

Self-Management at Assiniboine Credit Union

Our successful integration and why it is an
excellent business strategy

Snapshot of ACU

- In business in Winnipeg for 63 years
- Our assets exceed \$1 billion and we have over 57,000 members
- We are the 3rd largest credit union in Manitoba and the 22nd largest in Canada

Snapshot of ACU

- Services are delivered through a network of:
 - Eleven Winnipeg branches
 - A Member Communication Centre
 - A Dealer Finance division
 - A Wealth Management division
 - Corporate Office
 - Payment Processing Centre
 - Business and Community Financial Centre

ACU's Mission Statement

- “Our purpose as a co-operative financial institution is to provide financial services that meet members’ current and future needs; offer fair and meaningful employment in a workplace that is safe and respectful; and build partnerships that foster economic development to create self-reliant, sustainable communities.”

ACU's Strategic Direction

- Strategic planning process involves all of our stakeholder groups: members, employees and the community
- Information gathered through surveys, community consultation, employee “bear pit” sessions
- Mission, vision and values crafted by the Board, Senior and Middle Management and Employees

ACU's Strategic Plan

- Built around 5 strategic drivers, all under the CSR “umbrella”
 - Enhancing Employee Engagement
 - Strengthening Member Relationships
 - Building Community Capacity
 - Improving Financial Performance
 - Achieving Strong Governance
- Measured by a Balanced Scorecard

Some highlights

- ACU employees are fully involved in creating their own learning and development plans
- Customized training programs enhance their skills and knowledge
- We have an employee mentorship program that matches employee mentors and partners for skill development, career development and diversity
- Rewarding Efforts program recognizes employees who consistently go above and beyond, or who share their ideas for business improvement
- Staff turnover rate is consistently below industry average

Some highlights

- In 2005 we “re-branded” Assiniboine to represent the energetic, compassionate and distinct company we have become
- We were the first Credit Union in Canada to establish the position of Vice-President, Corporate Social Responsibility
- We also hired MB CUs’ first Socially Responsible Investment Specialist to improve our capacity to provide our members with investments that fit their values

Recognition

- Named one of the Top 100 Employers in Canada by Macleans magazine
- Selected as one of the Top 10 Employers in Canada for hiring visible minorities
- Named one of the Top 10 Employers in Canada for hiring women
- Selected as a Best Employer for Recent College and University Grads

Recognition

- Presented the national Credit Union Central of Canada Community Award for the impact of our commitment to Community Economic Development
- Received the inaugural Credit Union Sustainability Award from the Ethical Funds Company
- Manitoba Business Magazine has named us on their list of 50 fastest growing businesses and their top 100 companies

Early 2005

- ACU very committed to training and development of staff
- Staff focused on acquiring designations and giving advice
- Established and very successful sales and sales management program in place
- Sales program lead and supported by mid-management

Early 2005

- Declining market share
- Total compensation for employees high in some areas, lower in others
- Increased need for leadership and management skills among middle management
- Middle managers not taking ownership/accountability for their business

Early 2005

- Front-line staff making questionable decisions
- Dissatisfaction among middle managers about support from senior management
- How we work together as a team with middle management
- Many middle managers and staff feeling overwhelmed, stress leaves, high use of sick days
- Managers felt like “one trick ponies” when coaching staff

The Desired Future State

- Staff will embrace and support necessary changes
- Everyone will be clear on their role, do quality work and feel capable, effective and confident in their jobs
- Staff will use their empowerment to make decisions within the scope of their jobs, take responsibility for their area of authority, their actions and their learning
- Staff will work together effectively, coordinating efforts and maintaining focus on our strategic direction
- Everyone will feel they can be effective AND be happy, have fun and balance work and home life

The Plan

- Skill and knowledge development – developing individuals to perform their roles more effectively (achieved through corporate training plan)
- Organizational development – having the senior management team, middle management and whole organization working together effectively towards the same goals (achieved through organizational development plan)

The Solution needs to...

- Define an appropriate participative management and leadership approach
- Build ability to empower middle managers so they can empower front-line and departmental staff
- Needs to reinforce the behaviors of impact and influence, accountability and decision making
- To provide a process to allow middle management and senior management to agree on roles, responsibilities, lines of communication and decision making

The Self-Management Solution

- Proactive in their approach to business
- Listened intently to our needs without pitching
- Complimented our existing programs

Our Plan

- Provide training to all employees at ACU
- Begin with management and adopt a “train the trainer” approach to delivery
- Incorporate a module based follow-up program to ensure sustainability

Our Plan

- Engage senior management
- Train middle management
- Train trainers
- Train staff
- Train senior management

Implementation

- Engaged senior management in May 2005
- Trained middle management in June, September and October 2005
- Trained the trainers in December 2005
- Complete staff rollout in January 2006

The results

- System met with early success and buy in from senior and middle management
- “This is exactly what we need”
- Managers began to implement the concepts in their personal lives, as well as at work

The Results

- Trainers worked with Rob McHardy to prepare for and deliver staff sessions
- Employees were overwhelmingly in favour of the training and appreciated and implemented the program concepts
- Training internal trainers made it a very credible solution, and a very cost-effective solution

The results

- Staff evaluations of the program said...
 - 98% felt the program exceeded or met expectations
 - 92% would recommend the program to a colleague or acquaintance

Comments from staff evaluations

- “The program is fabulous. It's a concept that you can adapt to your personal life as well as your professional life. I'm finding that I am not constantly trying to fix what others need to fix themselves. You can get things done and still have time on your hands. Awesome program! “

Avis Johnston Manager Member Service

Comments from staff evaluations

- “Self-management training was a very positive experience for me. I learned many new things including the importance of building on my strengths as opposed to the old idea of focusing on trying to only improve my weaknesses. I've learned the importance of recognizing the Controllables and the Uncontrollables in my life and how I am 100% responsible for my attitude in spite of what is going on around me. I have also implemented two admission tickets that have already proven to benefit my life. “

Stephanie F. Wiens Community Account Manager, Micro

Comments from staff evaluations

- “Sometimes there is so much going on that the office can get very busy. Every one has different request and every one feels it needs to happen ASAP. I have learned how to focus on the task at hand and eventually the other stuff will get done.”

Judy Boville, Payment Services

Since the training...

- Many success stories
 - Employees personal change
 - Employees professional change
- Managers more empowered
- Improved relationships
- Now part of our “culture”

Since the training...

- Middle management meetings
- Branch and staff meetings
- Featured in our employee recognition newsletter
- Follow-up sessions for new staff
- Now part of our “corporate university” curriculum

Future plans

- Now a required course in employee's learning plans
- Plan to expand our offerings to include on-line versions
- Tools for recruitment and successioning

Questions?