

CUNA  
**Staff Salary  
Report**  
2023-2024

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**Prepared by:**

Dayna Johnson Schmitt, product manager

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informed
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tasks

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# Survey methods, regions, and services

This report summarizes the results of a survey conducted by CUNA in Madison, Wis., between February and April 2023.

In February, CUNA sent questionnaires to the Human Resource (HR) professional and/or CEO/manager of 4,461 credit unions with \$1 million or more in assets. An online version of the questionnaire was available as well.

Several follow-up email messages 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 January 1, 2023.

By April 2023, the cutoff date for inclusion in the report, CUNA had received a total of 990 survey participants — a 22.2% response rate.

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.



## REGIONS

Northeast	=	New England (ME, NH, VT, MA, RI, CT); Middle Atlantic (NY, NJ, PA)
Midwest	=	East North Central (OH, IN, IL, MI, WI); West North Central (MN, IA, MO, ND, SD, NE, KS)
South	=	South Atlantic (DE, MD, DC, VA, WV, NC, SC, GA, FL); East South Central (KY, TN, AL, MS); West South Central (AR, LA, OK, TX)
West	=	Mountain (MT, ID, WY, CO, NM, AZ, UT, NV); Pacific (WA, OR, CA, AK, HI)



In examining the data from responding credit unions, CUNA 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 990 respondents, the maximum sampling error for the overall percentages is  $\pm 3.0\%$  at a 95% confidence level. That is, in 95 of 100 similar samples, the overall percentages would fall within 3.0 percentage points of those presented in the data tables.

Because the sample was limited to credit unions with \$1 million or more 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 examine 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 CU  
Avadian CU  
Chattahoochee FCU  
Covington School FCU  
Family Savings CU  
Family Security CU  
Fedmont FCU  
Gulf Coast FCU  
Health CU  
Heritage South CU  
Jefferson Credit Union  
Marvel City FCU  
MAX CU  
Montgomery VA FCU  
North Alabama Papermakers FCU  
Red Oak Credit Union  
RiverFall CU  
Solutions First CU  
The Infirmary FCU  
Valley CU  
WCU Credit Union

## Alaska

Alaska District Engineers FCU  
Matanuska Valley FCU  
Tongass FCU  
True North FCU

## Arizona

Aero FCU  
First CU  
Landings CU

SunWest FCU  
Winslow School EFCU

## Arkansas

Baptist Health FCU  
Fort Roots FCU  
Garland County Educators FCU  
LRFD FCU  
Pine Bluff Cotton Belt FCU  
River Town FCU  
UARK FCU  
UP Arkansas FCU

## California

Alta Vista CU  
Arrowhead CU  
Atchison Village CU  
Befit Financial FCU  
Bopti FCU  
CalCom FCU  
California Community CU  
California CU  
Camino FCU  
Chaffey Federal Credit Union  
CoastHills CU  
Community First CU  
Comunidad Latina FCU  
Delta Schools FCU  
Desert Valleys FCU  
Eagle Community CU  
East County Schools FCU  
Employees Choice FCU  
Financial Partners CU

Firefighters First FCU  
Fontana FCU  
Fresno Grangers FCU  
Frontwave CU  
Golden 1 Credit Union  
Golden Valley FCU  
Kinecta FCU  
Merced School EFCU  
Merco CU  
Meriwest CU  
Mission FCU  
Modestos First FCU  
MyPoint Credit Union  
Nikkei CU  
Northrop Grumman FCU  
Operating Engineers Local Union 3 FCU  
Pacific Postal CU  
Patelco CU  
Polam FCU  
Premier America CU  
Priority One CU  
Redwood CU  
Rolling F Credit Union  
Safe 1 Credit Union  
San Joaquin Power ECU  
Santa Clara County FCU  
Santa Cruz Community CU  
SchoolsFirst FCU  
SESLOC FCU  
Sierra Central CU  
Siskiyou Credit Union  
SLO Credit Union

SRI FCU  
Star One Credit Union  
Technology Credit Union  
Tucoemas FCU  
UNCLE CU  
Union Yes FCU  
Utility District CU  
Valley Oak CU  
Ventura County CU  
Vocality Community CU

## Colorado

Aventa CU  
Bellco CU  
Colorado CU  
Coloramo FCU  
Electrical FCU  
Elevations CU  
Fellowship CU  
Fidelis Catholic CU  
Minnequa Works CU  
Options Credit Union  
Pikes Peak CU  
Rio Blanco Schools FCU  
Rio Grande FCU  
School District 3 FCU  
St Mary CU  
Sterling FCU  
Sunwest Educational CU  
Westerra Credit Union  
Westminster FCU  
Yuma County FCU

## Connecticut

America's First Network CU  
Connecticut State ECU Inc  
Franklin Trust FCU  
Lawrence Memorial Hospital EFCU  
New Haven Firefighters CU Inc  
Torrington Municipal-Teachers FCU  
United Business & Industry FCU  
Windsor Locks FCU

## Delaware

All4u FCU  
Delaware State Police FCU  
Priority Plus FCU  
Tidemark FCU

## District of Columbia

FRB FCU  
IDB Global FCU  
Interior Federal Credit Union

## Florida

Calhoun Liberty Credit Union  
Central CU of Florida  
Community Credit Union of Florida  
Compass Financial FCU  
Coral Community FCU  
Dade County FCU  
ECCO CU  
ECU Credit Union  
Envision CU  
First Florida Credit Union  
Florida CU  
Harvesters CU  
Ithink Financial CU  
Jax FCU

Jefferson Co Teachers CU  
JetStream FCU  
Keys Federal Credit Union  
Madison Education Assn CU  
McCoy FCU  
Miami FCU  
Miami Postal Service CU  
MIDFLORIDA CU

My Healthcare FCU  
Pinellas FCU  
Priority CU  
Space Coast CU  
Suncoast CU  
Tampa Postal FCU  
TMH FCU  
Trax CU  
Tropical Financial CU

## Georgia

1st Choice CU  
Altamaha Federal Credit Union  
CDC FCU  
Coca-Cola FCU  
Coweta Cities and County EFCU  
Credit Union of Georgia  
Delta Community CU  
Family First CU  
Georgia United CU  
Interstate Unlimited CU  
Lanier FCU  
Macon-Bibb Employees Credit Union  
Mutual Savings CU  
My Georgia CU  
Peach State FCU

Pinnacle Credit Union  
Rome Kraft ECU  
Savannah Postal CU

## Hawaii

Aloha Pacific FCU  
Hamakua FCU  
Hawaii Community FCU  
Hawaii County EFCU  
Hawaii Law Enforcement FCU  
HFS FCU  
Honolulu FCU  
Kaua'i FCU  
Kauai Teachers FCU  
Maui County FCU  
Maui Teachers FCU  
Pearl Hawaii FCU  
Wailuku FCU

## Idaho

Beehive Federal Credit Union  
CapEd Credit Union  
Connections CU  
Cottonwood Community FCU  
Latah CU  
Pioneer FCU  
Potlatch No 1 Financial CU  
St Joe Valley CU  
Westmark CU

## Illinois

AAEC CU  
Acme Continental CU  
Altonized Community FCU  
Central Illinois CU

Chicago Firefighters CU  
Chicago Firemans Assn CU  
Community Plus FCU  
Corporate America Family CU  
Elite Community CU  
Financial Plus CU  
Fox Valley CU  
Gale Credit Union  
Generations CU  
Great Lakes CU  
IAA CU  
Joliet Firefighters CU  
Kaskaskia Valley Community CU  
Maroon Financial CU  
Maternity BVM CU  
MembersAlliance CU  
Metro FCU  
Midwest Members CU  
New Century FCU  
Northern Illinois FCU  
Oak Lawn Municipal ECU  
Paris Hiway CU  
Peoria Hiway CU  
Peoria Postal ECU  
Quincy Postal ECU  
Rock Valley CU  
Salem School System CU  
Scott CU  
SIU Credit Union  
Staley CU  
State Farm FCU  
Streator Onized CU  
University of Illinois Community CU

Vibrant CU  
Western Illinois School ECU

## Indiana

Central Soya FCU  
Clifty Creek EFCU  
Community Spirit CU  
Concora Wabash FCU  
East Chicago Firemen's CU  
Elements Financial FCU  
Evansville Firefighters FCU  
Financial Partners FCU  
Fire Police City County FCU  
Fortress FCU  
Gary Fire Fighters Assn FCU  
Harvester Financial CU  
Hoosier United Credit Union  
INOVA FCU  
Interra Credit Union  
Jackson Co Co-Op CU  
Midwest Carpenters & Millwrights FCU  
PrimeTrust Financial FCU  
Professional Police Officers CU  
Purdue FCU  
Regional FCU  
Teachers CU  
Tech CU  
Whitewater Regional FCU  
Whiting Refinery FCU

## Iowa

Affinity CU  
AIM CU  
Ascentra CU

Cent CU  
Citizens Community CU  
Community 1st CU  
Community Choice CU  
Dubuque Postal ECU  
Family Community CU  
Greater Iowa Credit Union  
Linn Area Credit Union  
Meridian CU  
North Iowa Community CU  
North Star Community CU  
North Western ECU  
Polk County CU  
Power Co-Op ECU  
Quaker Oats CU  
River Community CU  
Telco Triad Community CU  
The Municipal CU  
United Credit Union

## Kansas

C & R CU  
Central Kansas Education CU  
Credit Union of America  
Eagle FCU  
Enterprise CU  
Golden Plains CU  
Mainstreet CU  
Midwest Regional CU  
Morton CU  
Reliance CU  
Topeka Police CU  
Tri-County CU  
Wheat State Credit Union

White Eagle CU  
Wichita Federal Credit Union

## Kentucky

Abound Credit Union  
Class Act FCU  
Commonwealth CU  
Corning Glass Works FCU  
Cove FCU  
Expree CU  
KIT FCU  
KUE FCU  
L and N FCU  
Morehead Community FCU  
Shawnee TVA EFCU  
Transcend CU

## Louisiana

Acadian FCU  
Baton Rouge Fire Dept FCU  
Baton Rouge Telco FCU  
Calcasieu Parish EFCU  
Calcasieu Teachers & ECU  
Campus FCU  
CF LA CU  
CSE FCU  
District 58 FCU  
Essential Credit Union  
First Pioneers FCU  
First Street FCU  
Geismar Complex FCU  
Greater New Orleans FCU  
Internal Revenue FCU  
Kraftman FCU

Louisiana FCU  
Louisiana USA FCU  
Pelican State CU  
Post Office ECU  
Riverland FCU  
South Louisiana Highway FCU  
Southern Teachers and Parents FCU  
Valex FCU

## Maine

Atlantic FCU  
Capital Area FCU  
Eastmill FCU  
Five County CU  
Great Falls Regional FCU  
Milestones FCU  
New Dimensions FCU  
The County FCU

## Maryland

Baltimore Washington FCU  
Cedar Point FCU  
Educational Systems FCU  
FedChoice FCU  
Freedom FCU  
Money One FCU  
Peninsula General Hosp Med Ctr EFCU  
Prince George's Community FCU  
SelfReliance Baltimore FCU  
US Postal Service FCU  
WSSC FCU

## Massachusetts

Cambridge Municipal EFCU

Central One FCU  
GFA FCU  
Greylock FCU  
HTM CU  
Jeanne D Arc CU  
Leominster Employees FCU  
Liberty Bay CU  
Lincoln Sudbury Town EFCU  
Lowell Firefighters CU  
Malden FCU  
Manchester FCU  
Marblehead Municipal FCU  
Massachusetts Family CU  
Members Plus CU  
MetroWest Community FCU  
NESC FCU  
RTN FCU  
Shrewsbury FCU  
Somerville Municipal FCU  
St Jean's CU  
Tewksbury FCU  
UMassFive College FCU

## Michigan

Advantage One CU  
Advia Credit Union  
Astera CU  
Awakon FCU  
Bloom CU  
Blue Water FCU  
Breakwater Federal Credit Union  
Catholic Vantage Financial  
Christian Financial Credit Union

Community First Federal Credit Union  
Community West CU  
Consumers CU  
Consumers Professional CU  
COPOCO Community CU  
Detour Drummond Comm CU  
Diversified Members CU  
Dort Financial Credit Union  
Eastpointe Community CU  
ELGA Credit Union  
Family Financial CU  
Financial Plus CU  
Frankenmuth CU  
FreeStar Financial CU  
Genisys CU  
HarborLight Credit Union  
Honor CU  
HPC CU  
Isabella Community Credit Union  
KALSEE CU  
Kellogg Community CU  
Kenowa Community FCU  
Limestone FCU  
Marshall Community CU  
Members First CU  
Michigan One Community CU  
Michigan State University FCU  
Monroe Community CU  
Muskegon FCU  
Muskegon St Joseph FCU  
North Central Area CU  
Northern Lights Community FCU  
Northland Area FCU

One Detroit CU  
Peninsula FCU  
PFCU  
Preferred CU  
Route 31 Credit Union  
Service 1 FCU  
Settlers FCU  
Soo Co-Op CU  
South Central CU  
Sovita Credit Union  
Straits Area FCU  
TBA CU  
Thornapple CU  
TLC Community CU  
Total Community CU  
TruNorth FCU  
United Bay Community CU  
United FCU  
United Financial CU  
University of Michigan CU  
Vibe CU  
Walled Lake School FCU  
Wexford Community CU  
Wildfire CU

## Minnesota

Co-Op CU Of Montevideo  
Ely Area CU  
Embarrass Vermillion FCU  
Federated ECU  
Heartland CU  
Home Town FCU  
Latvian CU

Magnifi Financial  
Mayo EFCU  
Mid Minnesota FCU  
North Shore FCU  
North Star Credit Union  
Northern States Power St Paul CU  
Northwoods CU  
Proctor FCU  
Red Wing CU  
South Metro FCU  
SouthPoint Financial CU  
Star Choice Credit Union  
Toro EFCU  
United ECU  
Wakota FCU

## Mississippi

1st Mississippi FCU  
Brightview FCU  
CM Members FCU  
Gulf Coast Community FCU  
Hope FCU  
Keesler FCU  
Meridian Mutual FCU  
Mississippi DHS FCU  
Mutual CU  
Pine Belt FCU  
Sunbelt FCU

## Missouri

Alliance CU  
Assemblies of God CU

BluCurrent CU  
City CU  
Columbia CU  
CSD Credit Union  
First Community CU  
Goetz CU  
Great Plains Federal Credit Union  
Health Care Family CU  
Independence Teachers CU  
JC Federal ECU  
Joplin Metro CU  
Leadco Community CU  
Metro Credit Union  
Missouri Central CU  
MO Electric Cooperatives ECU  
Multipli CU  
R-G Federal Credit Union  
St Louis Policemens CU

## Montana

Altana FCU  
Billings FCU  
Butte Community FCU  
Clearwater CU  
Daniels-Sheridan FCU  
Family First FCU  
Lincoln County CU  
Montana CU  
Park Side CU  
Sky FCU  
Tricounty FCU  
Valley CU

Wolf Point FCU

## Nebraska

Box Butte Public EFCU  
Cobalt CU  
First Nebraska CU  
LincOne FCU  
LPS Employees FCU  
Midwest Liberty FCU  
North Platte Union Pacific ECU  
Northeast Nebraska FCU  
Omaha Police FCU  
Omaha Public Power District EFCU  
Siouxland FCU  
Sugar Valley FCU  
Woodmen FCU

## Nevada

Boulder Dam CU  
Churchill County FCU  
Great Basin Federal Credit Union  
Greater Nevada CU  
Reno City EFCU

## New Hampshire

Granite State CU  
Holy Rosary CU  
New Hampshire FCU  
Northeast CU  
St Mary's Bank CU  
Triangle CU

## New Jersey

Advanced Financial FCU  
Atlantic City Electric Company EFCU  
Atlantic FCU  
Bay Atlantic FCU  
Campbell FCU  
Community Financial Services FCU  
First Harvest CU  
First Point FCU  
Garden Savings FCU  
H & E Telephone FCU  
Linden NJ Police and Firemen FCU  
Manville Area FCU  
Merck EFCU  
N.J.T. Employees FCU  
Path FCU  
West Hudson Teachers FCU

## New Mexico

Estacado FCU  
First Financial CU  
Guadalupe CU  
High Desert Community CU  
Kirtland FCU  
Nusenda CU  
Otero FCU  
U.S. Eagle FCU  
U-1st Community FCU

## New York

A C M G FCU  
Actors FCU  
Allegany First FCU

Alliance Niagara FCU  
Alternatives FCU  
Amherst FCU  
Boulevard FCU  
Buffalo Metropolitan FCU  
Chen-Del-O FCU  
Corning FCU  
Coxsackie Correctional EFCU  
Dannemora FCU  
Division 726 FCU  
Empirt 207 FCU  
Encompass Niagara FCU  
Erie County Employees Credit Union  
FASNY FCU  
Finger Lakes FCU  
Finger Lakes Health Care FCU  
Gates Chili FCU  
Genesee Co-Op FCU  
GHS FCU  
Good Neighbors FCU  
Gowanda Area FCU  
GPO FCU  
Great Meadow FCU  
Greater Niagara FCU  
Griffith Institute EFCU  
Hudson River Community CU  
Inner Lakes FCU  
LeRoy FCU  
Linton FCU  
Local 804 FCU  
Lockport Schools FCU  
Long Island Alliance FCU  
Mamta FCU

MONEY FCU  
Mt Vernon NY Postal EFCU  
Nassau Financial FCU  
Niagara Wheatfield FCU  
Niagara's Choice FCU  
ONE Credit Union  
Plattsburgh City School District FCU  
Rediform Niagara Falls NY FCU  
Rome FCU  
Rome Teachers FCU  
SeaComm FCU  
Spencerport FCU  
St Josephs Parish FCU  
St Lawrence FCU  
Suffolk FCU  
SUNY Fredonia FCU  
Sweet Home FCU  
TCT FCU  
TEG FCU  
The Summit FCU  
Town of Cheektowaga FCU  
Ulster Federal Credit Union  
Upstate Telco FCU  
Visions FCU  
Western Division FCU  
Western New York FCU  
Westside Community FCU

## North Carolina

Acclaim FCU  
Blue Flame CU  
Bragg Mutual Federal Credit Union  
Carolinas Telco FCU



CS Credit Union  
Greater Kinston CU  
Lithium FCU  
Local Government FCU  
Members Credit Union  
Mountain CU  
Piedmont Advantage CU  
State Employees Credit Union  
TCP Credit Union  
Texas Gulf Carolina ECU  
Truliant FCU  
Vision Financial FCU

## North Dakota

Affinity First FCU  
Capital CU  
Dakota Plains CU  
Fargo Public Schools FCU  
FFE FCU  
First Community CU  
Minot Area Schools FCU  
North Star Community CU  
Northern States Power Co EFCU  
Northern Valley FCU  
University FCU  
Vue Community CU

## Ohio

Achieve CU Inc  
AllWealth FCU  
Atomic CU Inc  
Bridge Credit Union Inc  
Canton School Employees FCU  
Carey Poverello FCU

Cincinnati Ohio Police FCU  
Commodore Perry FCU  
Community One CU Inc  
DAY AIR CU Inc  
Desco FCU  
Dover-Phila FCU  
Education First CU Inc  
Educational Community Alliance CU  
Eight FCU  
Emerald CU  
Erie Community FCU  
Firefighters Community CU Inc  
Firelands FCU  
Fremont FCU  
Geauga CU Inc  
Glass City FCU  
Greater Wayne Community FCU  
Hancock FCU  
KEMBA Financial CU  
Kyger Creek CU Inc  
Local Union 392 FCU  
LorMet Community FCU  
Members Choice Credit Union  
Ohio Catholic FCU  
Ohio Valley Community FCU  
OUCU Financial Credit Union  
Presidents FCU  
PSE CU Inc  
Quest FCU  
S & J School EFCU  
Seven Seventeen CU Inc  
Sharefax CU Inc  
St James Parish CU

