

# Managing Today's Employees

M41

FIRST EDITION

Written by Rebecca McCoy

Center for Professional Development  
Credit Union National Association, Inc.

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## About the Authors

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# Preface

You may notice that the terms *executive*, *manager*, and *supervisor* are used interchangeably in the MERIT modules. These are the most common terms used for employees who oversee staff, but larger credit unions may have many more levels of management and use terms such as *team leader*, *director*, and a variety of other titles.

The MERIT modules are not intended to provide legal advice, and we do not guarantee the information is appropriate for all state-charted credit unions. If you have any legal or policy questions, contact your credit union president or your credit union league.

## How to Use This Module

If you are sight-impaired and choose to have this module read to you, we suggest that a spouse, friend, or volunteer from your credit union or credit union league assist you. You can also check with your local library regarding reader services available in your community.

If you are participating in a seminar, your instructor will get you started.

If you are completing this module through correspondence study, please follow this procedure:

1. Read the chapter opening objectives to get an idea of what's ahead.
2. Read the module. Complete the activities as you read each chapter. (Answers for many of the activities are included in the appendices.)

3. When you have read the module and completed the activities, take the competency test.

Each module in the MERIT program has a competency test of 40 multiple choice questions. To successfully complete the module, you must correctly answer at least 32 questions. You can refer to the module as you take the test, but the test must be completed individually.

If you are participating in a seminar, your instructor will provide directions. If you are completing this module through correspondence study, please follow this procedure:

1. Locate the test questions in the last appendix of the module.
2. Find a quiet place where you can work undisturbed and at your own pace.
3. Record your answers on the answer sheet that was mailed to you along with the module. Follow the instructions on this sheet for marking answers.
4. Complete the identification section on the answer sheet and make sure you have marked an answer for each question.
5. Mail scannable answer sheets to CUNA's National Processing Center in the envelope provided. Mail competency test answer sheets to your league education department.

## Course Requirements

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Tracks	Track Modules
MERIT Certificates***	<ul style="list-style-type: none"> <li>Fundamentals of Management (M01)</li> <li>Training and Orienting Employees (M04)</li> <li>Delegating for Results (M05)</li> <li>Managing Employee Performance (M06)</li> </ul>
<p><i>Complete 6 Courses:</i> <i>Credit Union Management Award</i></p>	<ul style="list-style-type: none"> <li>Managing Teamwork (M07)</li> <li>Process Improvement: Achieving Quality Together (M08)</li> <li>Developing Exceptional Leadership (M09)</li> <li>Strategic Thinking and Planning (M10)</li> <li>Compensation Systems (M11)</li> <li>Workplace Diversity (M12)</li> </ul>
<p><i>Complete 12 Courses:</i> <i>Sapphire Award</i></p>	<ul style="list-style-type: none"> <li>Employment Law and Preventing Sexual Harassment (M13)</li> <li>Interpersonal Skills: Understanding Your Effect on Others (M15)</li> <li>Leading and Managing Credit Union Sales (M16)</li> <li>Credit Union Financial Management for Nonfinancial Executives (M17)</li> <li>Asset-Liability Management for Executives (M18)</li> <li>Managing Change (M19)</li> </ul>
<p><i>Complete 18 Courses:</i> <i>Ruby Award</i></p>	<ul style="list-style-type: none"> <li>Managing Technology (M20)</li> <li>Credit Union Investments (M21)</li> <li>Home Equity Lending (M22)</li> <li>Loan Pricing (M23)</li> <li>Security Administration (M24)</li> <li>Managing the Problem Employee (M25)</li> </ul>
<p><i>Complete 24 Courses:</i> <i>Emerald Award</i></p>	<ul style="list-style-type: none"> <li>Marketing Management (M26)</li> <li>Managing Advertising Guidelines (M27)</li> <li>Developing Retail Marketing (M28)</li> <li>Providing Loans to Small Businesses (M29)</li> <li>Managing Financial Education Programs (M30)</li> <li>Budgeting and Accounting for Nonaccounting Managers (M31)</li> </ul>
<p><i>Complete 30 Courses:</i> <i>Diamond Award</i></p>	<ul style="list-style-type: none"> <li>Community Involvement and Outreach (M32)</li> <li>Financial Analysis Tools for Decision Making (M33)</li> <li>Career Mapping for You and Your Staff (M34)</li> <li>Managing Through Motivation (M35)</li> <li>Online Security (M36)</li> </ul>
<p><i>Complete 35 Courses:</i> <i>Amethyst Award</i></p>	<ul style="list-style-type: none"> <li>Business Communication Skills (A1003 or M37)</li> <li>Resolving Employee Conflict (A1016 or M38)</li> <li>Transitioning to Trainer (A1018 or M39)</li> <li>Recruiting Today's Employees (A1019 or M40)</li> <li>Managing Today's Employees (A1020 or M41)</li> </ul>

