



## Program Details and Application

### Program: Senior Leader Program

#### Program Details:

This is a 5-year program beginning in January 2022. Up to 4 people organization wide will be selected for this program. A new group of 4 will be selected every 3 years.

This is a 5-year program beginning in January 2022. The goal of this program is to prepare managers to step into a senior leader role in the event a current senior leader leaves the credit union, is promoted or moved to another role, and/or a new role is created. It is important to have succession plans in place to ensure the continuity of business in preparation for change.

Once an employee graduates the program, they will be **eligible** for a senior leadership position if and when one comes available. A senior leader is defined as any employee at the Vice President level or above. It is important to note that completion of this program **does not** guarantee a senior leader position.

All CUTX Executive Leadership (Chief level and above) will review all applications and recommendation letters. Staff will interview with senior management who will vote on those that will be accepted into the program.

If an incentivized employee enters into the program, their pay will be reviewed by senior leadership. The goal is not to penalize anyone for entering the program but to encourage growth within the organization.

Any disciplinary action taken while in the program will automatically disqualify employees and they will be removed from the program. Any pay increase received will be retracted.

There will be periodic certifications. Each certification must be passed to move forward. If, during the program, it is determined that an employee is not a good fit or will not be successful, the employee will be removed from the program.

By entering this program, it is understood that employees will be continuing in their roles as well as taking on additional responsibilities and taking educational courses. Because of the added responsibilities they will take on, the employees will likely receive a pay increase. If a current senior leader enters the program, depending on their pay an increase may or may not be granted while in the program.

### Education

This program includes 3 years of educational training through the ABS Stonier School of Banking. This program will give leaders the foundation of the knowledge and skills required to run a financial institution. This covers finance and accounting, digital, branch growth, marketing, risk and compliance, leadership and more. The course catalog can be found [here](#). Those that have been with the credit union or another financial institution for at least 5 years, and meet the [requirements](#) set out by the ABA, can take an accelerated program that is only 2 years instead of 3.

There are 3 weeks of on campus learning and cap stone courses. The credit union will pay for this education as a requirement to move into a senior leadership role. Since the credit union is investing additional financial resources, those who enter this program will be required to remain with the credit union for 2 years after graduation from the program (hence a 5-year program).

### On the Job Training

Senior Leaders have many areas they need to be knowledgeable in to be successful. The following are areas that will be worked on and developed, in addition to the education, throughout the 5-year process:

- Risk & Compliance
  - Understanding of all Regulations
  - Understanding of Human Resource Risks
- Finance and Investments/Entrepreneurship
  - How CUSO's are formed and ran
  - Investments that will assist the credit union in meeting its goals
  - Growth opportunities
- Business Intelligence
  - Understanding the importance and uses of Analytics
  - Importance and use of Data
- Operations
  - Understanding Contracts and Negotiations
  - Understanding of Project and Product Management
  - Understanding the process of Strategic thinking and Planning

- Understanding the need for improved Products and Services
- Senior Leadership
  - Presentation skills
  - Leading People and not Processes

The educational component is 3 years. The remaining 2 years will be comprised of learning the same things as well as the above listed skills in the CUTX environment. Upon completion of the program, individuals will be eligible for a senior leadership role, but a role is **not guaranteed** and is based on the needs of the organization.

### Certification/Program Completion

Each department will have a certification process to determine if the employees have adequately obtained the skills needed to be a senior leader. The certification must be passed to move forward. If it is not passed, leadership will determine if the employee should move on or not.

Graduates of this program should be positioned to step into a VP, Chief, EVP or CEO role. Not everyone will complete the program and, of those that do, not all may be qualified at that time to move into the EVP or CEO role but will be positioned to continue learning and move into that direction.

Graduates of this program will be eligible to attend SMU Cox School of business. CUTX will pay for them to obtain an Executive MBA. Employees will sign a 3-year commitment to remain employed with CUTX post SMU graduation or will be required to repay the amount of the SMU tuition. 5 years post SMU graduation, CUTX will pay the employee a \$100,000 retention bonus.



## Application

Tell us about you!

Employee Name \_\_\_\_\_  
Department \_\_\_\_\_  
Title \_\_\_\_\_  
You Manager's Name \_\_\_\_\_  
CUTX Start Date \_\_\_\_\_  
Date of Hire into current position if different from your start date \_\_\_\_\_  
Why do you want to join the CUTX Pathways Program? \_\_\_\_\_  
What steps have you taken to become a leader in your current role? \_\_\_\_\_

## Leadership

What do you feel makes a good leader?  
\_\_\_\_\_  
What qualities do leaders at CUTX need to possess and why do you feel this way?  
\_\_\_\_\_  
What are some challenges you believe you will face as a leader and how do you anticipate overcoming them?  
\_\_\_\_\_  
What are some attributes of a bad leader that you have faced? How have you dealt with these?  
\_\_\_\_\_

## References

Please list at least 3 CUTX employees that can speak to how you actively lead in the roles you've had at CUTX.

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Have you discussed entering the program with your manager or direct supervisor? If not, why?

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Your manager will need to submit a written letter of recommendation before your application will be approved. You can give them the template on the next page, or they can write their own.

## Senior Leader Recommendation

I recommend \_\_\_\_\_ to be entered into the senior leader track.

I believe \_\_\_\_\_ will make a great leader at CUTX because \_\_\_\_\_

Sincerely,

Name

Title