St Josephs FCU  
Sun Federal Credit Union  
TopMark FCU  
Towpath CU  
TrueCore FCU  
Universal 1 Credit Union  
Your Legacy FCU

## Oklahoma

Arbuckle FCU  
Bison FCU  
Department of Public Safety FCU  
Fort Sill FCU  
OK Members First FCU  
The FOCUS FCU  
Tinker FCU  
WeStreet FCU

## Oregon

Cascade Community FCU  
Linn-Co FCU  
Mid Oregon FCU  
Northwest Adventist FCU  
NW Preferred FCU  
Oregon Community CU  
Pacific Crest FCU  
Rogue CU

## Pennsylvania

A & S FCU  
Access CU  
Ambridge Area FCU  
American Heritage FCU  
ARC FCU  
Armco CU

AT & T Employees Pittsburgh PA FCU  
AVH FCU  
Bucks County Employees CU  
BVA FCU  
CACL FCU  
Choice One Community FCU  
CHROME FCU  
Clairton Works FCU  
Colfax Power Plant Employees FCU  
Corner Post FCU  
Corry Jamestown CU  
Erie City Emp FCU  
Fayette Federal Employees FCU  
First Area FCU  
Franklin Mint FCU  
Freedom CU  
Glass Cap FCU  
Glatco CU  
HealthCare First CU  
IBEW - Local NO. 5 FCU  
Lebanon Federal Credit Union  
Lesco FCU  
Montoursville Area FCU  
Morrison's Cove 1st FCU  
Mt Lebanon FCU  
Multi-Schools FCU  
North East Welch FCU  
PACE Resources FCU  
Penn-Trafford School Employees FCU  
People First FCU  
Priority First FCU  
PSECU  
Sarco Federal Credit Union

Service 1st FCU  
Spirit Financial CU  
Tendto Credit Union  
Top Tier Federal Credit Union  
Trouvaille FCU  
UFCW Community FCU  
W-Bee FCU  
WEST-AIRCOMM FCU  
Westmoreland Water FCU  
Your Choice FCU

#### Puerto Rico

Caribe FCU

#### Rhode Island

Blackstone River FCU  
Greenwood CU  
Ocean State CU  
The Peoples CU

#### South Carolina

Columbia Post Office CU  
Georgetown Kraft CU  
MTC FCU  
Nucor ECU  
SAFE FCU  
SCI FCU  
Secured Advantage FCU  
Self Memorial Hospital FCU  
SPC CU  
Spero Financial FCU  
Upstate FCU  
VITAL FCU

#### South Dakota

AREA FCU  
Bluestone FCU  
Consumers FCU  
Coteau Valley FCU  
Dakota Star FCU  
Dakotaland FCU  
Explorers FCU  
Lakota FCU  
Levo FCU  
M-O FCU  
OAHE FCU  
Voyage FCU

#### Tennessee

Alcoa Tenn FCU  
Appalachian Community FCU  
Appliance CU  
Bowater ECU  
Chattanooga Federal Empl CU  
Chattanooga First FCU  
City Employees CU  
Collegedale CU  
Consumer CU  
Copper Basin FCU  
Cornerstone Financial CU  
ETMA FCU  
Family Advantage FCU  
First Choice Community CU  
Foothills FCU  
Fortera Credit Union  
Greater Eastern CU  
Greenville City ECU  
Heritage South Community CU

Knoxville TVA ECU  
LG & W FCU  
Maryville Municipal CU  
MPD Community CU  
Northeast Community CU  
ORNL FCU  
Parthenon FCU  
Sevier Co Schools FCU  
Southern CU  
Southern Security FCU  
St Thomas CU  
The Tennessee CU  
TNConnect CU  
United Southeast FCU  
Veritas Federal Credit Union

## Texas

4U Credit Union  
Alliance CU  
Allied FCU  
AMOCO FCU  
Andrews School FCU  
Bivins FCU  
Brazos Community CU  
Brazos Valley Schools CU  
Brownsville City EFCU  
Capitol CU  
Centex Citizens CU  
Central Texas Teachers CU  
Common Cents CU  
Communities of Abilene FCU  
Community Service CU  
Concho Educators FCU  
Corner Stone CU

Cy Fair FCU  
Domino FCU  
DuGood FCU  
East Texas Professional CU  
Education CU  
Education First FCU  
Employees United FCU  
Energy Capital CU  
First Community CU  
FirstLight FCU  
Fort Worth City CU  
GECU  
Gulf Coast Educators FCU  
Gulf CU  
Highway District 2 CU  
Highway District 9 CU  
Highway ECU  
Houston FCU  
Houston Police FCU  
InTouch Credit Union  
La Joya Area FCU  
Liberty Co Teachers FCU  
Local 20 IBEW FCU  
Local 24 EFCU  
Lone Star CU  
McMurrey FCU  
MCT CU  
Members First CU  
Memorial CU  
Methodist Hosp EFCU  
Mid-Tex FCU  
Mobiloil FCU  
Mountain Star FCU

MTCU  
My Community CU  
NCE CU  
Neches FCU  
Neighborhood CU  
One Source FCU  
Port Terminal FCU  
Red River EFCU  
Resource One CU  
Sabine FCU  
Santa Fe FCU  
Scurry County School FCU  
Southland FCU  
Southwest Airlines FCU  
Southwest Heritage CU  
SP Trainmen FCU  
St Lukes Community FCU  
Texans Credit Union  
Texas Assn of Professionals FCU  
Texas DPS CU  
Texas Tech FCU  
Texasgulf FCU  
Texoma FCU  
Travis County CU  
Union Pacific ECU  
Union Square CU  
United Texas CU  
University Federal Credit Union  
Waconized FCU  
Wellby  
WesTex Community CU  
Yantis FCU  
Yoakum County FCU

## Utah

American United FCU  
CUP FCU  
Cyprus FCU  
Elevate Credit Union  
Firefighters CU  
Freedom Credit Union  
Gibbons & Reed EFCU  
Utah Community CU  
Utah First FCU  
Varex FCU

## Vermont

802 Credit Union  
Heritage Family FCU  
NorthCountry FCU  
ONE Credit Union  
Vermont FCU

## Virginia

Augusta County FCU  
Baylands Family CU  
BayPort CU  
Bronco FCU  
Call FCU  
Central Virginia FCU  
Chartway FCU  
Credit Union of Richmond  
Front Royal FCU  
Glamorgan EFCU  
Henrico FCU  
Justice FCU  
Kraftsman FCU  
Member One FCU

Park View FCU  
Peoples Advantage FCU  
PWC ECU  
Topside FCU  
Transportation FCU  
Virginia State Univ FCU

## Washington

Alaska Air Group CU  
Avista Corp Credit Union  
Cascade FCU  
Columbia Credit Union  
Express CU  
Fibre FCU  
Granco FCU  
Longshoremens Local 4 FCU  
MountainCrest CU  
North Coast CU  
Peninsula Community Federal Credit Union  
Red Canoe CU  
Solarity CU  
Sound Credit Union  
Tri-CU  
TwinStar CU  
Utility Employees Federal Credit Union  
Waterfront FCU  
WCLA Credit Union  
WestEdge FCU

## West Virginia

CAMC Federal Credit Union  
CAPE Federal Credit Union  
CCMH FCU  
CHA TEL FCU

Fairmont FCU  
Natrium Employees FCU  
OCPS FCU  
Peoples FCU  
Pioneer Appalachia FCU  
Romney FCU  
Strip Steel Community FCU  
The United FCU  
Twin Oaks FCU  
West Virginia FCU

## Wisconsin

1st Community Credit Union  
Altra FCU  
Appletree Credit Union  
Arcadia Credit Union  
Athens Area Credit Union  
Avestar Credit Union  
Bay Shore Credit Union  
Brantwood Credit Union  
Brewery Credit Union  
Brokaw CU  
Capital Credit Union  
Community First CU  
Compassionate Care CU  
Connexus CU  
Co-op Credit Union  
County City Credit Union  
CoVantage CU  
Empower CU  
Evergreen Credit Union  
First Choice Credit Union  
FOCUS Credit Union  
Fond Du Lac Credit Union

Fort Community Credit Union  
Fox Communities CU  
Glacier Hills Credit Union  
Governmental ECU  
Gundersen CU  
Health Care Credit Union  
Heartland CU  
Iron County Community Credit Union  
Kohler Credit Union  
Lakewood Credit Union  
Madison Credit Union  
Marshfield Medical Center CU  
Meadowland CU  
Members Advantage CU  
Members First Credit Union

NEW Credit Union  
Northwoods Community CU  
Oshkosh Community Credit Union  
PCM Credit Union  
Premier Financial CU  
Public Service Credit Union  
Royal Credit Union  
Sentry Credit Union  
Sheboygan Area Credit Union  
Shipbuilders Credit Union  
Shoreline Credit Union  
Simplicity Credit Union  
Southern Lakes Credit Union  
Summit CU  
Taylor Credit Union

Teachers Credit Union  
Tomah Area Credit Union  
Unison CU  
UnitedOne Credit Union  
WEA CU  
Westby Coop Credit Union  
Westconsin Credit Union  
Wisconsin Medical Credit Union

## Wyoming

Atlantic City FCU  
Blue FCU  
CITCO FCU  
Western Vista FCU



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# Key findings

**Pay increases at credit unions continue trending upward—a pattern that first surfaced after 2010.**

## Salary/wage increases

The vast majority (about 88%) of credit unions with assets of \$1 million or more budgeted to provide salary/wage increases to at least some of their employees by year’s end 2022.

Looking ahead, about 87% of credit unions anticipate providing salary increases in 2023 for each of their two employee categories—management (including the CEO) and nonmanagement.

Credit unions with assets of \$20 million or more are much more likely than their smaller counterparts to be planning 2023 salary increases for each of these groups.

Overall, the average budgeted 2022 and anticipated 2023 salary bumps range from .4 % to 4.7%, depending on the year and the employee category. These averages include the 0% from any credit unions that were not providing increases.

Average anticipated 2023 salary increases for management and nonmanagement stand at least somewhat higher among credit unions with assets of \$20 million or more than among those with assets of less than \$20 million (“Average 2023 anticipated full-time management and nonmanagement base pay increase”).

Information on salary/wage increases can be found in Tables ES-1 through ES-6.

## Incentives/bonuses

All told, 75% of credit unions with assets of \$1 million or more 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 at least some of their full-time employees by year-end 2021 (Tables ES-7 through ES-9). This is a slight change from the previous year.

The prevalence of variable payments is strongest among credit unions with \$100 million to \$3 billion plus in assets, with more than 93% of them awarding such payments.

Bonuses continue to be somewhat more prevalent than incen-

### Average 2024 anticipated full-time management base pay increase\*

Asset size (\$ millions)	
\$1-2	1.0%
2-5	0.9
5-10	2.1
10-20	1.8
20-50	3.4
50-100	4.1
100-200	4.1
200-500	4.7
500-1,000	4.8
1,000-3,000	4.4
\$3,000+	3.7%
<b>Overall</b>	<b>3.6%</b>

### Average 2024 anticipated full-time nonmanagement base pay increase\*

Asset size (\$ millions)	
\$1-2	0.0%
2-5	1.3
5-10	2.4
10-20	2.2
20-50	3.4
50-100	3.9
100-200	3.9
200-500	4.6
500-1,000	3.9
1,000-3,000	4.0
\$3,000+	3.7%
<b>Overall</b>	<b>3.4%</b>

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



tives for both management and nonmanagement personnel (“Provided incentives and/or bonuses to full-time employees by year-end 2021”).

## Salary structure

23% of credit unions adjusted their salary structures in 2022, prior to submitting their data by the survey’s May deadline (Table ES-10). An additional 40% or so made alterations sometime during 2021.

## Formal salary ranges

Nearly 44% of credit unions have formal salary ranges in 2022. The likelihood of having such ranges increases with asset size—from no more than 18% among credit unions with \$1 million to \$10 million in assets, to virtually all of those with assets of \$1 billion or more.

Among credit unions with formal salary ranges, the average budgeted percentage increase in 2022 and the anticipated increase for 2023 fall between 2.9% and 3.4%, depending on the year and employee category.

Find salary range information in Tables ES-11 through ES-20.

## Employment

Nearly 94% of credit unions with \$1 million or more in assets have at least one full-time employee (Table ES-22). On the other hand, 71% have part-time employees within their ranks (Table ES-23).

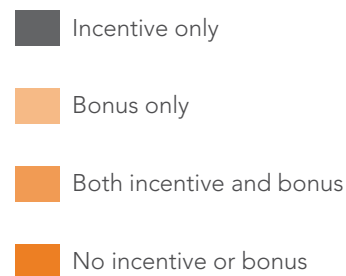
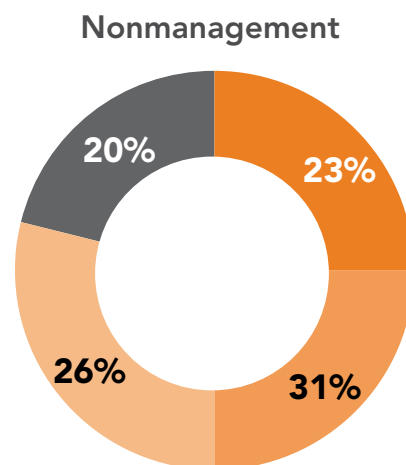
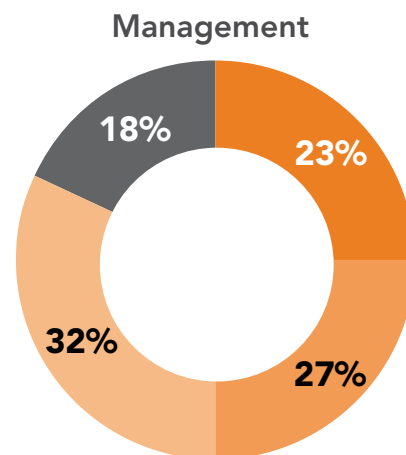
## Hiring plans

Hiring intentions among credit unions continue to be relatively strong. Overall, 49% of credit unions—including no fewer than 75% of those with assets of \$100 million or more—plan to add full-time employees to their payrolls during 2022.

On average, credit unions planning staffing growth expect to

continued on page 26 ►

## Provided incentives and/or bonuses to full-time employees by year-end 2022\*



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

## Cultural Alignment Can Counter Employee Discontent

If there was a dictionary of employee discontent, these terms might be in it:

- “Quiet quitting” is the practice of retaining your position while contributing minimal time and energy to doing your job.
- “Ghosting” happens when an applicant accepts a position, then disappears without notice to take another job.
- “Sunday Scaries” captures the dread of facing a new work week. A 2023 LinkedIn survey showed roughly three of every four employees experience anxiety about the week ahead.

### More challenges ahead

These drama-laden definitions of discontent emerged as the Great Resignation roiled the labor market with record-high turnover in 2021 and 2022.

The tight labor market that prevailed during the pandemic empowered workers to seek higher pay and better working conditions. Many credit unions and other organizations responded by increasing pay and adjusting workplace practices, which included offering remote work options either temporarily or permanently.

While experts predict a more stable labor market will emerge by the end of 2023, talented employees remain aware that changing employers – or threatening to do so – can pay off. One surprising result of the Great Resignation was an increase in job satisfaction ratings, with a record-high 62.3% of employees reporting feeling satisfied with their jobs in a November 2022 Conference Board survey, compared to 60.2% one year earlier. Rising satisfaction likely resulted from the combination of employees finding new positions and employers altering their practices to attract and retain talent.

### Check Your Cultural Alignment

Employees’ awareness of what makes them feel satisfied in the workplace is likely to remain high. That adds urgency to efforts to align your workplace culture to your credit union’s values and goals, which starts with these three steps:

1. Define your culture. Make sure leaders and employees have a common understanding of your credit union’s values and goals and bring them to life in your workplace. If you claim to be “people-centric” but fail to live up to that in serving members or interacting with employees, your workforce will quickly catch on.
2. Align jobs with values. Communicate clearly and often with employees about how their job aligns with your credit union’s values as well as their personal core values. A Qualtrics survey released in November 2022 showed employees who say their organizations live their values are 31% more likely to have expectations exceeded at work; 27% more likely to have higher engagement scores; and 23% more likely to work with their current organization for more than three years. Aligning work and values is especially important among Generation Z workers born from 1997 to 2013, since a 2023 McKinsey survey shows they rank meaningful work as highly as flexibility when deciding whether to

take a new job.

3. Recruit and retain employees to reinforce culture. Ask interview questions that reveal a candidate's values, workplace approaches, and career aspirations. Offer information that anticipates applicants' concerns. While a competitive salary is important, applicants and employees alike want to know whether your credit union is interested in their ability to thrive, which encompasses everything from employee development programs to mental health benefits.

### **More challenges ahead**

Aim to align your culture to the realities of employees' everyday lives, following the example of these credit unions..

- A 0% 'Impact Loan' at CHROME Federal Credit Union, Washington, Pa., helps employees cope with unexpected expenses with loans of up to \$3,000 that are repaid over 12 months. After the employee completes budget counseling, 10% of the loan repayment amount is deposited in the employee's rainy-day savings account. CHROME relies on non-profit partners to process loans and provide counseling, which protects employee privacy. The program helps differentiate CHROME Federal as a caring employer.
- Coping with the high cost of living in San Louis Obispo, Calif., led SESLOC Federal Credit Union to focus on educating employees about personal finance. Employees were asked to pick three actions from a menu of options for improving their finances. In the program's first year, 12% of employees began contributing to the 401(k) plan; several employees increased 401(k) contributions; and 18 started an emergency savings account. A Financial Bingo game was added to reward employees for smart financial practices ranging from savings deposits to paying down debt.
- Allowing employees to be themselves boosts engagement, according to credit union leaders on the CUNA Operations & Member Experience Council. BECU, Tukwila, Wash., gives employees a place to be heard by creating employee resource groups based on race, sexual orientation, disabilities, or other characteristics. BECU also has a mindfulness group where employees talk about how they are faring mentally. Conversations that make employees feel heard and valued build trust, which leads to creates greater efficiency and accountability.

### **Expect More Shifts Ahead**

More shifts in employee needs and viewpoints almost certainly lie ahead. Gen Z already surpasses Baby Boomers as a workforce component and is likely to have an "outsize influence" on how work gets done, according to "The Rise of Generation Z" survey report released in May 2023 by Paychex.

The report predicted Gen Z will pressure employers to focus on their organization's purpose along with adapting to shifting workplace trends. That combination means that like Gen Z, cultural alignment could soon have an outsized impact on the satisfaction of your workforce.

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add 7.7 full-time employees. The number generally rises with asset size. Credit unions with assets of \$3 billion or more anticipate adding about 53 full-time employees, on average.

6% of credit unions plan to reduce either full- or part-time employee numbers by year's end 2022.

More detailed information regarding credit unions' employee numbers and hiring and staff-reduction plans can be found in Tables ES-24 to ES-29.

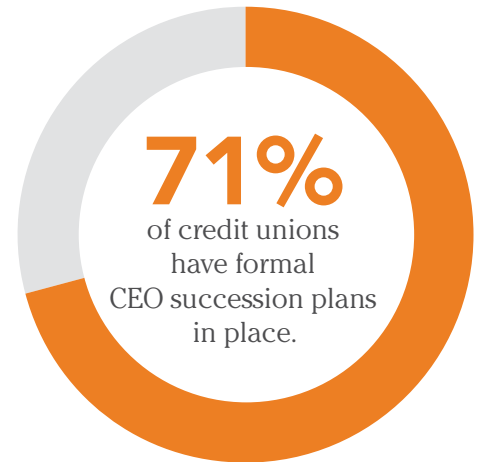
### Succession planning

Over two-thirds (69%) of credit unions currently have formal CEO succession plans, while an additional 16% expect to establish them by year's end 2022 (Table ES-35). The percentage of credit unions with formal plans falls roughly between 61% and 83% in each of the asset categories studied, excluding the \$2 million to \$5 million group—which records a level closer to 48%.

