer Lending Area	64
4-14	Proportion of Staff in Member Business Lending Area	65

Chapter 5: Front Line

5-1	Number of Front-Line Staff	66
5-2	Number of Front-Line Staff per \$1 Million in Assets and Credit Union Members	67

Chapter 6: Back Office

6-1	Number of Back-Office Staff	68
6-2	Number of Back-Office Staff per \$1 Million in Assets and Credit Union Members	69

Chapter 7: HR and Operating Expenses

7-1	Salary Expenses	70
7-2	Benefits Expenses	71
7-3	Training Expenses	72
7-4	Recruiting Expenses	73
7-5	Operating Expenses	74
7-6	HR Expenses as a Percentage of Operating Expenses and Gross Income	75



Credit Union
National Association

To learn more, call 800-356-9655, ext. 4172
Or visit cuna.org/staffing
Stock No. 30068

© 2011 Credit Union National Association Inc.