\*\*\*Quantity-Based Certificates.  
Courses can be taken in any order

# Introduction

## Overview

Managers and supervisors in today's credit unions face challenges unknown by previous generations. The goal remains the same; credit unions still exist only to serve the member. However, the challenges are unique to this generation. The environment is one that is constantly changing and the challenges of leading in this environment mean that today's manager must develop new management skills in order to ensure that the credit union continues to provide quality service to its members.

If you are an experienced manager, you must continue to add new layers to your current skill set. If you are a new manager, you are faced with a different array of requirements than previous generations.

This module will help you explore important concepts and skills necessary for effectively managing your employees. In Chapter One, you will be introduced to the characteristics of today's employees, and you'll come to understand the differences that exist between the various generations represented in your office. You'll also see an overview of the challenges that face current day managers.

Chapter Two addresses employee performance and shows you how you can use performance reviews and goal-setting to get the best out of your staff. It also gives you tools to use when

problems arise. You'll learn to document performance problems and to use a five-step process for managing performance issues.

Chapter Three introduces the concept of the manager as coach. In order to lead employees toward success, you'll need to understand your own credit union's strategy and how you can coach employees to align their own goals with the credit union's strategic goals. It will also be necessary to identify the competencies that are needed if the credit union is to reach its goals. After helping you develop an understanding of your role in the credit union's strategy, Chapter Three overviews three types of employees and provides a system for analyzing their advancement potential and for creating development goals so that they can move through four stages of success. You'll also learn to use behavior-based interviewing techniques to identify potential employees who will be best suited to achieving the credit union's goals.

Chapter Four gives you a process for assessing the talents in the individuals on your team, and provides a blueprint for designing training plans to bring out the best in your employees. In addition to focusing on the individuals, Chapter Four addresses the overall team by showing how diversity can benefit the credit union. You'll also learn the ingredients of creating trust so that your employees can put their confidence in you.

Today's employees don't necessarily consider the acceptance of a position to be a lifetime commitment to the credit union. They are more likely than previous generations to move from organization to organization if they perceive that it benefits their careers. Chapter Five helps you find ways to retain employees through recognition and motivation; managing, coaching and mentoring; identifying factors that contribute to positive performance; and being aware of the changing marketplace and its effect on employee retention.

Finally, this book addresses the regulatory environment in which you manage today's employees. It overviews the Fair Labor Standards Act, the Family and Medical Leave Act, and other laws

that impact your decisions and actions in relation to your employees. It provides you with the background you need in order to assess difficult situations, identify the compliance issues involved, and know when to seek help from compliance experts.

You won't be learning these concepts in a vacuum. You'll meet the managers and staff at ABC Community Credit Union as they struggle with the realities of working together and managing today's employees. There will also be a wide variety of activities that will challenge you to apply what you have learned within your own context.


Chapter One is an overview of the ideas and content of the course. Let's begin!


## Icons and Play Pages


Throughout this module you will see a variety of reference icons. Each icon represents a corresponding activity or exercise that will enhance each chapter. The purpose of the activity or exercise is to allow the participant to apply a corresponding concept or theory presented in the chapter.


Each icon may also be referenced as a “play” activity. That is our goal—to encourage you to play, and at the same time learn about the major concepts covered here.


Resources


- 


**Activity:** An interactive exercise to further your knowledge.
- 

**Calculator:** A flash calculator to aid in your calculations.
- 

**Community Chat:** A chat room where you can discuss content with others taking the module.
- 

**Field Trip:** An additional resource located outside the module (for example, an instructional video).
- 

**Knowledge Check:** A practice activity to test what you have learned.
- 

**Resource:** Additional resources and information on the topic.
- 

**Timeline:** An interactive timeline to learn more about the history of this topic.

In addition, the “Play Page” is a place to experience some of the interactive, online learning activities available in CUNA’s CU Advance courses.

To access the Play Page for this module, go to <http://training.cuna.org/playpage/index.html> or go to [www.cuna.org](http://www.cuna.org) and type “Play Page” into the Search Box. Select the title of this module, and then the chapter you want to review.

**Enjoy!**