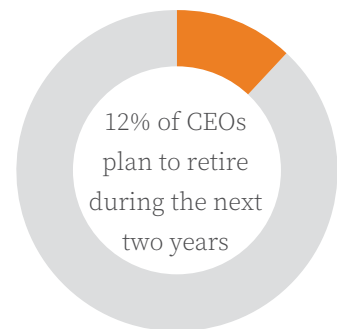
CEOs are expected to retire sometime during the next two years at 12% of credit unions, with the figure ranging from roughly 6% to 16% among the different asset groups (Table ES-36).

Look for additional information on these topics in Tables ES-35 through ES-37.

### Succession planning



17% more intend  
to develop such plans by  
year's end 2023



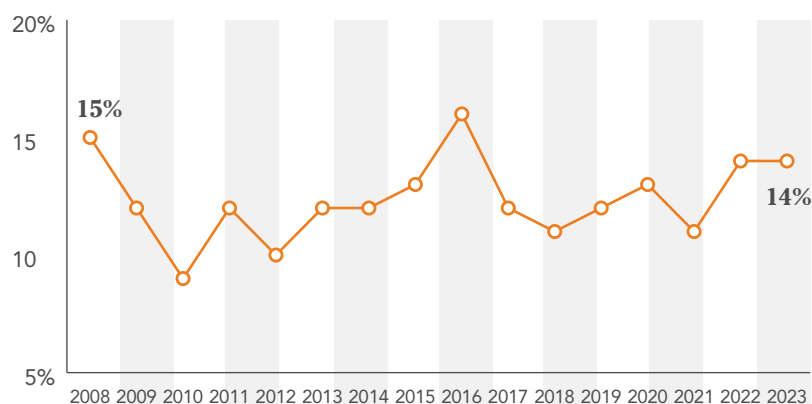
\*Limited to CUs with \$1 million or more in assets and at least one full-time employee.

# Trends in credit union staff turnover

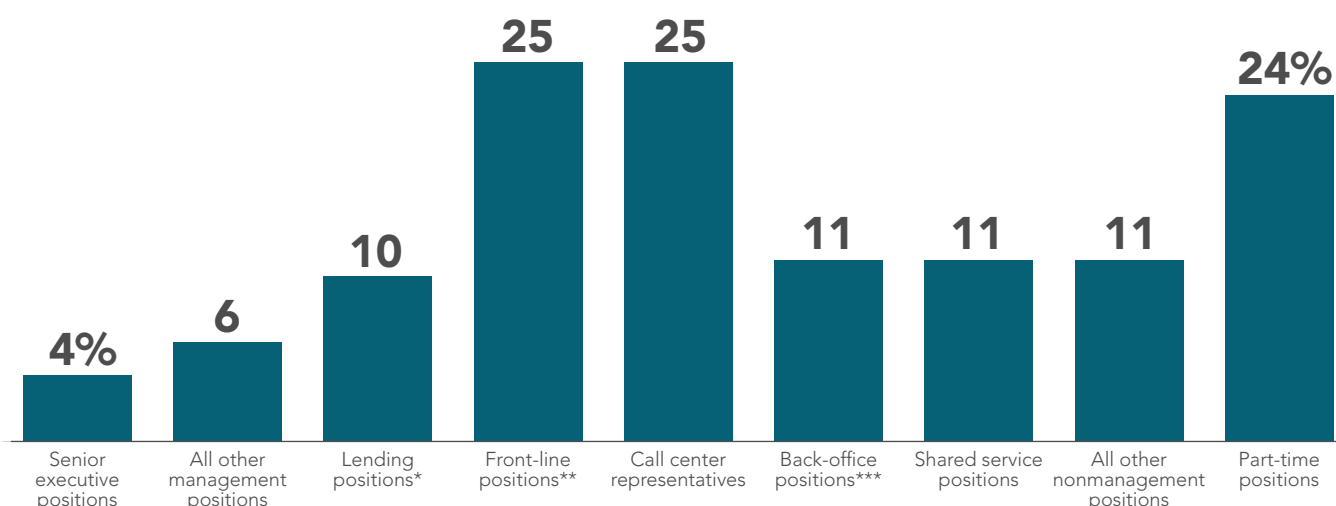
**Definition of turnover rate:** the percentage of departing employees that were ultimately replaced.



Turnover remains modest, and has been fairly consistent over the years.



**Staff turnover varies by job classification.** Mirroring historical trends, current turnover rates are highest among front-line staff and part-time positions, and are lowest among senior executives and other management positions.



\*includes loan officers, loan processors and loan interviewers  
 \*\*includes tellers, member service reps, universal employees and call center reps  
 \*\*\*includes office clerks, receptionists, secretaries, loan clerks, accountants and accounting clerks  
 \*\*\*\*includes nonmanagement in IT, HR Finance and Facilities

Data from CUNA's 2023-2024 Staff Salary Survey, based on credit unions with \$1 million or more in assets.

## Compensation questions for consideration

- **What** is the current level of satisfaction with compensation among your staff?
- **How** do you determine the “value” of a job role? Are variables based on the incumbent, the skills of a newcomer, or the job itself? Which variables are most helpful to consider when you set pay rates? Which variables are least impactful?
- **What** level of success has your credit union enjoyed in making pay determinations?
- **What** elements have been responsible for less-than-positive results in previous strategies? Have they been addressed for future improvements?
- **How** does the millennial generation influence compensation at your credit union?
- **How** might other age groups perceive benefits for millennials—would they be appreciated for all ages? Do you make accommodations to a variety of needs and experiences of demographics or individuals at your credit union? What are they?
- **How** do you handle bonuses? How do employees feel about bonuses or incentive pay in compensation strategies? Do their sentiments vary by job function?
- **How** do you communicate your salary plans and strategies for new hires and existing staff?
- **How** can you build upon transparency in this outreach?
- **Would** it be more advantageous to recognize employee achievements more often throughout the year or to make recognition an annual event?
- **What** are the pros and cons of changing the frequency of recognition at your credit union?
- **How** do you personalize the employee experience through compensation strategy?
- **What** wellness programs have you initiated? How do you measure their success?
- **What** is the level of flexibility you can implement in compensation strategy?
- **What** would such flexibility look like?
- **What** degree of responsibility does your human resource department have in determining compensation strategy? Has this changed over time?



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# Base salaries and variable pay

This section displays information regarding the overall base salaries for the different positions, as well as the percentage of staff receiving incentives and/or bonuses in these positions. Please note, this is not an apples to apples comparison as the survey participant pool varies each year.

## Base salaries

The following tables show the 2023 and 2022 average and median base salaries for the various positions covered in the study.

### Average and Median Base Salaries - 2023 & 2022

EXECUTIVE MANAGEMENT	2023 BASE SALARIES		2022 BASE SALARIES	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN
President/CEO/manager	\$198,770	\$127,990	\$180,470	\$120,000
Executive VP or assistant manager	121,260	84,770	110,420	79,920
Chief operations officer	153,320	125,050	137,860	114,590
Chief lending officer	146,490	125,000	136,160	116,170
Chief information officer	180,280	159,380	168,750	153,390
Chief marketing officer	148,430	132,030	136,260	124,680
Chief human resources officer	158,320	140,690	148,640	134,920
Chief financial officer	\$171,450	\$144,630	\$158,420	\$130,260

SUPPORT/MEMBER SERVICES	2023 BASE SALARIES		2022 BASE SALARIES	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN
<b>MANAGEMENT</b>				
SVP/VP of Operations (#2 position)	\$129,710	\$124,860	\$120,080	\$110,260
Member services VP	93,880	85,390	91,340	80,240
Teller manager/supervisor	56,250	53,730	51,520	46,700
Share draft manager	71,400	69,210	72,160	69,000
Business services VP/director	\$124,840	\$118,560	\$130,060	\$127,540
<b>NONMANAGEMENT</b>				
“Universal employee”	\$42,710	\$42,000	\$40,900	\$40,250
Member services representative II/Sr.	46,760	45,550	43,260	42,500
Member services representative I	40,090	39,160	37,910	36,970
Head teller	42,910	41,530	40,680	40,140
Teller II/Sr.	40,700	39,520	37,200	36,100
Teller I	\$36,680	\$36,270	\$33,310	\$33,280

Note: Limited to credit unions with \$1 million or more in assets

SUPPORT/MEMBER SERVICES	2023 BASE SALARIES		2022 BASE SALARIES	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN
<b>NONMANAGEMENT</b>				
Share draft clerk	\$45,690	\$44,710	\$41,250	\$40,500
EFT/ACH clerk	46,670	46,290	43,940	44,560
Executive secretary/admin. asst.	63,620	62,070	60,410	57,670
Receptionist	37,530	36,410	35,930	34,290
General office clerk	41,290	41,760	36,060	34,230
IRA/certificate specialist	52,030	52,160	48,850	50,210
Financial planner	61,640	64,000	56,980	55,020
Small credit union generalist	\$46,900	\$43,050	\$39,370	\$38,770
<b>LENDING/COLLECTIONS</b>				
	AVERAGE	MEDIAN	AVERAGE	MEDIAN
<b>MANAGEMENT</b>				
SVP/VP of Lending (#2 position)	\$119,210	\$107,700	\$115,660	\$106,250
Consumer loan VP/manager	91,320	84,980	88,260	81,900
Mortgage loan VP/manager	109,670	99,560	102,310	97,640
Member business loan VP/manager	133,860	122,040	123,690	120,000
Dealer direct manager	83,630	79,580	81,670	79,970
Collections VP/manager (head of collections)	\$83,210	\$76,920	\$78,860	\$74,180
<b>NONMANAGEMENT</b>				
Loan officer II/Sr. (general)	\$53,200	\$53,330	\$53,190	\$50,850
Loan officer I (general)	46,430	45,600	44,630	45,980
Loan processor (general)	45,240	45,860	41,620	40,650
Loan clerk (general)	42,730	42,790	41,520	39,560
Member business loan officer II/Sr.	107,430	103,890	98,670	91,190
Member business loan officer I	72,330	71,000	69,880	66,000
Consumer loan officer II/Sr.	59,920	58,110	53,950	53,920
Consumer loan officer I	49,200	48,620	46,170	44,870
Consumer loan processor/clerk	46,320	44,480	42,680	42,000
Mortgage loan officer II/Sr.	63,760	65,330	60,610	59,720
Mortgage loan officer I	53,560	55,850	50,300	47,690
Mortgage loan processor/clerk	49,470	49,020	48,530	47,070
Collector/adjuster	48,490	47,670	45,740	45,520
Collection clerk	\$49,380	\$46,220	\$41,890	\$41,520

Note: Limited to credit unions with \$1 million or more in assets

PLASTIC CARD	2023 BASE SALARIES		2022 BASE SALARIES	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN
<b>MANAGEMENT</b>				
Plastic card manager/supervisor	\$72,490	\$69,600	\$69,650	\$69,890
<b>NONMANAGEMENT</b>				
Plastic card clerk	\$45,570	\$44,320	\$43,750	\$42,160
MSR-plastic cards	46,720	44,410	41,650	40,740
ATM specialist	\$55,950	\$50,520	\$49,920	\$52,150
INFORMATION TECHNOLOGY (IT)	2023 BASE SALARIES		2022 BASE SALARIES	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN
<b>MANAGEMENT</b>				
SVP/VP of IT (#2 position)	\$152,680	\$145,010	\$144,000	\$142,830
IT manager/supervisor	\$115,520	\$116,380	\$100,800	\$100,000
<b>NONMANAGEMENT</b>				
Systems analyst	\$77,810	\$76,520	\$75,830	\$75,430
Programmer	93,250	95,320	88,620	87,100
Network administrator	82,910	79,350	79,830	75,220
Technology specialist	56,560	54,460	60,430	56,190
Web administrator	84,400	80,820	78,640	70,770
Data entry specialist	\$51,650	\$50,480	\$62,490	\$50,450
MARKETING	2023 BASE SALARIES		2022 BASE SALARIES	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN
<b>MANAGEMENT</b>				
Marketing SVP/VP (#2 position)	\$122,240	\$112,660	\$117,750	\$115,990
Marketing manager/supervisor	80,940	77,420	76,380	72,500
Business development manager	\$89,580	\$90,970	\$84,730	\$81,970
<b>NONMANAGEMENT</b>				
Marketing specialist	\$59,290	\$56,340	\$58,070	\$58,190
Marketing/communications coordinator	56,470	55,450	55,250	53,330
Marketing assistant	49,050	48,110	43,810	41,990
Business development representative	\$64,890	\$64,040	\$61,890	\$61,330

Note: Limited to credit unions with \$1 million or more in assets

HUMAN RESOURCES	2023 BASE SALARIES		2022 BASE SALARIES	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN
<b>MANAGEMENT</b>				
SVP/VP of Human Resources (#2 position)	\$131,440	\$124,810	\$119,170	\$114,160
Diversity/Inclusion VP/Director (head of DEI)	120,150	113,030	109,530	107,050
Human resources manager/supervisor	87,320	85,000	83,350	79,990
Training director	\$88,940	\$85,000	\$84,840	\$80,210
<b>NONMANAGEMENT</b>				
Human resources assistant/specialist	\$56,870	\$56,000	\$57,420	\$55,310
Training coordinator/specialist	60,210	57,310	56,700	54,720
Payroll coordinator/administrator	64,190	62,410	61,720	61,300
Benefits coordinator/specialist	\$70,100	\$67,610	\$62,200	\$60,140
LEGAL & AUDIT	2023 BASE SALARIES		2022 BASE SALARIES	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN
<b>MANAGEMENT</b>				
Internal audit VP (head of internal audit)	\$136,970	\$128,460	\$129,510	\$121,800
Internal audit manager/supervisor	\$92,820	\$85,750	\$92,430	\$89,900
<b>NONMANAGEMENT</b>				
Internal auditor	\$64,180	\$61,110	\$61,550	\$60,570
Compliance officer	69,510	64,280	67,510	63,210
Risk management officer/specialist	\$62,120	\$57,290	\$61,640	\$55,770
ACCOUNTING & FINANCE	2023 BASE SALARIES		2022 BASE SALARIES	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN
<b>MANAGEMENT</b>				
SVP/VP of Finance (#2 position)	\$137,350	\$130,530	\$122,020	\$115,000
Accounting VP	114,200	113,870	107,790	103,190
Accounting manager/supervisor	80,540	77,710	77,890	77,530
Investments VP	168,150	162,670	152,370	142,400
Investments manager	\$90,840	\$91,040	\$88,630	\$85,320
<b>NONMANAGEMENT</b>				
Accountant	\$57,660	\$55,470	\$55,950	\$54,380
Accounting clerk	\$45,860	\$45,000	\$43,520	\$42,370

Note: Limited to credit unions with \$1 million or more in assets

BRANCH OPERATIONS & CALL CENTER	2023 BASE SALARIES		2022 BASE SALARIES	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN
<b>MANAGEMENT</b>				
Branch operations VP (head of branch ops)	\$112,050	\$105,310	\$117,040	\$109,820
Branch manager II	84,320	81,130	81,240	78,740
Branch manager I	68,300	67,750	64,890	63,660
Assistant branch manager II	63,880	62,000	60,100	57,570
Assistant branch manager I	55,330	54,030	53,440	52,410
Call center VP (head of call center)	107,270	97,830	99,530	92,620
Call center manager/supervisor	\$68,120	\$66,800	\$65,890	\$66,940
<b>NONMANAGEMENT</b>				
Call center representative II	\$45,830	\$43,950	\$45,170	\$43,280
Call center representative I	\$40,650	\$40,000	\$38,870	\$38,270
<b>PART-TIME POSITIONS</b>				
	2023 HOURLY WAGES		2022 HOURLY WAGES	
	AVERAGE	MEDIAN	AVERAGE	MEDIAN
President/CEO/manager	\$27.17	\$24.37	\$24.29	\$22.00
Executive VP or assistant manager	24.53	21.50	23.20	24.00
“Universal employee”	18.64	17.16	18.20	17.50
Teller	16.82	16.72	15.17	15.02
Member services representative	18.52	17.50	16.70	16.48
Loan officer	22.73	22.17	21.87	21.63
Loan processor/clerk	19.61	19.44	18.93	17.48
Accountant	23.76	22.58	21.27	19.46
Call center representative	\$19.54	\$19.40	\$17.84	\$17.52

Note: Limited to credit unions with \$1 million or more in assets

## Incentive/bonus pay

The following tables indicate the extent to which each staff position received incentives (i.e., awards tied to preset performance criteria) and/or bonuses (i.e., after-the-fact rewards for a job well done).

### Variable Pay

EXECUTIVE MANAGEMENT	% PAID INCENTIVE AND/OR BONUS
President/CEO/manager	75%
Executive VP or assistant manager	79
Chief operations officer	84
Chief lending officer	85
Chief information officer	90
Chief marketing officer	84
Chief human resources officer	86
Chief financial officer	87%
SUPPORT/MEMBER SERVICES	% PAID INCENTIVE AND/OR BONUS
MANAGEMENT	
SVP/VP of Operations	88%
Member services VP	85
Teller manager/supervisor	64
Share draft manager	88
Business services VP/director	93
NONMANAGEMENT	
“Universal employee”	85%
Member services representative II/Sr.	83
Member services representative I	84
Head teller	83
Teller II/Sr.	74
Teller I	65
Share draft clerk	88
EFT/ACH clerk	79
Executive secretary/admin. asst.	78
Receptionist	81%

Note: Limited to credit unions with \$1 million or more in assets

SUPPORT/MEMBER SERVICES	% PAID INCENTIVE AND/OR BONUS
<b>NONMANAGEMENT</b>	
General office clerk	86%
IRA/certificate specialist	66
Financial planner	67
Small credit union generalist	60%
<b>LENDING/COLLECTIONS</b>	
<b>% PAID INCENTIVE AND/OR BONUS</b>	
<b>MANAGEMENT</b>	
SVP/VP of Lending (#2 position)	85%
Consumer loan VP/manager	86
Mortgage loan VP/manager	82
Member business loan VP/manager	88
Dealer direct manager	86
Collections VP/manager (head of collections)	84%
<b>NONMANAGEMENT</b>	
Loan officer II/Sr. (general)	73%
Loan officer I (general)	78
Loan processor (general)	81
Loan clerk (general)	73
Member business loan officer II/Sr.	88
Member business loan officer I	84
Consumer loan officer II/Sr.	77
Consumer loan officer I	85
Consumer loan processor/clerk	87
Mortgage loan officer II/Sr.	72
Mortgage loan officer I	66
Mortgage loan processor/clerk	84
Collector/adjuster	88
Collection clerk	64%
<b>PLASTIC CARD</b>	
<b>% PAID INCENTIVE AND/OR BONUS</b>	
<b>MANAGEMENT</b>	
Plastic card manager/supervisor	77%
<b>NONMANAGEMENT</b>	
Plastic card clerk	66%
MSR-plastic cards	79
ATM specialist	60%

Note: Limited to credit unions with \$1 million or more in assets

<b>INFORMATION TECHNOLOGY (IT)</b>	<b>% PAID INCENTIVE AND/OR BONUS</b>
<b>MANAGEMENT</b>	
SVP/VP of IT (#2 position)	81%
IT manager/supervisor	71%
<b>NONMANAGEMENT</b>	
Systems analyst	74%
Programmer	73
Network administrator	78
Technology specialist	81
Web administrator	77
Data entry specialist	82%
<b>MARKETING</b>	
<b>% PAID INCENTIVE AND/OR BONUS</b>	
<b>MANAGEMENT</b>	
SVP/VP of Marketing (#2 position)	82%
Marketing manager/supervisor	80
Business development manager	84%
<b>NONMANAGEMENT</b>	
Marketing specialist	75%
Marketing/communications coordinator	78
Marketing assistant	78
Business development representative	78%
<b>HUMAN RESOURCES</b>	
<b>% PAID INCENTIVE AND/OR BONUS</b>	
<b>MANAGEMENT</b>	
SVP/VP of Human Resources (#2 position)	87%
Diversity/Inclusion VP/Director (head of DEI)	82
Human resources manager/supervisor	81
Training director	84%
<b>NONMANAGEMENT</b>	
Human resources assistant/specialist	69%
Training coordinator/specialist	79
Payroll coordinator/administrator	76
Benefits coordinator/specialist	81%

Note: Limited to credit unions with \$1 million or more in assets



LEGAL & AUDIT	% PAID INCENTIVE AND/OR BONUS
<b>MANAGEMENT</b>	
Internal audit VP (head of internal audit)	85%
Internal audit manager/supervisor	85%
<b>NONMANAGEMENT</b>	
Internal auditor	75%
Compliance officer	76
Risk management officer/specialist	74%
ACCOUNTING & FINANCE	% PAID INCENTIVE AND/OR BONUS
<b>MANAGEMENT</b>	
SVP/VP of Finance (#2 position)	83%
Accounting VP	74
Accounting manager/supervisor	78
Investments VP (head of investments)	83
Investments manager	86%
<b>NONMANAGEMENT</b>	
Accountant	79%
Accounting clerk	74%
BRANCH OPERATIONS & CALL CENTER	% PAID INCENTIVE AND/OR BONUS
<b>MANAGEMENT</b>	
Branch operations VP (head of branch ops)	87%
Branch manager II	73
Branch manager I	91
Assistant branch manager II	80
Assistant branch manager I	87
Call center VP (head of call center)	86
Call center manager/supervisor	84%
<b>NONMANAGEMENT</b>	
Call center representative II/Sr.	81%
Call center representative I	79%

Note: Limited to credit unions with \$1 million or more in assets

PART-TIME POSITIONS	% PAID INCENTIVE AND/OR BONUS
President/CEO/manager	40%
Executive VP or assistant manager	51
“Universal employee”	66
Teller	77
Member services representative	72
Loan officer	75
Loan processor/clerk	75
Accountant	84
Call center representative	76%

Note: Limited to credit unions with \$1 million or more in assets

# 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. There is also a cost of labor multiplier available by state and for over 400 cities to help hone in on salaries in your area.

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, which 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.

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 Consumer Loan Officer II/Sr. 347  
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 Consumer Loan Processor/Clerk 357  
 Mortgage Loan Officer II/Sr. 362  
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 Systems Analyst 417  
 Programmer 422  
 Network Administrator 427  
 Technology Specialist 432  
 Web Administrator 437  
 Data Entry Specialist 442

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**Marketing**

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SVP/VP of Marketing	447
Marketing Manager/Supervisor	452
Business Development Manager	457
Marketing Specialist	462
Marketing/Communications Coordinator	467
Marketing Assistant	472
Business Development Representative	477

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**Human resources**

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SVP/VP of Human Resources	482
Diversity/Inclusion VP/Director	487
Human Resources Manager/Supervisor	493
Training Director	498
Human Resources Assistant/Specialist	503
Training Coordinator/Specialist	508
Payroll Coordinator/Administrator	513
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Accounting VP	553
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Investments Manager	568
Accountant	573
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Branch Operations VP	583
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Call Center Representative I	623

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# Geographic salary multiplier

This is a cost of labor multiplier to help hone in better on the compensation for your particular location. If you are located in or are impacted by the compensation cost of a larger city (that is on the geographic area list) use that multiplier to better interpret the compensation for your situation. If you are not impacted by a city listed, you can apply the state multiplier to hone in better on the compensation in your area.

Here’s how to use the cost of labor multiplier:

1. Find the geographic area of interest from the list (geographic areas are listed alphabetically – at state level or at city level)
2. Multiply the base salary for the position by the multiplier listed for that geographic area

Example:

If the base salary is \$35,000 and the multiplier is 0.976 (New Orleans, Louisiana),  $35000 \times 0.976 = 34160$ , so the adjusted salary would be \$34,160 for that position in that geographic area.

State		State		State	
Alabama	0.9075	Louisiana	0.8985	Oklahoma	0.884
Alaska	1.187	Maine	1.0655	Oregon	1.1265
Arizona	1.0615	Maryland	1.159	Pennsylvania	0.9945
Arkansas	0.9385	Massachusetts	1.2225	Puerto Rico	0.7745
California	1.248	Michigan	1.038	Rhode Island	1.1465
Colorado	1.136	Minnesota	1.09	South Carolina	0.9155
Connecticut	1.197	Mississippi	0.8655	South Dakota	0.928
Delaware	1.0535	Missouri	1.004	Tennessee	0.9075
District of Columbia	1.3005	Montana	0.9565	Texas	0.948
Florida	0.982	Nebraska	0.9395	Utah	0.939
Georgia	0.9405	Nevada	1.052	Vermont	1.081
Hawaii	1.1425	New Hampshire	1.0215	Virginia	1.0485
Idaho	0.915	New Jersey	1.1975	Washington	1.2345
Illinois	1.1035	New Mexico	0.982	West Virginia	0.899
Indiana	0.9415	New York	1.2095	Wisconsin	0.979
Iowa	0.936	North Carolina	0.9305	Wyoming	0.9725
Kansas	0.91	North Dakota	0.994		
Kentucky	0.9165	Ohio	0.9775		



State	City	Multiplier
Alabama	Andalusia	0.8695
	Anniston	0.902
	Auburn	0.8965
	Bay Minette	0.8905
	Bessemer	0.939
	Birmingham	0.9445
	Brewton	0.8745
	Decatur	0.922
	Demopolis	0.875
	Dothan	0.8805
	Enterprise	0.8775
	Florence	0.8835
	Fort Payne	0.879
	Gadsden	0.8735
	Hoover	0.9385
	Huntsville	0.96
	Irondale	0.941
	Mobile	0.907
	Monroeville	0.8745
	Montgomery	0.906
	Muscle Shoals	0.872
	Opelika	0.8885
	Oxford	0.8935
	Phenix City	0.8835
	Rainbow City	0.877
	Sheffield	0.873
	Sylacauga	0.8755
	Talladega	0.8755
	Tuscaloosa	0.9275
	Tuskegee	0.8705
	Valley	0.892

State	City	Multiplier
Alabama	Hartselle	0.9185
	Helena	0.938
	Hoover	0.9375
	Hueytown	0.937
	Huntsville	0.958
	Irondale	0.9425
	Jackson	0.885
	Jacksonville	0.8975
	Jasper	0.929
	Leeds	0.937
	Madison	0.941
	Millbrook	0.9025
	Mobile	0.907
	Monroeville	0.876
	Montgomery	0.911
	Moody	0.9325
	Moulton	0.916
	Muscle Shoals	0.873
	Northport	0.931
	Opelika	0.8905
	Oxford	0.896
	Ozark	0.87
	Pelham	0.938
	Pell City	0.9205
	Phenix City	0.8875
	Prattville	0.9015
	Rainbow City	0.8815
	Rogersville	0.8785
	Russellville	0.8775
	Saraland	0.9145
	Scottsboro	0.881

State	City	Multiplier
Alabama	Selma	0.8775
	Sheffield	0.875
	Spanish Fort	0.9
	Sylacauga	0.8785
	Talladega	0.878
	Theodore	0.9075
	Troy	0.871
	Trussville	0.9365
	Tuscaloosa	0.93
	Tuskegee	0.8705
	Valley	0.8975
	Vestavia Hills	0.944
	Wetumpka	0.903
Alaska	Anchorage	1.181
	Fairbanks	1.1785
	Juneau	1.174
	Ketchikan	1.169
	Palmer	1.1925
Arizona	Sitka	1.1705
	Casa Grande	1.0765
	Chandler	1.0855
	Douglas	1.0585
	Flagstaff	1.181
	Glendale	1.086
	Kingman	1.045
	Mesa	1.0835
	Phoenix	1.081
	Prescott	1.048
Sierra Vista	1.06	
Snowflake	1.048	

State	City	Multiplier
Arizona	Tempe	1.086
	Tucson	1.055
	Willcox	1.063
	Winslow	1.048
	Yuma	1.0435
	Arkansas	Arkadelphia
Benton		0.948
Blytheville		0.9085
Camden		0.91
El Dorado		0.9085
Fayetteville		0.9885
Fort Smith		0.924
Hot Springs		0.923
Little Rock		0.957
Mena		0.9145
Morrilton		0.915
North Little Rock		0.956
Pine Bluff		0.9375
California	Russellville	0.9105
	Searcy	0.904
	Texarkana	0.9605
	Warren	0.9185
	Aliso Viejo	1.2355
	Altadena	1.2605
	Anaheim	1.236
	Arcadia	1.24
	Arcata	1.1745
	Bakersfield	1.2155
	Beverly Hills	1.2425
	Bishop	1.2015
	Brea	1.2345
	Burbank	1.241

State	City	Multiplier
California	Burlingame	1.3825
	Capitola	1.238
	Cerritos	1.2395
	Chatsworth	1.2625
	Chula Vista	1.2255
	Compton	1.241
	Concord	1.323
	Crescent City	1.174
	Diamond Bar	1.2405
	Downey	1.241
	Dublin	1.3165
	El Cajon	1.226
	El Centro	1.1935
	El Monte	1.2425
	El Segundo	1.2395
	Escondido	1.2265
	Eureka	1.175
	Folsom	1.2275
	Fontana	1.218
	Foothill Ranch	1.2355
	Fountain Valley	1.235
	Fresno	1.201
	Gardena	1.24
	Glendale	1.241
	Glendora	1.2395
	Hanford	1.1955
	Hawthorne	1.241
	Hayward	1.333
	Huntington Beach	1.2355
	La Cañada Flintridge	1.2395
	Livermore	1.308
	Long Beach	1.2435
	Los Alamitos	1.2345

State	City	Multiplier
California	Los Angeles	1.28
	Manhattan Beach	1.243
	Manteca	1.2235
	Martinez	1.318
	Menlo Park	1.423
	Merced	1.2035
	Modesto	1.2085
	Mojave	1.217
	Monrovia	1.2395
	Montclair	1.214
	Montebello	1.24
	Monterey	1.2575
	Monterey Park	1.24
	National City	1.2225
	Norco	1.214
	Oakland	1.367
	Oceanside	1.2235
	Ontario	1.2145
	Orange	1.235
	Oxnard	1.226
	Palo Alto	1.429
	Pasadena	1.279
	Pleasanton	1.324
	Pomona	1.2405
	Rancho Cucamonga	1.214
	Redding	1.195
	Redlands	1.217
	Redondo Beach	1.242
	Redwood City	1.4285
	Richmond	1.3845
	Ridgecrest	1.2155
	Riverside	1.2145
	Sacramento	1.228

State	City	Multiplier
California	Salinas	1.2595
	San Bernardino	1.2145
	San Bruno	1.38
	San Diego	1.26
	San Dimas	1.239
	San Francisco	1.451
	San Jose	1.426
	San Leandro	1.3605
	San Luis Obispo	1.211
	San Mateo	1.43
	San Pedro	1.263
	San Rafael	1.3635
	Santa Ana	1.2355
	Santa Barbara	1.2355
	Santa Clara	1.417
	Santa Cruz	1.2395
	Santa Maria	1.235
	Santa Monica	1.2645
	Santa Paula	1.226
	Santa Rosa	1.318
	Seal Beach	1.2345
	Seaside	1.2505
	Signal Hill	1.2415
	South Pasadena	1.242
	Stockton	1.2185
	Sunnyvale	1.438
	Susanville	1.196
	Sylmar	1.2625
	Torrance	1.242
	Tulare	1.1875
	Turlock	1.214
	Tustin	1.235

State	City	Multiplier
California	Upland	1.219
	Vacaville	1.256
	Van Nuys	1.2645
	Ventura	1.227
	Visalia	1.187
	Walnut Creek	1.324
	Watsonville	1.2375
	West Covina	1.241
	Westminster	1.235
	Woodland	1.2285
	Yreka	1.1955
	Yuba City	1.2
Colorado	Alamosa	1.036
	Arvada	1.17
	Aurora	1.1695
	Boulder	1.185
	Broomfield	1.1705
	Centennial	1.17
	Colorado Springs	1.1
	Commerce City	1.1675
	Denver	1.301
	Fort Morgan	1.0375
	Golden	1.168
	Grand Junction	1.077
	Greeley	1.1005
	Greenwood Village	1.169
	Lakewood	1.1755
	Lamar	1.0345
	Littleton	1.1725
	Lone Tree	1.1555
	Montrose	1.0865
	Pueblo	1.07

State	City	Multiplier
Colorado	Salida	1.0625
	Steamboat Springs	1.16
	Sterling	1.0415
Connecticut	Westminster	1.17
	Berlin	1.191
	Bethel	1.1925
	Bloomfield	1.1895
	Bridgeport	1.256
	Bristol	1.1925
	Danbury	1.189
	East Hartford	1.199
	Enfield	1.1745
	Greenwich	1.2595
	Groton	1.1745
	Hamden	1.2045
	Hartford	1.199
	Manchester	1.2005
	Meriden	1.2045
	Middletown	1.1965
	Milford	1.231
New Britain	1.1955	
New Haven	1.1955	
New London	1.1695	
New Milford	1.181	
North Haven	1.193	
Norwalk	1.2595	
Norwich	1.183	
Plainville	1.191	
Rocky Hill	1.1925	
Shelton	1.2175	
Southington	1.192	
Stamford	1.2675	
Stratford	1.2495	

State	City	Multiplier
Connecticut	Torrington	1.1715
	Trumbull	1.2435
	Wallingford	1.197
	Waterbury	1.156
	Waterford	1.1695
	Wethersfield	1.1955
Delaware	Windsor Locks	1.174
	Claymont	1.0805
	Dover	1.009
District of Columbia	New Castle	1.08
	Newark	1.0875
	Wilmington	1.0885
	Washington	1.3005
	Florida	Altamonte Springs
Florida	Boca Raton	1.03
	Bradenton	0.991
	Brandon	0.9915
	Cantonment	0.9375
	Clearwater	0.983
	Daytona Beach	0.936
	Delray Beach	1.024
	Dunedin	0.9775
	Fernandina Beach	0.979
	Fort Lauderdale	1.0265
	Fort Myers	0.9905
	Gainesville	0.945
	Hialeah	1.0175
	Hollywood	1.0215
	Jacksonville	0.993
Key West	0.967	
Lake Mary	0.9715	
Lakeland	0.956	
Largo	0.984	

State	City	Multiplier
Florida	Lutz	0.983
	Margate	1.018
	Marianna	0.911
	Medley	1.012
	Melbourne	0.9755
	Merritt Island	0.9765
	Miami	1.0135
	Miami Lakes	1.0125
	Milton	0.9395
	Miramar	1.0195
	Ocala	0.939
	Orlando	0.983
	Palatka	0.9255
	Palm Beach Gardens	1.0225
	Panama City	0.9375
	Panama City Beach	0.937
	Pembroke Pines	1.0165
	Pensacola	0.9455
	Pompano Beach	1.02
	Rockledge	0.971
San Antonio	0.974	
Sarasota	0.9915	
Sunrise	1.0155	
Tallahassee	0.926	
Tampa	0.987	
Temple Terrace	0.9715	
Vero Beach	0.9815	
West Palm Beach	1.033	
Georgia	Albany	0.879
	Atlanta	0.996
	Augusta	0.918
	Brunswick	0.918
Columbus	0.8895	

State	City	Multiplier
Georgia	Cordele	0.8635
	Cornelia	0.874
	Decatur	0.977
	Douglas	0.8495
	Duluth	0.977
	Elberton	0.882
	Fayetteville	0.982
	Gainesville	0.923
	Garden City	0.9415
	Hapeville	0.9845
	Hinesville	0.9145
	Jesup	0.8505
	Lawrenceville	0.9775
	Macon	0.8925
	Marietta	0.981
	Moultrie	0.848
	Newnan	0.9755
	Norcross	0.9765
	Oakwood	0.923
	Rome	0.902
Savannah	0.9445	
Statesboro	0.843	
Toccoa	0.873	
Tucker	0.9775	
Valdosta	0.8545	
Warner Robins	0.9155	
Waycross	0.853	
Woodstock	0.983	
Hawaii	Ewa Beach	1.14
	Hilo	1.1395
	Honolulu	1.1455
	Kahului	1.16
	Kailua	1.1475

State	City	Multiplier
Hawaii	Kailua Kona	1.134
	Lihue	1.133
	Wailuku	1.16
Idaho	Waipahu	1.1395
	Boise	0.9475
	Burley	0.9225
	Caldwell	0.9235
	Chubbuck	0.8935
	Idaho Falls	0.921
	Lewiston	0.9575
	Meridian	0.93
	Moscow	0.908
	Mountain Home	0.9
	Nampa	0.9245
	Pocatello	0.892
	Rexburg	0.9035
Twin Falls	0.915	
Illinois	Alton	1.061
	Arlington Heights	1.14
	Aurora	1.1285
	Bartonville	1.0555
	Belleville	1.0595
	Bellwood	1.139
	Bethalto	1.065
	Bloomington	1.0525
	Blue Island	1.137
	Bourbonnais	1.055
	Bradley	1.0545
	Broadview	1.1375
	Burbank	1.1365
Calumet City	1.138	
Carbondale	1.0225	
Centralia	1.0105	

State	City	Multiplier
Illinois	Champaign	1.046
	Chicago	1.2325
	Chicago Heights	1.139
	Cicero	1.1725
	Countryside	1.172
	Danville	1.0325
	Decatur	1.044
	DeKalb	1.102
	Des Plaines	1.142
	Edwardsville	1.059
	Effingham	1.012
	Elgin	1.1105
	Evanston	1.1745
	Evergreen Park	1.1405
	Forsyth	1.038
	Freeport	1.0355
	Galesburg	1.0135
	Granite City	1.0605
	Gurnee	1.1125
	Harvard	1.122
Herrin	1.0185	
Homewood	1.138	
Joliet	1.127	
Kankakee	1.0595	
Lisle	1.1265	
Lockport	1.125	
Loves Park	1.051	
Machesney Park	1.055	
Marion	1.0185	
Mattoon	1.01	
Maywood	1.1395	
Moline	1.0345	
Morton Grove	1.139	

State	City	Multiplier
Illinois	Naperville	1.127
	Normal	1.0485
	Oak Lawn	1.143
	Oak Park	1.174
	Oswego	1.1185
	Ottawa	1.032
	Pekin	1.051
	Peoria	1.0535
	Peru	1.032
	Plainfield	1.1265
	Pontiac	1.0085
	Quincy	1.0125
	Rantoul	1.045
	Riverdale	1.173
	Riverwoods	1.1185
	Robinson	1.013
	Rock Island	1.035
	Rockford	1.056
	Romeoville	1.1245
	Skokie	1.174
	South Holland	1.1395
	Springfield	1.0515
	Sterling	1.038
	Streator	1.0325
	Sycamore	1.1005
	Taylorville	1.008
	Urbana	1.049
	Vernon Hills	1.1145
	Waukegan	1.12
	Western Springs	1.138
	Wheaton	1.128
	Wood River	1.0595
	Zion	1.111

State	City	Multiplier
Indiana	Anderson	0.9445
	Attica	0.9135
	Bedford	0.909
	Bloomington	0.9105
	Clarksville	0.948
	Columbus	0.942
	Connersville	0.904
	Crown Point	0.972
	East Chicago	0.98
	Elkhart	0.967
	Evansville	0.931
	Fishers	0.959
	Fort Wayne	0.9365
	Gary	0.9805
	Goshen	0.961
	Hammond	0.9685
	Hobart	0.9715
	Huntington	0.9105
	Indianapolis	0.976
	Jasper	0.904
	Kokomo	0.935
	La Porte	0.925
	Lafayette	0.941
	Lawrenceburg	0.976
	Logansport	0.9055
	Madison	0.9115
	Marion	0.9015
	Merrillville	0.9765
	Michigan City	0.9335
	Mishawaka	0.9275
	Muncie	0.902
	Munster	0.9715
	New Castle	0.903



State	City	Multiplier
Indiana	Newburgh	0.922
	Peru	0.904
	Portage	0.966
	Richmond	0.925
	Schererville	0.9705
	Seymour	0.909
	South Bend	0.9355
	Terre Haute	0.902
	Wabash	0.904
	Warsaw	0.908
	West Lafayette	0.9495
Iowa	Ames	0.938
	Bettendorf	0.9455
	Burlington	0.9075
	Cedar Falls	0.9225
	Cedar Rapids	0.959
	Clinton	0.904
	Council Bluffs	0.9475
	Davenport	0.9535
	Des Moines	0.979
	Dubuque	0.912
	Fort Dodge	0.89
	Fort Madison	0.9035
	Hiawatha	0.952
	Johnston	0.9745
	Keokuk	0.9105
	Marshalltown	0.9
	Mason City	0.8935
	Mount Pleasant	0.905
	Muscatine	0.9035
Newton	0.903	
North Liberty	0.947	
Ottumwa	0.9065	

State	City	Multiplier	
Iowa	Sioux City	0.9235	
	Urbandale	0.971	
	Waterloo	0.9295	
	West Des Moines	0.973	
	Kansas	Arkansas City	0.858
		Atchison	0.8625
		Coffeyville	0.8525
Dodge City		0.8865	
El Dorado		0.9145	
Emporia		0.8625	
Kansas	Garden City	0.8865	
	Hutchinson	0.871	
	Kansas City	0.9835	
	Lawrence	0.9	
	Leavenworth	0.975	
	Lenexa	0.984	
	Manhattan	0.8705	
	Overland Park	0.9855	
	Pittsburg	0.852	
	Salina	0.865	
	Shawnee Mission	0.9835	
	Topeka	0.9045	
	Wichita	0.915	
Kentucky	Ashland	0.88	
	Bowling Green	0.88	
	Frankfort	0.8745	
	Henderson	0.9205	
	Lexington	0.94	
	Louisville	0.9555	
	Madisonville	0.8775	
	Mayfield	0.8755	
	Middlesboro	0.845	
	Morehead	0.8645	

State	City	Multiplier
Kentucky	Murray	0.8745
	Owensboro	0.9185
	Paducah	0.875
	Prestonsburg	0.851
	Radcliff	0.913
Louisiana	Abbeville	0.8775
	Alexandria	0.8695
	Bastrop	0.848
	Baton Rouge	0.9195
	Bogalusa	0.867
	Bossier City	0.8785
	Chalmette	0.942
	Covington	0.9325
	Denham Springs	0.916
	DeRidder	0.8575
	Gonzales	0.911
	Hammond	0.8775
	Harahan	0.9335
	Houma	0.9135
	Jennings	0.878
	Lafayette	0.882
	Lake Charles	0.9145
	Luling	0.9215
	Lutcher	0.913
	Mandeville	0.9435
Many	0.868	
Metairie	0.95	
Minden	0.8635	
Monroe	0.8645	
Morgan City	0.8815	
Natchitoches	0.866	
New Iberia	0.8855	

State	City	Multiplier
Louisiana	New Orleans	0.9575
	Pineville	0.8595
	Plaquemine	0.9095
	Port Allen	0.9145
	Rayville	0.8585
	Shreveport	0.8865
	Slidell	0.935
	Sulphur	0.905
	West Monroe	0.853
	Zachary	0.9125
Maine	Augusta	1.042
	Bangor	1.045
	Bath	1.042
	Falmouth	1.078
	Freeport	1.0785
	Gorham	1.0785
	Lewiston	1.0505
	Orono	1.05
	Portland	1.0895
	Presque Isle	1.026
Maryland	Saco	1.102
	Scarborough	1.081
	South Portland	1.081
	Waterville	1.042
	Annapolis	1.1495
	Baltimore	1.135
	Bel Air	1.132
	Bethesda	1.266
	Bowie	1.2265
	College Park	1.2265
Cumberland	1.0355	
Denton	1.061	

State	City	Multiplier
Maryland	Edgewood	1.132
	Elkton	1.129
	Ellicott City	1.1935
	Frederick	1.182
	Gaithersburg	1.254
	Germantown	1.254
	Glen Burnie	1.1485
	Greenbelt	1.2275
	Hagerstown	1.0695
	Hunt Valley	1.1325
	Hyattsville	1.2265
	Kensington	1.256
	Lanham	1.228
	Laurel	1.2255
	Lexington Park	1.143
	Linthicum Heights	1.147
	Olney	1.254
	Owings Mills	1.1325
	Rockville	1.2555
	Salisbury	1.054
	Silver Spring	1.2585
	Sparks	1.135
	Suitland	1.2285
	Towson	1.1365
	Upper Marlboro	1.2265
	Wheaton	1.256
Massachusetts	Andover	1.202
	Arlington	1.266
	Athol	1.167
	Attleboro	1.183
	Belmont	1.266
	Beverly	1.2155
	Billerica	1.238

State	City	Multiplier
Massachusetts	Boston	1.2955
	Braintree	1.287
	Brockton	1.2175
	Brookline	1.29
	Burlington	1.2385
	Cambridge	1.2685
	Chelsea	1.2845
	Chicopee	1.1715
	Danvers	1.2145
	Dedham	1.2865
	East Boston	1.2955
	Fairhaven	1.1775
	Fall River	1.184
	Fitchburg	1.1795
	Framingham	1.2475
	Gardner	1.176
	Greenfield	1.1475
	Hadley	1.171
	Haverhill	1.2035
	Holyoke	1.17
	Lawrence	1.2095
	Leominster	1.1855
	Lexington	1.268
	Lowell	1.244
	Ludlow	1.1685
	Lynn	1.2195
	Malden	1.2675
	Marblehead	1.21
	Marlborough	1.2475
	Medford	1.2675
	Methuen	1.2
	Millbury	1.185
	Milton	1.2875

State	City	Multiplier
Massachusetts	Needham	1.287
	New Bedford	1.1845
	North Adams	1.149
	North Reading	1.2405
	Norwood	1.287
	Peabody	1.218
	Pittsfield	1.154
	Quincy	1.2895
	Randolph	1.2875
	Reading	1.2385
	Revere	1.2805
	Rockland	1.2045
	Salem	1.222
	Sharon	1.2545
	Shrewsbury	1.184
	Somerset	1.185
	Somerville	1.2675
	Southbridge	1.187
	Springfield	1.1715
	Stoneham	1.2665
	Stoughton	1.256
	Sudbury	1.2465
	Taunton	1.2035
	Tewksbury	1.2375
	Wakefield	1.265
	Waltham	1.2675
	Watertown	1.266
	Wellesley	1.271
	Westport	1.1835
	Winchester	1.2645
	Woburn	1.265
	Worcester	1.195

State	City	Multiplier
Michigan	Ada	1.01
	Adrian	0.9775
	Alpena	0.96
	Ann Arbor	1.074
	Auburn Hills	1.0745
	Battle Creek	1.029
	Bay City	0.9955
	Berrien Springs	0.9995
	Brighton	1.0725
	Buchanan	0.999
	Cadillac	0.993
	Cheboygan	0.951
	Clawson	1.071
	Clinton Township	1.073
	Dearborn	1.087
	Detroit	1.089
	East Lansing	1.027
	Eastpointe	1.0725
	Escanaba	0.967
	Farmington	1.076
	Farmington Hills	1.076
	Ferndale	1.0725
	Flint	1.0285
	Fraser	1.071
	Fremont	0.992
	Grand Blanc	1.0215
	Grand Haven	1.0035
	Grand Rapids	1.016
	Grandville	1.0075
	Hastings	1.0075
	Holly	1.073
	Houghton	0.9735
	Ionia	1.0015

State	City	Multiplier
Michigan	Ishpeming	0.9655
	Jackson	1.0205
	Kalamazoo	1.01
	Kentwood	1.009
	Kingsford	0.968
	Lansing	1.033
	Lathrup Village	1.072
	Lincoln Park	1.084
	Livonia	1.0825
	Ludington	0.9725
	Manistee	0.984
	Marquette	0.9635
	Marshall	1.025
	Midland	1.0015
	Monroe	1.0245
	Mount Pleasant	0.9745
	Muskegon	1.008
	Muskegon Heights	1.0015
	Niles	0.9995
	Norton Shores	1.006
	Novi	1.0725
	Petoskey	0.9815
	Port Huron	1.0765
	Redford	1.083
	Rochester Hills	1.0785
	Romulus	1.0795
	Royal Oak	1.078
	Saginaw	1.004
	Southfield	1.0785
	Sparta	1.021
	Sterling Heights	1.0785
	Taylor	1.091
	Traverse City	0.9815

State	City	Multiplier
Michigan	Trenton	1.081
	Troy	1.078
	Walker	1.0095
	Walled Lake	1.071
	Warren	1.0785
	Westland	1.0815
	Wyandotte	1.079
	Wyoming	1.0125
Minnesota	Albert Lea	1.0175
	Alexandria	1.0135
	Apple Valley	1.1195
	Austin	1.0295
	Baxter	1.0085
	Blaine	1.1265
	Bloomington	1.123
	Brainerd	1.0035
	Cloquet	1.036
	Coon Rapids	1.1265
	Duluth	1.039
	Eden Prairie	1.1195
	Fairmont	1.02
	Hermantown	1.038
	Hibbing	1.0385
	Hopkins	1.1185
	Inver Grove Heights	1.12
	Lino Lakes	1.12
	Little Canada	1.121
	Mankato	1.032
	Maple Grove	1.122
	Maplewood	1.12
	Minneapolis	1.1995
	Oakdale	1.1195
	Owatonna	1.016

State	City	Multiplier
Minnesota	Plymouth	1.1245
	Prior Lake	1.1205
	Proctor	1.046
	Red Wing	1.024
	Richfield	1.12
	Robbinsdale	1.1195
	Rochester	1.0835
	Stewartville	1.0735
	Two Harbors	1.0445
	Virginia	1.0395
	Woodbury	1.1205
Mississippi	Amory	0.8435
	Biloxi	0.9
	Clinton	0.8735
	Columbus	0.842
	Flowood	0.8765
	Greenville	0.834
	Gulfport	0.902
	Hattiesburg	0.8455
	Jackson	0.8785
	McComb	0.845
	Meridian	0.8355
	Moss Point	0.89
	Natchez	0.8485
	Olive Branch	0.925
	Pascagoula	0.892
	Pearl	0.868
	Ridgeland	0.8765
Southaven	0.933	
Tupelo	0.8525	
Vicksburg	0.856	
Missouri	Arnold	1.044
	Cape Girardeau	0.9525

State	City	Multiplier
Missouri	Chesterfield	1.0525
	Clayton	1.0515
	Columbia	0.962
	De Soto	1.046
	Dexter	0.936
	Fenton	1.05
	Hannibal	0.9375
	Independence	1.041
	Jefferson City	0.9505
	Joplin	0.948
	Kansas City	1.042
	Maryville	0.942
	Mexico	0.9395
	Neosho	0.947
	Park Hills	0.9395
	Poplar Bluff	0.935
	Raymore	1.034
	Raytown	1.0395
	Richmond Heights	1.048
	Rolla	0.945
Montana	Sedalia	0.942
	Sikeston	0.938
	Springfield	0.9555
	Warrensburg	0.9475
	Wentzville	1.049
	Anaconda	0.9395
	Billings	0.99
	Butte	0.943
	Dillon	0.942
	Glendive	0.998
Great Falls	0.925	
Missouri	Hamilton	0.9415
	Havre	0.9435

State	City	Multiplier
Montana	Helena	0.948
	Lewistown	0.931
	Libby	0.9355
	Livingston	0.9465
	Miles City	0.976
	Missoula	0.9385
	Sidney	0.9945
Nebraska	Wolf Point	0.9905
	Columbus	0.922
	Grand Island	0.9305
	Hastings	0.9185
	Kearney	0.9205
	Lincoln	0.947
	Norfolk	0.9235
	North Platte	0.9085
	Omaha	0.977
	Papillion	0.977
Nevada	Scottsbluff	0.9005
	South Sioux City	0.94
	Boulder City	1.0655
	Carson City	1.028
	Elko	1.0635
	Fallon	1.029
	Hawthorne	1.018
	Las Vegas	1.0645
Reno	1.046	
New Hampshire	Claremont	1
	Concord	1.0095
	Keene	0.9705
	Manchester	1.019
	Nashua	1.0855
	Portsmouth	1.045
Rochester	0.991	

State	City	Multiplier
New Jersey	Atlantic City	1.162
	Basking Ridge	1.2025
	Bayonne	1.256
	Bloomfield	1.214
	Bridgewater	1.201
	Carteret	1.1885
	Clark	1.2085
	Clifton	1.257
	Cranford	1.2145
	Dover	1.197
	East Brunswick	1.1875
	East Hanover	1.199
	East Orange	1.2165
	Eatontown	1.1875
	Edison	1.1915
	Elizabeth	1.2095
	Englewood Cliffs	1.25
	Ewing	1.181
	Fairfield	1.215
	Flemington	1.1895
Freehold	1.184	
Hackensack	1.251	
Hamilton Square	1.1825	
Harrison	1.252	
Hoboken	1.2525	
Irvington	1.206	
Iselin	1.187	
Jersey City	1.2525	
Kearny	1.252	
Kendall Park	1.185	
Kenilworth	1.213	
Lawrenceville	1.1835	
Linden	1.211	

State	City	Multiplier
New Jersey	Madison	1.198
	Manville	1.201
	Maple Shade	1.162
	Mays Landing	1.158
	Middlesex	1.1915
	Milford	1.188
	Millville	1.1525
	Monmouth Junction	1.1895
	Monroe Township	1.186
	Moorestown	1.1645
	New Brunswick	1.1885
	New Providence	1.2085
	Newark	1.212
	North Arlington	1.2525
	Nutley	1.2085
	Paramus	1.256
	Parsippany	1.2025
	Passaic	1.255
	Paterson	1.252
	Perth Amboy	1.189
	Phillipsburg	1.122
	Plainfield	1.209
	Princeton	1.184
	Rahway	1.21
	Red Bank	1.1845
	Rochelle Park	1.251
	Roselle	1.2085
	Roselle Park	1.2085
	Sayreville	1.187
	Somerset	1.212
	Summit	1.2085
	Swedesboro	1.1615
	Teaneck	1.254

State	City	Multiplier
New Jersey	Tinton Falls	1.1845
	Toms River	1.166
	Totowa	1.2495
	Trenton	1.1905
	Vineland	1.1525
	Waldwick	1.2495
	Wall	1.1855
	Willingboro	1.1635
	Woodbridge	1.187
New Mexico	Alamogordo	0.9825
	Albuquerque	0.9965
	Artesia	0.9845
	Aztec	1.0025
	Carlsbad	0.9845
	Clovis	0.9855
	Cuba	0.988
	Deming	0.9625
	Grants	0.958
	Hobbs	0.986
	Kirtland	1.0025
	Las Cruces	0.9645
	Los Alamos	1.09
	Roswell	0.9855
	Santa Fe	1.065
	Tucumcari	0.981
New York	Albany	1.14
	Amherst	1.1105
	Amityville	1.2765
	Amsterdam	1.1045
	Auburn	1.0995
	Batavia	1.091
	Bethpage	1.28
	Binghamton	1.1085



State	City	Multiplier
New York	Briarcliff Manor	1.2815
	Brockport	1.116
	Brooklyn	1.3235
	Buffalo	1.1065
	Camillus	1.1175
	Canandaigua	1.112
	Cheektowaga	1.11
	Churchville	1.1125
	Clarence	1.1075
	Clinton	1.102
	Corning	1.088
	Depew	1.1055
	East Aurora	1.1055
	East Meadow	1.2865
	Elmira	1.112
	Endicott	1.106
	Fredonia	1.089
	Geneseo	1.1115
	Geneva	1.111
	Glens Falls	1.11
	Gloversville	1.097
	Great Neck	1.282
	Hamburg	1.1055
	Harrison	1.281
	Hartsdale	1.283
	Hauppauge	1.27
	Hempstead	1.284
	Hicksville	1.283
	Hornell	1.088
	Ithaca	1.1285
	Jamestown	1.0935
	Johnson City	1.106
	Kenmore	1.106

State	City	Multiplier
New York	Kingston	1.145
	Lackawanna	1.1065
	Larchmont	1.282
	Latham	1.1315
	Liverpool	1.117
	Lockport	1.1065
	Lynbrook	1.2835
	Massena	1.099
	Medford	1.27
	Melville	1.278
	Middletown	1.194
	Monroe	1.1925
	Mount Vernon	1.2805
	New Hartford	1.102
	New York	1.328
	Niagara Falls	1.105
	North Tonawanda	1.107
	Oceanside	1.2835
	Ogdensburg	1.097
	Olean	1.091
	Orchard Park	1.1075
	Ossining	1.282
	Oswego	1.1165
	Painted Post	1.0905
	Pearl River	1.256
	Pittsford	1.1145
	Plainview	1.2815
	Plattsburgh	1.103
	Port Washington	1.2835
	Poughkeepsie	1.2045
	Purchase	1.2815
	Rochester	1.1125
	Rockville Centre	1.2815

State	City	Multiplier
New York	Rome	1.1
	Roslyn	1.2805
	Rye	1.282
	Rye Brook	1.282
	Saratoga Springs	1.1345
	Schenectady	1.1305
	Scotia	1.1375
	Spencerport	1.1125
	Spring Valley	1.256
	Staten Island	1.323
	Syracuse	1.117
	Tonawanda	1.1065
	Troy	1.1305
	Utica	1.099
	Valley Stream	1.2835
	Watertown	1.0955
	West Babylon	1.2725
	West Seneca	1.1085
	Westbury	1.282
	Westfield	1.088
White Plains	1.284	
Williamsville	1.107	
Yonkers	1.2835	
North Carolina	Asheville	0.925
	Brevard	0.871
	Canton	0.916
	Cary	0.9825
	Charlotte	0.9805
	Durham	1.016
	Fayetteville	0.9005
	Greensboro	0.8915
Greenville	0.906	

State	City	Multiplier	
North Carolina	Hickory	0.913	
	Jacksonville	0.886	
	Kinston	0.8765	
	Marion	0.871	
	Monroe	0.966	
	Morrisville	0.9825	
	Plymouth	0.883	
	Raleigh	0.984	
	Reidsville	0.929	
	Salisbury	0.9455	
	Statesville	0.939	
	Waynesville	0.9135	
	Winston Salem	0.9405	
	North Dakota	Bismarck	1.002
		Fargo	0.957
Grand Forks		0.9555	
Jamestown		0.9325	
Mandan		0.995	
Minot		1.024	
Watford City		1.092	
Ohio	Williston	1.106	
	Akron	0.97	
	Amherst	1	
	Ashland	0.9245	
	Ashtabula	0.93	
	Athens	0.9275	
	Avon Lake	1.0015	
	Barberton	0.976	
	Beavercreek	0.981	
	Brook Park	1.0005	
Brooklyn Heights	1		
Cambridge	0.922		
Canton	0.935		

State	City	Multiplier
Ohio	Centerville	0.981
	Chillicothe	0.9425
	Cincinnati	1.012
	Cleveland	1.0055
	Cleves	1.0055
	Columbus	1.0055
	Conneaut	0.9285
	Cuyahoga Falls	0.975
	Dayton	0.982
	Defiance	0.945
	Dover	0.927
	Dublin	1.0005
	Eastlake	1.0015
	Elyria	1.0065
	Euclid	1.005
	Fairfield	0.997
	Fairlawn	0.9695
	Fairview Park	1.0025
	Findlay	0.948
	Franklin	0.9935
	Fremont	0.9265
	Gahanna	0.997
	Garfield Heights	1.0035
	Girard	0.9305
	Greenville	0.945
	Hamilton	0.999
	Heath	1.0025
	Hilliard	0.997
	Holland	0.9785
	Kettering	0.986
	Lakewood	1.004
	Lancaster	0.999
	Lima	0.9485

State	City	Multiplier
Ohio	Mansfield	0.9315
	Marion	0.935
	Marysville	1.0015
	Mason	0.989
	Massillon	0.942
	Maumee	0.9755
	Mentor	1.0035
	Miamisburg	0.9775
	Middleburg Heights	1.0025
	Middletown	0.991
	Mount Vernon	0.9275
	Newark	1.002
	North Canton	0.9345
	Northwood	0.9755
	Oregon	0.977
	Oxford	0.9885
	Painesville	1.0005
	Parma	1.004
	Portsmouth	0.9305
	Powell	1.0005
	Sandusky	0.954
	Seven Hills	1.0005
	Shaker Heights	1.003
	Solon	1
	South Euclid	1.001
	Springfield	0.95
	Steubenville	0.922
	Strongsville	1.0015
	Sylvania	0.972
	Tiffin	0.9275
	Toledo	0.9805
	Troy	0.9765
	Valley View	1.0015

State	City	Multiplier
Ohio	Vandalia	0.977
	Wadsworth	1
	Warren	0.9305
	Willoughby	1.0005
	Youngstown	0.9295
	Zanesville	0.921
Oklahoma	Ada	0.8455
	Altus	0.8615
	Anadarko	0.8575
	Bartlesville	0.856
	Broken Arrow	0.919
	Duncan	0.8605
	El Reno	0.9035
	Henryetta	0.907
	Lawton	0.86
	McAlester	0.843
	Muskogee	0.848
	Norman	0.911
	Oklahoma City	0.9035
	Ponca City	0.8625
	Sand Springs	0.9105
	Shawnee	0.8455
Stillwater	0.8675	
Tulsa	0.946	
Oregon	Albany	1.1045
	Beaverton	1.198
	Bend	1.108
	Clackamas	1.193
	Coquille	1.0625
	Corvallis	1.1005
	Eugene	1.097
	Gladstone	1.191
Hillsboro	1.195	

State	City	Multiplier
Oregon	John Day	1.059
	Klamath Falls	1.0615
	Lebanon	1.096
	Medford	1.091
	Milwaukie	1.1955
	North Bend	1.062
	Pendleton	1.065
	Portland	1.196
	Roseburg	1.0575
	Salem	1.1045
	Springfield	1.0915
	Tigard	1.1975
	Tualatin	1.194
Pennsylvania	Aliquippa	0.9715
	Allentown	0.9945
	Altoona	0.9085
	Aston	1.0535
	Beaver	0.971
	Beaver Falls	0.9745
	Bedford	0.909
	Bethel Park	0.9805
	Bethlehem	0.993
	Blue Bell	1.06
	Brackenridge	0.977
	Bradford	0.902
	Bridgeville	0.972
	Bristol	1.0585
	Butler	0.968
	Camp Hill	0.972
Canonsburg	0.9715	
Carnegie	0.971	
Chadds Ford	1.051	
Chalfont	1.0585	

State	City	Multiplier
Pennsylvania	Chambersburg	0.963
	Clairton	0.971
	Clarion	0.906
	Collegeville	1.0645
	Connellsville	0.9675
	Doylestown	1.058
	Duncansville	0.901
	East Stroudsburg	0.9605
	Easton	0.9955
	Erie	0.9175
	Exton	1.0575
	Fort Washington	1.059
	Franklin	0.92
	Gibsonia	0.9725
	Greensburg	0.9695
	Greenville	0.9085
	Harrisburg	0.978
	Hazleton	0.9425
	Hermitage	0.9125
	Indiana	0.9135
	Irwin	0.97
	Jeannette	0.9695
	Johnstown	0.89
	King of Prussia	1.061
	Kingston	0.9445
	Kittanning	0.9695
	Lancaster	0.9745
	Latrobe	0.967
	Lebanon	0.9555
	Levittown	1.0605
	Lewisburg	0.9285
	Lewistown	0.9355
	McKeesport	0.9725

State	City	Multiplier
Pennsylvania	Meadville	0.9095
	Mechanicsburg	0.9805
	Monessen	0.97
	Montoursville	0.9225
	Munhall	0.9735
	New Brighton	0.971
	New Castle	0.92
	New Cumberland	0.9765
	New Kensington	0.97
	New Stanton	0.971
	Newtown	1.0585
	Philadelphia	1.067
	Pittsburgh	0.9785
	Pittston	0.941
	Plymouth Meeting	1.0585
	Pottstown	1.06
	Pottsville	0.936
	Reading	0.9935
	Ridley Park	1.0525
	Rochester	0.973
	Sayre	0.9325
	Scranton	0.934
	State College	0.9365
	Stroudsburg	0.9515
	Sunbury	0.927
	Tarentum	0.972
	Towanda	0.9335
	Tunkhannock	0.9375
	Uniontown	0.968
	Upper Darby	1.054
	Warminster	1.0595
	Warren	0.905
	Washington	0.97

State	City	Multiplier
Pennsylvania	West Chester	1.059
	West Mifflin	0.978
	Wexford	0.974
	Williamsport	0.9335
	Wyomissing	0.986
	York	0.973
	Youngwood	0.9725
Puerto Rico	Guaynabo	0.769
	San Juan	0.7655
Rhode Island	Coventry	1.1435
	Cranston	1.151
	Cumberland	1.143
	East Providence	1.149
	Middletown	1.1425
	Pawtucket	1.1485
	Providence	1.1425
	Smithfield	1.1455
	Warwick	1.15
	West Warwick	1.145
	Westerly	1.1575
Woonsocket	1.1485	
South Carolina	Anderson	0.907
	Cayce	0.911
	Charleston	0.9415
	Columbia	0.915
	Florence	0.8995
	Georgetown	0.891
	Greenville	0.9165
	Greenwood	0.895
	Hartsville	0.8875
	Lancaster	0.9015
	Moncks Corner	0.9345
Myrtle Beach	0.873	

State	City	Multiplier
South Carolina	North Augusta	0.911
	North Charleston	0.936
	Orangeburg	0.8755
	Rock Hill	0.9685
	Simpsonville	0.9125
	Spartanburg	0.9505
	Summerville	0.9325
	Sumter	0.879
South Dakota	West Columbia	0.913
	Aberdeen	0.91
	Huron	0.909
	Madison	0.9185
	Mitchell	0.91
	Pierre	0.903
	Rapid City	0.935
	Sioux Falls	0.955
	Sturgis	0.9365
	Vermillion	0.9095
Watertown	0.9115	
Yankton	0.92	
Tennessee	Alcoa	0.9075
	Athens	0.87
	Bartlett	0.9385
	Brentwood	0.97
	Bristol	0.8875
	Chattanooga	0.92
	Clarksville	0.8995
	Cleveland	0.8845
	Collierville	0.939
	Cookeville	0.841
Cordova	0.946	
Crossville	0.854	
Elizabethton	0.863	

State	City	Multiplier
Tennessee	Erwin	0.8665
	Franklin	0.9695
	Gallatin	0.9605
	Greeneville	0.869
	Harriman	0.8925
	Jackson	0.875
	Johnson City	0.865
	Kingsport	0.895
	Knoxville	0.919
	Lawrenceburg	0.871
	Louisville	0.9125
	Martin	0.8505
	Maryville	0.9085
	Memphis	0.9475
	Morristown	0.8715
	Nashville	0.985
	Oak Ridge	0.8965
	Paris	0.853
	Sevierville	0.8745
	Shelbyville	0.87
	Spring Hill	0.9655
	Springfield	0.9405
	Tullahoma	0.87
Texas	Abilene	0.8855
	Allen	0.9965
	Alvin	0.9935
	Amarillo	0.918
	Andrews	0.917
	Arlington	0.9655
	Atlanta	0.875
	Austin	1.031
	Bay City	0.8845
	Baytown	1.005

State	City	Multiplier
Texas	Beaumont	0.9645
	Bedford	0.969
	Beeville	0.8825
	Belton	0.893
	Big Spring	0.902
	Borger	0.8915
	Brenham	0.8795
	Brownfield	0.8945
	Brownsville	0.8545
	Brownwood	0.88
	Bryan	0.9035
	Carrollton	1.002
	Cleburne	0.965
	College Station	0.8925
	Corinth	0.9975
	Corpus Christi	0.93
	Corsicana	0.879
	Dallas	1.0115
	Deer Park	1.008
	Del Rio	0.8665
	Denton	0.9935
	Edinburg	0.854
	El Paso	0.872
	Farmers Branch	1.001
	Fort Worth	0.9695
	Gainesville	0.8845
	Galveston	1.0025
	Garland	1.002
	Grand Prairie	1.002
	Greenville	0.99
	Groves	0.953
	Hallettsville	0.8845
	Harlingen	0.86

State	City	Multiplier
Texas	Hereford	0.892
	Houston	1.0155
	Humble	1.0035
	Huntsville	0.881
	Irving	1.0025
	Katy	1.008
	Kerrville	0.8785
	Kilgore	0.904
	Killeen	0.9055
	Kingsville	0.882
	La Marque	0.997
	La Porte	1.003
	Lake Jackson	0.9925
	Lamesa	0.8965
	Lancaster	1
	Laredo	0.8785
	League City	0.9975
	Liberty	0.9935
	Live Oak	0.9345
	Longview	0.916
	Lubbock	0.888
	Lufkin	0.8725
	Lumberton	0.951
	Marshall	0.872
	McAllen	0.855
	Mesquite	1.002
	Midland	1.0405
	Mineral Wells	0.888
	Nacogdoches	0.8735
	Nederland	0.953
	Odessa	1.029
	Orange	0.953
	Palestine	0.872

State	City	Multiplier
Texas	Pampa	0.9
	Paris	0.8765
	Pasadena	1.0065
	Pearland	0.993
	Pearsall	0.8935
	Pecos	0.908
	Perryton	0.9
	Pharr	0.8665
	Plainview	0.894
	Plano	0.9955
	Port Arthur	0.958
	Port Neches	0.9535
	Portland	0.917
	Richardson	1.006
	Rio Grande City	0.877
	Saginaw	0.9675
	San Angelo	0.888
	San Antonio	0.9425
	Sherman	0.9235
	Snyder	0.899
	Sugar Land	1
	Sweetwater	0.898
	Temple	0.895
	Texarkana	0.8855
	Texas City	1.0035
	Tomball	1.005
	Tyler	0.9075
	Victoria	0.906
	Vidor	0.954
	Waco	0.9075
	Watauga	0.9695
	Waxahachie	0.9935
	Wichita Falls	0.8935



State	City	Multiplier
Texas	Yantis	0.872
Utah	Blanding	0.9515
	Brigham City	0.9265
	Draper	0.985
	Farmington	0.9545
	Logan	0.875
	Manti	0.8985
	Moab	0.955
	Morgan	0.929
	Nephi	0.9045
	Ogden	0.9585
	Orem	0.9365
	Price	0.9435
	Provo	0.9375
	Richfield	0.8945
	Roosevelt	0.958
	Salt Lake City	0.995
	Sandy	0.9845
	Springville	0.931
	Taylorsville	0.979
	Vernal	0.9555
	West Jordan	0.976
Vermont	Barre	1.056
	Brattleboro	1.064
	Burlington	1.1095
	Montpelier	1.056
	Newport	1.06
	Rutland	1.0665
	South Burlington	1.1005
	Springfield	1.0675
	White River Junction	1.0775
	Williston	1.0995
	Winooski	1.1135

State	City	Multiplier
Virginia	Alexandria	1.1635
	Arlington	1.1635
	Blacksburg	0.9835
	Bristol	0.967
	Chantilly	1.1675
	Charlottesville	1.014
	Chesapeake	1.0085
	Dahlgren	1.011
	Danville	0.9755
	Fairfax	1.1585
	Falls Church	1.16
	Front Royal	1.097
	Glen Allen	1.0205
	Hampton	1.0125
	Harrisonburg	0.9835
	Herndon	1.1595
	Hopewell	1.0195
	Leesburg	1.156
	Lynchburg	0.9815
	Marion	0.9545
	Martinsville	0.9565
	Newport News	1.014
	Norfolk	1.0115
	Oakton	1.1605
	Petersburg	1.0315
	Portsmouth	1.0095
	Radford	0.987
	Richmond	1.0275
	Roanoke	0.982
	Salem	0.9865
	South Boston	0.9715
	Springfield	1.1605
	Sterling	1.1585

State	City	Multiplier
Virginia	Suffolk	1.009
	Vienna	1.1595
	Virginia Beach	1.0095
	Waynesboro	0.9895
	Winchester	1.0125
	Woodbridge	1.138
Washington	Aberdeen	1.1875
	Anacortes	1.216
	Arlington	1.2955
	Bellevue	1.3025
	Bellingham	1.196
	Bremerton	1.224
	Cheney	1.169
	College Place	1.181
	Dupont	1.2405
	Enumclaw	1.296
	Ephrata	1.1775
	Everett	1.2995
	Fircrest	1.249
	Kennewick	1.222
	Kent	1.298
	Lacey	1.189
	Lakewood	1.2365
	Liberty Lake	1.1735
	Longview	1.2105
	Lynnwood	1.297
	North Bend	1.299
	Olympia	1.1895
	Port Angeles	1.189
	Puyallup	1.236
	Richland	1.219
	SeaTac	1.3095
	Seattle	1.3995

State	City	Multiplier
Washington	Shelton	1.1885
	Silverdale	1.224
	Spokane	1.1735
	Spokane Valley	1.17
	Tacoma	1.2435
	Tukwila	1.307
	Union Gap	1.1775
	Vancouver	1.2095
	Yakima	1.176
West Virginia	Barboursville	0.9035
	Beckley	0.883
	Bluefield	0.863
	Bridgeport	0.8785
	Charleston	0.905
	Clarksburg	0.8795
	Dunbar	0.9035
	Fairmont	0.8845
	Huntington	0.8935
	Martinsburg	0.9815
	Morgantown	0.908
	Moundsville	0.9035
	Mount Hope	0.891
	Nitro	0.906
	Parkersburg	0.896
	South Charleston	0.8995
	Weirton	0.9085
	Wheeling	0.903
Wisconsin	Appleton	0.9735
	Beloit	0.9645
	Brookfield	1.005
	Cudahy	0.998
	Eau Claire	0.9305
	Fond du Lac	0.983

State	City	Multiplier
Wisconsin	Fort Atkinson	0.9385
	Green Bay	0.9675
	Janesville	0.955
	Kaukauna	0.9645
	Kenosha	1.044
	La Crosse	0.9475
	Madison	1.003
	Manitowoc	0.939
	Marinette	0.93
	Marshfield	0.926
	Menomonee Falls	0.9995
	Menomonie	0.936
	Milwaukee	1.005
	Mosinee	0.949
	Mount Pleasant	0.993
	Neenah	0.965
	New Berlin	1.0025
	Oak Creek	0.998
	Onalaska	0.941
	Oshkosh	0.972
	Racine	0.9925
	Rhineland	0.9205

State	City	Multiplier
	Sheboygan	0.9765
	Stevens Point	0.9335
	Stoughton	0.9945
	Superior	0.975
	Tomah	0.9485
	Two Rivers	0.936
	Waukesha	1.008
	Wausau	0.9605
	West Allis	1.0085
	West Bend	0.9975
	Weston	0.9525
	Wisconsin Rapids	0.9255
Wyoming	Casper	0.9825
	Cheyenne	0.9395
	Cody	0.9375
	Gillette	0.999
	Green River	1.0415
	Lander	0.9405
	Laramie	0.9305
	Powell	0.9375
	Sheridan	0.9915

2023-2024 CUNA Environmental Scan is available in these formats:



**PDF:** comprehensive report; combines industry insights with expert analysis



**PowerPoint:** complements the full PDF report; provides clear representation of data and report



**Streaming Video:** complements the full report and adds analysis, insights, context and background



# Invaluable insights on trends that affect credit unions

## CUNA Environmental Scan

Prepare for your strategic planning with the best industry trend information available. CUNA Environmental Scan (E-Scan) provides crucial analysis for navigating challenges and seizing opportunities.

Organized into 10 trend-based chapters, CUNA E-Scan outlines actionable insights from industry experts and practitioners, so you can keep your credit union ready to meet member needs.

**Table ES - 1**  
**Salary/Wage Increase Given 2022: Management**

*For ... full-time positions ..., what was the average percentage salary increase given during 2022?*

		N	average*	median*	zero	less than 1%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall		804	4.8%	4.0%	16%	0%	1%	5%	37%	41%
By credit union asset size	\$1M to \$2M	8	1.0%	0.0%	67%	0%	0%	0%	33%	0%
	\$2M to \$5M	32	0.3%	0.0%	92%	0%	0%	0%	8%	0%
	\$5M to \$10M	41	3.7%	0.0%	54%	0%	4%	4%	12%	27%
	\$10M to \$20M	80	3.4%	1.6%	44%	0%	6%	4%	22%	24%
	\$20M to \$50M	154	4.2%	3.8%	18%	1%	0%	8%	34%	39%
	\$50M to \$100M	136	5.6%	4.0%	4%	0%	1%	6%	43%	46%
	\$100M to \$200M	111	5.7%	4.4%	3%	2%	0%	5%	41%	50%
	\$200M to \$500M	103	5.7%	5.0%	1%	0%	0%	3%	43%	53%
	\$500M to \$1B	58	6.2%	4.7%	0%	0%	0%	5%	48%	48%
	\$1B to \$3B	55	5.0%	4.9%	1%	0%	1%	0%	49%	49%
\$3B or more	25	4.8%	4.0%	6%	0%	0%	3%	51%	40%	
By region	New England	39	6.0%	4.0%	11%	0%	0%	3%	47%	39%
	Middle Atlantic	101	3.8%	3.0%	21%	0%	3%	10%	36%	29%
	East North Central	174	5.2%	4.0%	12%	0%	1%	4%	40%	43%
	West North Central	93	4.5%	4.0%	17%	0%	0%	4%	42%	37%
	South Atlantic	97	4.2%	4.0%	19%	0%	0%	6%	33%	42%
	East South Central	64	5.5%	5.0%	14%	0%	0%	3%	28%	56%
	West South Central	107	4.0%	3.0%	28%	2%	4%	2%	32%	32%
	Mountain	51	5.3%	4.5%	19%	0%	0%	3%	30%	48%
	Pacific	79	5.4%	4.5%	4%	1%	0%	3%	43%	48%

\* Average/median calculations include zeros (0)

**Table ES - 2**  
**Salary/Wage Increase Given 2022: Nonmanagement**

*For ... full-time positions ..., what was the average percentage salary increase given during 2022?*

	N	average*	median*	zero	less than 1%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall	843	4.6%	4.0%	11%	0%	2%	6%	42%	39%
By credit union asset size	\$1M to \$2M	8	0.0%	0.0%	100%	0%	0%	0%	0%
	\$2M to \$5M	37	1.1%	0.0%	71%	0%	7%	0%	14%
	\$5M to \$10M	51	3.6%	3.0%	28%	0%	3%	3%	28%
	\$10M to \$20M	93	3.6%	3.0%	22%	0%	7%	9%	34%
	\$20M to \$50M	163	5.2%	4.8%	9%	1%	1%	7%	32%
	\$50M to \$100M	137	5.2%	4.0%	2%	0%	0%	7%	46%
	\$100M to \$200M	111	5.5%	4.0%	3%	2%	1%	7%	43%
	\$200M to \$500M	103	5.2%	4.0%	0%	0%	2%	3%	61%
	\$500M to \$1B	58	4.8%	4.0%	0%	0%	1%	6%	58%
	\$1B to \$3B	55	4.6%	4.0%	1%	0%	1%	5%	55%
\$3B or more	26	4.9%	4.0%	6%	0%	3%	3%	56%	
By region	New England	39	4.6%	3.8%	11%	0%	0%	5%	48%
	Middle Atlantic	105	4.1%	3.0%	18%	0%	2%	9%	47%
	East North Central	176	5.3%	4.0%	8%	0%	0%	7%	41%
	West North Central	101	4.7%	4.0%	8%	0%	5%	4%	47%
	South Atlantic	99	3.9%	3.5%	13%	0%	0%	8%	46%
	East South Central	67	4.8%	4.5%	11%	0%	2%	4%	37%
	West South Central	115	4.1%	3.5%	17%	2%	3%	6%	42%
	Mountain	57	4.7%	5.0%	10%	0%	0%	5%	34%
	Pacific	84	5.5%	5.0%	3%	1%	3%	2%	37%

\* Average/median calculations include zeros (0)

**Table ES - 3**  
**Salary/Wage Increase Budgeted for 2023: Management**

*For ... full-time positions ..., what percentage increase has been budgeted for 2023?*

		N	average*	median*	zero	less than 1%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall		785	4.3%	4.0%	16%	0%	1%	3%	37%	43%
By credit union asset size	\$1M to \$2M	8	1.3%	1.0%	33%	0%	33%	0%	33%	0%
	\$2M to \$5M	32	0.9%	0.0%	75%	0%	0%	0%	17%	8%
	\$5M to \$10M	43	2.0%	0.0%	52%	0%	0%	7%	15%	26%
	\$10M to \$20M	77	2.8%	1.5%	44%	2%	4%	4%	25%	21%
	\$20M to \$50M	151	4.2%	4.0%	17%	0%	1%	4%	35%	43%
	\$50M to \$100M	131	5.0%	4.5%	4%	0%	0%	4%	43%	48%
	\$100M to \$200M	106	4.8%	5.0%	7%	2%	0%	0%	40%	52%
	\$200M to \$500M	101	5.5%	5.0%	2%	0%	0%	1%	40%	58%
	\$500M to \$1B	57	5.5%	5.0%	0%	0%	0%	2%	46%	52%
	\$1B to \$3B	53	5.1%	5.0%	0%	0%	0%	1%	45%	54%
\$3B or more	26	4.6%	4.0%	3%	0%	0%	3%	61%	33%	
By region	New England	38	6.1%	5.0%	6%	0%	0%	0%	40%	54%
	Middle Atlantic	101	3.7%	3.0%	21%	2%	0%	6%	45%	27%
	East North Central	170	4.4%	4.0%	13%	0%	0%	4%	41%	42%
	West North Central	93	4.1%	4.0%	17%	0%	4%	1%	35%	43%
	South Atlantic	95	4.2%	4.0%	14%	0%	0%	3%	39%	43%
	East South Central	58	4.2%	4.0%	14%	0%	3%	3%	34%	46%
	West South Central	105	4.1%	4.0%	24%	1%	2%	2%	28%	45%
	Mountain	49	4.8%	5.0%	17%	0%	0%	2%	27%	55%
	Pacific	76	4.9%	4.6%	10%	1%	0%	1%	40%	48%

\* Average/median calculations include zeros (0)

**Table ES - 4**  
**Salary/Wage Increase Budgeted for 2023: Nonmanagement**

*For ... full-time positions ..., what percentage increase has been budgeted for 2023?*

	N	average*	median*	zero	less than 1%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall	826	4.3%	4.0%	12%	0%	2%	4%	42%	40%
By credit union asset size	\$1M to \$2M	8	0.0%	0.0%	100%	0%	0%	0%	0%
	\$2M to \$5M	40	1.7%	0.0%	53%	0%	7%	13%	13%
	\$5M to \$10M	51	3.7%	3.0%	25%	0%	3%	6%	34%
	\$10M to \$20M	90	3.9%	3.0%	25%	0%	5%	4%	34%
	\$20M to \$50M	162	4.5%	4.0%	11%	0%	2%	5%	41%
	\$50M to \$100M	131	4.7%	4.0%	4%	0%	1%	4%	46%
	\$100M to \$200M	106	4.4%	4.0%	7%	2%	0%	2%	43%
	\$200M to \$500M	101	5.2%	4.4%	3%	0%	0%	1%	50%
	\$500M to \$1B	57	4.7%	4.5%	0%	0%	1%	2%	53%
	\$1B to \$3B	53	4.6%	4.4%	0%	0%	0%	2%	54%
\$3B or more	27	4.3%	4.0%	3%	0%	0%	3%	62%	
By region	New England	38	4.5%	4.9%	10%	0%	0%	2%	38%
	Middle Atlantic	106	3.9%	3.0%	17%	0%	1%	6%	54%
	East North Central	175	4.5%	4.0%	9%	0%	0%	5%	45%
	West North Central	100	4.2%	4.0%	11%	0%	6%	2%	43%
	South Atlantic	96	4.0%	4.0%	13%	0%	0%	7%	40%
	East South Central	60	3.8%	4.0%	12%	0%	5%	4%	40%
	West South Central	114	3.8%	4.0%	18%	1%	1%	3%	42%
	Mountain	55	5.5%	5.0%	5%	0%	0%	2%	29%
	Pacific	82	5.4%	4.6%	6%	1%	1%	3%	39%

\* Average/median calculations include zeros (0)



**Table ES - 5**  
**Salary/Wage Increase Anticipated for 2024: Management**

*For ... full-time positions ..., what percentage increase do you anticipate for 2024?*

		N	average*	median*	zero	less than 1%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall		729	3.6%	3.5%	19%	0%	1%	4%	44%	31%
By credit union asset size	\$1M to \$2M	8	1.0%	0.0%	67%	0%	0%	0%	33%	0%
	\$2M to \$5M	32	0.9%	0.0%	75%	0%	0%	0%	17%	8%
	\$5M to \$10M	43	2.1%	1.0%	48%	0%	4%	4%	22%	22%
	\$10M to \$20M	72	1.8%	0.5%	49%	2%	4%	4%	29%	11%
	\$20M to \$50M	144	3.4%	3.0%	19%	0%	0%	8%	41%	32%
	\$50M to \$100M	126	4.1%	4.0%	6%	0%	1%	7%	53%	33%
	\$100M to \$200M	99	4.1%	4.0%	7%	1%	0%	4%	51%	37%
	\$200M to \$500M	86	4.7%	4.0%	5%	0%	0%	0%	53%	41%
	\$500M to \$1B	49	4.8%	4.0%	4%	0%	0%	3%	51%	43%
	\$1B to \$3B	48	4.4%	4.2%	7%	0%	0%	1%	49%	43%
\$3B or more	23	3.7%	3.9%	6%	0%	0%	3%	61%	29%	
By region	New England	36	4.9%	4.0%	16%	0%	0%	3%	40%	41%
	Middle Atlantic	98	3.3%	3.0%	19%	2%	2%	8%	53%	18%
	East North Central	154	3.5%	3.0%	16%	0%	1%	3%	53%	27%
	West North Central	89	3.2%	4.0%	24%	0%	2%	2%	41%	31%
	South Atlantic	89	3.7%	4.0%	18%	0%	0%	4%	44%	35%
	East South Central	54	3.6%	3.0%	20%	0%	0%	5%	39%	35%
	West South Central	94	3.3%	3.0%	26%	0%	2%	5%	32%	36%
	Mountain	47	3.6%	4.0%	23%	0%	0%	4%	34%	40%
	Pacific	68	3.9%	4.0%	10%	1%	0%	5%	48%	35%

\* Average/median calculations include zeros (0)

Table ES - 6

Salary/Wage Increase Anticipated for 2024: Nonmanagement

For ... full-time positions ..., what percentage increase do you anticipate for 2024?

	N	average*	median*	zero	less than 1%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall	761	3.4%	3.0%	16%	0%	2%	4%	50%	27%
By credit union asset size	\$1M to \$2M	8	0.0%	0.0%	100%	0%	0%	0%	0%
	\$2M to \$5M	40	1.3%	0.0%	53%	0%	7%	7%	33%
	\$5M to \$10M	48	2.4%	3.0%	33%	0%	3%	3%	40%
	\$10M to \$20M	82	2.2%	3.0%	35%	0%	8%	6%	37%
	\$20M to \$50M	152	3.4%	3.0%	16%	0%	1%	7%	44%
	\$50M to \$100M	127	3.9%	4.0%	5%	0%	0%	5%	59%
	\$100M to \$200M	98	3.9%	4.0%	8%	1%	0%	4%	54%
	\$200M to \$500M	87	4.6%	4.0%	6%	0%	0%	1%	61%
	\$500M to \$1B	49	3.9%	4.0%	5%	0%	1%	3%	56%
	\$1B to \$3B	47	4.0%	4.0%	7%	0%	0%	1%	57%
\$3B or more	23	3.7%	4.0%	6%	0%	0%	3%	63%	
By region	New England	37	3.7%	4.0%	19%	0%	0%	3%	40%
	Middle Atlantic	103	3.3%	3.0%	20%	0%	2%	7%	57%
	East North Central	158	3.4%	3.0%	14%	0%	0%	4%	58%
	West North Central	96	3.2%	3.0%	17%	0%	7%	3%	50%
	South Atlantic	90	3.3%	4.0%	19%	0%	0%	4%	50%
	East South Central	55	3.5%	3.4%	15%	0%	3%	3%	45%
	West South Central	102	3.2%	3.0%	22%	0%	2%	6%	41%
	Mountain	50	3.7%	4.0%	13%	0%	0%	4%	44%
	Pacific	71	3.9%	4.0%	9%	1%	1%	5%	47%

\* Average/median calculations include zeros (0)

Table ES - 7

Receipt of Incentive Payments

In addition to base pay, did any full-time employees receive incentive payments in 2022  
(i.e., payment rewards based on meeting pre-set performance criteria)?

		N	Yes	Yes, some or all full-time management employees received incentive payments in 2022	Yes, some or all full-time nonmanagement employees received incentive payments in 2022	No
Overall		965	48%	38%	43%	52%
By credit union asset size	\$1M to \$2M	24	0%	0%	0%	100%
	\$2M to \$5M	59	5%	5%	5%	95%
	\$5M to \$10M	78	6%	6%	2%	94%
	\$10M to \$20M	102	17%	14%	9%	83%
	\$20M to \$50M	179	28%	16%	24%	72%
	\$50M to \$100M	139	52%	39%	47%	48%
	\$100M to \$200M	120	75%	55%	71%	25%
	\$200M to \$500M	113	78%	63%	72%	22%
	\$500M to \$1B	62	85%	74%	81%	15%
	\$1B to \$3B	60	91%	82%	86%	9%
\$3B or more	29	93%	90%	93%	8%	
By region	New England	46	38%	29%	32%	62%
	Middle Atlantic	128	25%	19%	23%	75%
	East North Central	203	58%	48%	54%	42%
	West North Central	114	48%	39%	45%	52%
	South Atlantic	117	54%	41%	51%	46%
	East South Central	75	42%	36%	34%	58%
	West South Central	125	47%	37%	39%	53%
	Mountain	66	50%	37%	49%	50%
	Pacific	92	54%	43%	51%	46%

Table ES - 8

Receipt of Bonus Payments

In addition to base pay, did any full-time employees receive bonus payments in 2022  
(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 2022	Yes, some or all full-time nonmanagement employees received bonus payments in 2022	No
Overall		961	68%	65%	58%	32%
By credit union asset size	\$1M to \$2M	21	13%	13%	0%	88%
	\$2M to \$5M	59	27%	27%	14%	73%
	\$5M to \$10M	76	44%	42%	25%	56%
	\$10M to \$20M	106	62%	55%	50%	38%
	\$20M to \$50M	179	65%	64%	57%	35%
	\$50M to \$100M	139	78%	74%	67%	22%
	\$100M to \$200M	119	76%	74%	71%	24%
	\$200M to \$500M	111	83%	79%	71%	17%
	\$500M to \$1B	63	81%	79%	75%	19%
	\$1B to \$3B	61	89%	87%	83%	11%
\$3B or more	28	74%	67%	67%	26%	
By region	New England	47	75%	75%	54%	25%
	Middle Atlantic	126	49%	46%	41%	51%
	East North Central	202	68%	67%	60%	32%
	West North Central	115	73%	72%	62%	27%
	South Atlantic	116	70%	66%	63%	30%
	East South Central	76	68%	65%	55%	32%
	West South Central	125	70%	66%	57%	30%
	Mountain	63	73%	68%	65%	27%
	Pacific	91	70%	65%	62%	30%

**Table ES - 9**

**Incentive/Bonus Summaries**

*In addition to base pay, did any full-time employees receive incentive payments in 2022 (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 2022 (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	976	77%	27%	31%	36%	23%	
By credit union asset size	\$1M to \$2M	24	11%	0%	0%	0%	89%
	\$2M to \$5M	59	27%	5%	5%	5%	73%
	\$5M to \$10M	78	45%	4%	0%	4%	55%
	\$10M to \$20M	106	67%	9%	6%	11%	33%
	\$20M to \$50M	182	70%	12%	17%	21%	30%
	\$50M to \$100M	141	88%	27%	32%	38%	12%
	\$100M to \$200M	121	94%	36%	48%	52%	6%
	\$200M to \$500M	113	96%	47%	51%	62%	4%
	\$500M to \$1B	63	97%	56%	61%	67%	3%
	\$1B to \$3B	62	99%	68%	70%	77%	1%
\$3B or more	29	98%	60%	60%	68%	3%	
By region	New England	47	84%	20%	21%	27%	16%
	Middle Atlantic	130	54%	12%	14%	17%	46%
	East North Central	205	80%	34%	39%	44%	20%
	West North Central	115	79%	33%	35%	41%	21%
	South Atlantic	118	79%	31%	36%	42%	21%
	East South Central	77	81%	22%	22%	25%	19%
	West South Central	126	78%	28%	29%	37%	22%
	Mountain	66	77%	30%	40%	42%	23%
Pacific	92	86%	27%	31%	38%	14%	

**Table ES - 10**  
**Last Salary Structure Adjustment**

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

		N	2023	2022	2021	2020	2019	2018	2017	before 2017	never	don't know
Overall		936	27%	44%	6%	2%	2%	1%	0%	3%	3%	11%
By credit union asset size	\$1M to \$2M	19	0%	71%	0%	0%	0%	0%	0%	0%	14%	14%
	\$2M to \$5M	56	5%	24%	5%	10%	0%	5%	0%	19%	10%	24%
	\$5M to \$10M	71	29%	38%	7%	2%	2%	2%	0%	4%	9%	7%
	\$10M to \$20M	101	13%	29%	6%	2%	2%	0%	2%	10%	5%	33%
	\$20M to \$50M	173	26%	49%	8%	1%	1%	0%	1%	1%	3%	9%
	\$50M to \$100M	135	22%	51%	7%	1%	4%	1%	1%	1%	1%	10%
	\$100M to \$200M	119	32%	47%	7%	2%	1%	1%	0%	1%	0%	8%
	\$200M to \$500M	110	33%	50%	5%	1%	3%	1%	0%	1%	1%	4%
	\$500M to \$1B	61	43%	43%	5%	2%	0%	0%	0%	2%	0%	4%
	\$1B to \$3B	61	42%	51%	1%	2%	0%	2%	0%	0%	0%	2%
\$3B or more	29	48%	38%	10%	0%	0%	3%	0%	0%	0%	3%	
By region	New England	42	25%	48%	5%	5%	0%	2%	0%	0%	8%	8%
	Middle Atlantic	121	23%	48%	5%	4%	2%	0%	1%	5%	2%	11%
	East North Central	198	27%	44%	8%	2%	1%	2%	0%	2%	1%	14%
	West North Central	110	32%	46%	5%	1%	0%	1%	0%	2%	3%	10%
	South Atlantic	114	28%	40%	5%	3%	4%	1%	1%	4%	5%	10%
	East South Central	76	22%	39%	11%	5%	0%	2%	0%	9%	1%	11%
	West South Central	123	21%	42%	5%	1%	5%	1%	0%	4%	6%	15%
	Mountain	64	30%	47%	9%	0%	1%	0%	0%	3%	2%	7%
	Pacific	88	35%	49%	5%	0%	1%	2%	1%	1%	1%	5%

**Table ES - 11**

**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		959	44%	51%	4%
By credit union asset size	\$1M to \$2M	19	0%	86%	14%
	\$2M to \$5M	59	9%	86%	5%
	\$5M to \$10M	76	15%	83%	2%
	\$10M to \$20M	104	12%	78%	9%
	\$20M to \$50M	177	21%	77%	2%
	\$50M to \$100M	139	47%	50%	3%
	\$100M to \$200M	120	59%	34%	7%
	\$200M to \$500M	112	76%	21%	4%
	\$500M to \$1B	63	88%	11%	1%
	\$1B to \$3B	62	92%	6%	2%
\$3B or more	29	95%	0%	5%	
By region	New England	46	58%	39%	3%
	Middle Atlantic	126	25%	73%	2%
	East North Central	202	46%	51%	3%
	West North Central	111	46%	51%	3%
	South Atlantic	117	50%	44%	6%
	East South Central	75	50%	45%	5%
	West South Central	124	34%	55%	11%
	Mountain	66	47%	53%	0%
	Pacific	91	61%	37%	2%

\* Insufficient data

**Table ES - 12**  
**Range Increase Given 2022: CEO**

*By what percentage did the formal salary range structure increase during 2022?*

		N	average*	median*	zero	less than 1%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall		357	4.8%	3.0%	21%	0%	1%	13%	31%	34%
By credit union asset size	\$1M to \$2M	0								
	\$2M to \$5M	5	1.1%	1.1%	50%	0%	0%	50%	0%	0%
	\$5M to \$10M	10	2.4%	2.8%	17%	0%	0%	33%	50%	0%
	\$10M to \$20M	13	3.9%	3.5%	25%	0%	0%	0%	38%	38%
	\$20M to \$50M	28	3.3%	3.0%	39%	0%	4%	0%	22%	35%
	\$50M to \$100M	58	5.3%	3.0%	28%	0%	0%	8%	31%	33%
	\$100M to \$200M	59	4.8%	3.0%	31%	0%	1%	6%	24%	37%
	\$200M to \$500M	71	4.4%	3.4%	11%	0%	1%	19%	36%	33%
	\$500M to \$1B	47	4.6%	3.0%	11%	0%	0%	24%	40%	25%
	\$1B to \$3B	43	6.7%	4.6%	6%	1%	3%	18%	22%	49%
\$3B or more	23	5.7%	3.0%	26%	0%	3%	6%	29%	35%	
By region	New England	24	6.4%	5.0%	7%	0%	0%	18%	21%	55%
	Middle Atlantic	29	4.0%	3.0%	20%	0%	0%	14%	43%	23%
	East North Central	78	5.0%	3.1%	18%	0%	1%	10%	37%	35%
	West North Central	44	5.1%	3.0%	24%	0%	2%	12%	35%	27%
	South Atlantic	49	3.1%	2.8%	24%	0%	3%	26%	26%	22%
	East South Central	34	5.6%	4.0%	28%	0%	0%	5%	23%	44%
	West South Central	36	4.2%	3.0%	19%	2%	2%	19%	33%	26%
	Mountain	23	5.2%	4.0%	14%	0%	0%	13%	29%	44%
	Pacific	42	5.3%	3.6%	29%	0%	3%	7%	22%	39%

\* Average/median calculations include zeros (0)



**Table ES - 13**  
**Range Increase Given 2022: Management**

*By what percentage did the formal salary range structure increase during 2022?*

		N	average*	median*	zero	less than 1%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall		356	4.2%	3.0%	16%	0%	2%	14%	36%	32%
By credit union asset size	\$1M to \$2M	0								
	\$2M to \$5M	3	0.0%	0.0%	100%	0%	0%	0%	0%	0%
	\$5M to \$10M	8	2.3%	2.5%	20%	0%	0%	40%	40%	0%
	\$10M to \$20M	10	5.5%	1.5%	50%	0%	0%	0%	17%	33%
	\$20M to \$50M	28	3.9%	3.5%	35%	0%	4%	4%	26%	30%
	\$50M to \$100M	59	3.9%	3.2%	26%	0%	0%	8%	31%	35%
	\$100M to \$200M	58	3.8%	3.6%	21%	0%	3%	8%	32%	36%
	\$200M to \$500M	73	4.5%	3.6%	6%	0%	1%	18%	41%	34%
	\$500M to \$1B	48	5.1%	3.0%	7%	0%	0%	25%	45%	23%
	\$1B to \$3B	45	4.1%	3.8%	3%	1%	4%	18%	39%	34%
\$3B or more	25	5.0%	3.0%	15%	0%	3%	15%	35%	32%	
By region	New England	25	5.9%	4.2%	4%	0%	0%	19%	30%	47%
	Middle Atlantic	29	3.6%	3.2%	12%	0%	0%	18%	47%	23%
	East North Central	79	4.4%	3.2%	8%	0%	2%	14%	45%	30%
	West North Central	43	4.1%	3.0%	21%	0%	2%	13%	35%	28%
	South Atlantic	49	3.2%	3.0%	20%	0%	2%	23%	35%	20%
	East South Central	32	4.1%	4.0%	21%	0%	0%	9%	25%	44%
	West South Central	32	4.4%	3.0%	19%	2%	2%	11%	35%	31%
	Mountain	24	5.4%	4.0%	21%	0%	0%	6%	33%	40%
	Pacific	44	4.2%	3.0%	25%	0%	5%	10%	25%	35%

\* Average/median calculations include zeros (0)

**Table ES - 14**  
**Range Increase Given 2022: Nonmanagement**

*By what percentage did the formal salary range structure increase during 2022?*

		N	average*	median*	zero	less than 1%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall		365	4.3%	3.0%	14%	0%	2%	15%	37%	32%
By credit union asset size	\$1M to \$2M	0								
	\$2M to \$5M	5	1.1%	1.1%	50%	0%	0%	50%	0%	0%
	\$5M to \$10M	8	4.7%	4.0%	0%	0%	0%	20%	60%	20%
	\$10M to \$20M	13	4.3%	3.0%	38%	0%	0%	0%	25%	38%
	\$20M to \$50M	29	5.1%	3.8%	29%	0%	8%	4%	17%	42%
	\$50M to \$100M	59	4.1%	3.1%	19%	0%	2%	10%	34%	35%
	\$100M to \$200M	59	4.2%	4.0%	18%	0%	1%	10%	33%	37%
	\$200M to \$500M	73	4.2%	3.5%	6%	0%	2%	16%	49%	28%
	\$500M to \$1B	48	4.6%	3.0%	5%	0%	0%	23%	51%	21%
	\$1B to \$3B	45	3.9%	3.7%	3%	1%	4%	21%	35%	35%
\$3B or more	25	4.8%	3.0%	14%	0%	3%	17%	31%	34%	
By region	New England	25	4.4%	3.8%	6%	0%	0%	19%	36%	39%
	Middle Atlantic	29	3.5%	3.0%	12%	0%	0%	23%	44%	21%
	East North Central	82	5.1%	3.5%	8%	0%	3%	13%	41%	35%
	West North Central	45	3.8%	3.0%	17%	0%	5%	12%	39%	28%
	South Atlantic	49	3.4%	3.0%	17%	0%	3%	25%	36%	20%
	East South Central	32	4.7%	4.3%	12%	0%	0%	5%	33%	49%
	West South Central	35	4.0%	3.0%	17%	2%	2%	21%	36%	21%
	Mountain	24	5.1%	4.8%	14%	0%	0%	3%	35%	49%
	Pacific	46	4.0%	3.4%	20%	0%	4%	11%	31%	34%

\* Average/median calculations include zeros (0)

**Table ES - 15**  
**Range Increase Budgeted for 2023: CEO**

*What percentage increase has been budgeted for 2023?*

	N	average*	median*	zero	less than 1%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more	
Overall	350	3.9%	3.5%	20%	0%	1%	7%	38%	33%	
By credit union asset size	\$1M to \$2M	0								
	\$2M to \$5M	5	2.0%	2.0%	50%	0%	0%	50%	0%	
	\$5M to \$10M	10	3.0%	3.0%	17%	0%	0%	67%	17%	
	\$10M to \$20M	11	2.4%	2.0%	43%	0%	0%	29%	14%	
	\$20M to \$50M	29	2.7%	3.0%	38%	0%	0%	4%	33%	25%
	\$50M to \$100M	58	3.2%	3.0%	30%	0%	0%	5%	35%	30%
	\$100M to \$200M	59	4.0%	4.0%	19%	0%	1%	4%	37%	37%
	\$200M to \$500M	67	4.7%	4.0%	10%	0%	1%	7%	39%	43%
	\$500M to \$1B	47	4.8%	3.9%	10%	0%	0%	8%	46%	35%
	\$1B to \$3B	43	4.5%	3.7%	9%	1%	3%	13%	33%	40%
\$3B or more	22	3.0%	3.0%	23%	0%	7%	13%	37%	20%	
By region	New England	24	4.6%	3.6%	21%	0%	0%	6%	33%	41%
	Middle Atlantic	29	3.2%	3.0%	24%	0%	0%	5%	53%	18%
	East North Central	74	3.9%	3.5%	21%	0%	3%	5%	38%	34%
	West North Central	44	3.7%	3.0%	19%	0%	0%	7%	45%	29%
	South Atlantic	48	3.5%	3.0%	22%	0%	3%	13%	29%	33%
	East South Central	34	3.4%	3.0%	17%	0%	0%	10%	46%	27%
	West South Central	35	4.4%	4.0%	6%	2%	2%	10%	40%	40%
	Mountain	21	4.8%	4.0%	13%	0%	0%	0%	50%	37%
	Pacific	41	4.1%	4.0%	30%	0%	0%	8%	22%	41%

\* Average/median calculations include zeros (0)

**Table ES - 16**  
**Range Increase Budgeted for 2023: Management**

*What percentage increase has been budgeted for 2023?*

		N	average*	median*	zero	less than 1%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall		352	3.9%	4.0%	14%	0%	2%	8%	41%	35%
By credit union asset size	\$1M to \$2M	0								
	\$2M to \$5M	3	0.0%	0.0%	100%	0%	0%	0%	0%	0%
	\$5M to \$10M	8	2.4%	3.0%	40%	0%	0%	0%	40%	20%
	\$10M to \$20M	10	1.3%	0.0%	67%	0%	0%	0%	17%	17%
	\$20M to \$50M	29	2.6%	3.0%	38%	0%	0%	8%	33%	21%
	\$50M to \$100M	58	4.4%	4.0%	15%	0%	2%	8%	33%	43%
	\$100M to \$200M	58	3.7%	4.0%	12%	0%	5%	6%	39%	38%
	\$200M to \$500M	69	4.4%	4.0%	7%	0%	1%	6%	46%	40%
	\$500M to \$1B	47	4.7%	4.0%	4%	0%	0%	8%	56%	32%
	\$1B to \$3B	45	4.1%	4.0%	3%	1%	3%	11%	41%	40%
\$3B or more	25	3.4%	3.0%	9%	0%	9%	21%	41%	21%	
By region	New England	24	5.3%	4.0%	9%	0%	0%	8%	37%	45%
	Middle Atlantic	29	3.1%	3.0%	19%	0%	0%	9%	54%	18%
	East North Central	77	4.2%	4.0%	8%	0%	4%	7%	44%	37%
	West North Central	43	3.3%	3.0%	21%	0%	0%	6%	44%	29%
	South Atlantic	49	3.3%	3.0%	19%	0%	3%	13%	37%	28%
	East South Central	33	3.4%	3.0%	18%	0%	2%	10%	40%	29%
	West South Central	31	4.6%	4.0%	7%	2%	2%	9%	37%	43%
	Mountain	22	4.3%	4.0%	13%	0%	0%	3%	43%	41%
	Pacific	45	4.2%	4.0%	13%	0%	4%	7%	32%	45%

\* Average/median calculations include zeros (0)

**Table ES - 17**  
**Range Increase Budgeted for 2023: Nonmanagement**

*What percentage increase has been budgeted for 2023?*

		N	average*	median*	zero	less than 1%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall		360	3.8%	4.0%	12%	0%	1%	10%	44%	33%
By credit union asset size	\$1M to \$2M	0								
	\$2M to \$5M	5	1.1%	1.1%	50%	0%	0%	50%	0%	0%
	\$5M to \$10M	8	2.8%	3.0%	20%	0%	0%	0%	80%	0%
	\$10M to \$20M	11	3.4%	3.0%	29%	0%	0%	0%	29%	43%
	\$20M to \$50M	30	3.4%	3.0%	32%	0%	4%	4%	32%	28%
	\$50M to \$100M	58	4.0%	3.8%	11%	0%	2%	10%	39%	38%
	\$100M to \$200M	59	4.0%	4.0%	13%	0%	0%	7%	40%	39%
	\$200M to \$500M	70	4.1%	4.0%	8%	0%	1%	6%	50%	36%
	\$500M to \$1B	47	4.1%	3.8%	6%	0%	0%	10%	57%	28%
	\$1B to \$3B	45	4.0%	4.0%	3%	1%	1%	16%	40%	39%
\$3B or more	25	3.3%	3.0%	6%	0%	6%	20%	49%	20%	
By region	New England	24	3.6%	3.6%	12%	0%	0%	11%	45%	32%
	Middle Atlantic	29	4.1%	3.4%	15%	0%	0%	5%	54%	27%
	East North Central	79	4.1%	4.0%	9%	0%	2%	9%	46%	34%
	West North Central	45	3.5%	3.5%	15%	0%	3%	4%	47%	31%
	South Atlantic	49	3.4%	3.0%	18%	0%	2%	15%	38%	28%
	East South Central	33	3.4%	3.1%	13%	0%	0%	10%	45%	32%
	West South Central	34	4.1%	3.2%	6%	2%	2%	20%	38%	32%
	Mountain	22	4.6%	4.0%	6%	0%	0%	3%	46%	45%
	Pacific	46	4.0%	4.0%	12%	0%	2%	8%	38%	40%

\* Average/median calculations include zeros (0)

**Table ES - 18**  
**Range Increase Anticipated for 2024: CEO**

*What percentage increase do you anticipate for 2024?*

	N	average*	median*	zero	less than 1%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall	318	3.4%	3.0%	20%	0%	1%	11%	39%	29%
By credit union asset size	\$1M to \$2M	0							
	\$2M to \$5M	5	1.1%	1.1%	50%	0%	0%	50%	0%
	\$5M to \$10M	6	2.9%	2.8%	0%	0%	0%	50%	0%
	\$10M to \$20M	10	1.8%	1.5%	50%	0%	0%	0%	50%
	\$20M to \$50M	29	3.0%	3.0%	25%	0%	4%	8%	38%
	\$50M to \$100M	57	3.0%	3.0%	32%	0%	0%	3%	36%
	\$100M to \$200M	53	3.3%	3.7%	22%	0%	0%	10%	37%
	\$200M to \$500M	59	4.2%	4.0%	9%	0%	2%	7%	43%
	\$500M to \$1B	41	3.9%	3.0%	14%	0%	0%	11%	49%
	\$1B to \$3B	40	4.0%	3.0%	10%	0%	5%	19%	31%
\$3B or more	18	2.8%	3.0%	28%	0%	0%	16%	36%	
By region	New England	21	4.9%	3.5%	17%	0%	0%	17%	23%
	Middle Atlantic	27	2.8%	3.0%	28%	0%	0%	2%	53%
	East North Central	66	3.4%	3.0%	19%	0%	1%	12%	40%
	West North Central	41	3.4%	3.0%	15%	0%	0%	13%	50%
	South Atlantic	42	3.1%	3.0%	22%	0%	4%	15%	30%
	East South Central	31	2.9%	3.0%	24%	0%	0%	8%	46%
	West South Central	31	3.9%	3.6%	10%	0%	4%	17%	32%
	Mountain	20	3.6%	4.0%	16%	0%	3%	6%	47%
	Pacific	37	3.6%	3.0%	31%	0%	0%	5%	25%

\* Average/median calculations include zeros (0)

Table ES - 19

Range Increase Anticipated for 2024: Management

What percentage increase do you anticipate for 2024?

	N	average*	median*	zero	less than 1%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall	319	3.5%	3.0%	17%	0%	2%	12%	43%	27%
By credit union asset size	\$1M to \$2M	0							
	\$2M to \$5M	3	0.0%	0.0%	100%	0%	0%	0%	0%
	\$5M to \$10M	6	2.9%	2.8%	0%	0%	0%	50%	50%
	\$10M to \$20M	10	1.3%	0.0%	67%	0%	0%	0%	17%
	\$20M to \$50M	29	2.8%	3.0%	25%	0%	4%	13%	42%
	\$50M to \$100M	58	2.9%	3.0%	28%	0%	0%	7%	38%
	\$100M to \$200M	53	3.5%	4.0%	15%	0%	2%	12%	42%
	\$200M to \$500M	61	4.2%	4.0%	5%	0%	2%	7%	48%
	\$500M to \$1B	42	4.1%	3.0%	11%	0%	0%	9%	58%
	\$1B to \$3B	40	4.5%	3.0%	6%	0%	5%	23%	34%
\$3B or more	18	2.8%	3.0%	12%	0%	4%	24%	44%	
By region	New England	21	4.8%	3.0%	21%	0%	0%	17%	26%
	Middle Atlantic	27	3.0%	3.0%	19%	0%	0%	7%	62%
	East North Central	70	3.4%	3.0%	11%	0%	2%	15%	46%
	West North Central	40	3.1%	3.0%	20%	0%	0%	13%	49%
	South Atlantic	42	3.1%	3.0%	20%	0%	4%	15%	36%
	East South Central	30	2.9%	3.0%	24%	0%	2%	8%	42%
	West South Central	28	3.9%	3.9%	11%	0%	5%	12%	36%
	Mountain	21	3.5%	4.0%	16%	0%	3%	6%	40%
	Pacific	38	4.5%	3.0%	16%	0%	0%	8%	39%

\* Average/median calculations include zeros (0)

**Table ES - 20**  
**Range Increase Anticipated for 2024: Nonmanagement**

*What percentage increase do you anticipate for 2024?*

		N	average*	median*	zero	less than 1%	1.0% - 1.9%	2.0% - 2.9%	3.0% - 4.9%	5.0% or more
Overall		326	3.3%	3.0%	15%	0%	1%	13%	46%	25%
By credit union asset size	\$1M to \$2M	0								
	\$2M to \$5M	5	1.1%	1.1%	50%	0%	0%	50%	0%	0%
	\$5M to \$10M	6	2.9%	2.8%	0%	0%	0%	50%	50%	0%
	\$10M to \$20M	10	2.4%	3.0%	33%	0%	0%	0%	50%	17%
	\$20M to \$50M	30	2.8%	3.0%	24%	4%	4%	12%	32%	24%
	\$50M to \$100M	58	3.0%	3.0%	23%	0%	0%	8%	45%	23%
	\$100M to \$200M	54	3.6%	4.0%	16%	0%	0%	11%	43%	30%
	\$200M to \$500M	61	3.9%	4.0%	5%	0%	2%	8%	53%	32%
	\$500M to \$1B	42	3.2%	3.0%	13%	0%	0%	9%	61%	17%
	\$1B to \$3B	41	3.4%	3.0%	8%	0%	3%	22%	38%	30%
\$3B or more	20	3.0%	3.0%	11%	0%	0%	22%	48%	19%	
By region	New England	22	3.1%	3.0%	19%	0%	0%	16%	40%	25%
	Middle Atlantic	27	2.8%	3.0%	23%	0%	0%	7%	57%	13%
	East North Central	71	3.4%	3.0%	12%	0%	1%	16%	47%	24%
	West North Central	42	3.1%	3.0%	13%	0%	3%	13%	54%	17%
	South Atlantic	42	3.0%	3.0%	20%	3%	0%	15%	41%	22%
	East South Central	30	3.1%	3.0%	20%	0%	0%	8%	42%	29%
	West South Central	31	3.7%	3.0%	10%	0%	4%	19%	39%	27%
	Mountain	21	3.7%	4.0%	8%	0%	3%	6%	51%	32%
	Pacific	40	3.5%	3.2%	15%	0%	0%	10%	40%	35%

\* Average/median calculations include zeros (0)



**Table ES - 21**

**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	987	76.3	14	0%	1%	23%	18%	30%	10%	16%
By credit union asset size	\$1M to \$2M	27	1.8	2	0%	30%	70%	0%	0%	0%
	\$2M to \$5M	61	2.4	2	0%	4%	96%	0%	0%	0%
	\$5M to \$10M	81	3.2	3	0%	4%	76%	18%	2%	0%
	\$10M to \$20M	107	4.3	4	1%	0%	64%	33%	1%	0%
	\$20M to \$50M	183	8.1	7	0%	0%	11%	58%	31%	0%
	\$50M to \$100M	142	16.8	15	0%	0%	1%	16%	83%	0%
	\$100M to \$200M	121	36.2	35	0%	0%	0%	1%	83%	16%
	\$200M to \$500M	113	73.5	71	0%	0%	0%	0%	17%	66%
	\$500M to \$1B	62	151.6	145	0%	0%	0%	0%	1%	12%
	\$1B to \$3B	61	301.6	295	0%	0%	0%	0%	1%	3%
\$3B or more	29	1026.5	775	0%	0%	0%	0%	0%	0%	
By region	New England	50	56.5	18	0%	11%	12%	17%	25%	15%
	Middle Atlantic	130	36.6	7	1%	1%	33%	29%	21%	8%
	East North Central	208	76.9	20	0%	0%	16%	15%	38%	14%
	West North Central	117	36.3	9	0%	2%	31%	18%	30%	8%
	South Atlantic	119	141.0	17	0%	0%	24%	16%	30%	12%
	East South Central	76	57.6	14	0%	0%	21%	17%	39%	10%
	West South Central	130	58.2	9	0%	3%	33%	14%	26%	7%
	Mountain	67	80.8	21	0%	0%	22%	20%	23%	13%
	Pacific	91	146.9	32	0%	0%	9%	19%	33%	8%

\* Average/median calculations do not include zeros (0)

**Table ES - 22**

**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	987	73.8	13	5%	6%	20%	16%	28%	10%	16%	
By credit union asset size	\$1M to \$2M	27	1.3	1	60%	30%	10%	0%	0%	0%	
	\$2M to \$5M	61	1.7	2	22%	35%	43%	0%	0%	0%	
	\$5M to \$10M	81	2.3	2	16%	22%	59%	4%	0%	0%	
	\$10M to \$20M	107	3.5	3	1%	9%	73%	15%	1%	0%	
	\$20M to \$50M	183	6.9	6	1%	1%	22%	58%	19%	0%	
	\$50M to \$100M	142	15.0	14	0%	0%	2%	23%	75%	0%	
	\$100M to \$200M	121	33.0	32	0%	0%	0%	1%	88%	11%	
	\$200M to \$500M	113	68.6	66	0%	0%	0%	0%	24%	62%	14%
	\$500M to \$1B	62	142.6	136	0%	0%	0%	0%	2%	16%	82%
	\$1B to \$3B	61	279.0	284	0%	0%	0%	0%	2%	2%	96%
\$3B or more	29	959.2	730	0%	0%	0%	0%	0%	0%	100%	
By region	New England	50	56.6	18	8%	5%	21%	7%	23%	16%	20%
	Middle Atlantic	130	37.4	6	12%	11%	24%	18%	21%	6%	7%
	East North Central	208	70.9	17	2%	5%	15%	16%	33%	12%	17%
	West North Central	117	35.0	8	5%	8%	23%	20%	27%	7%	10%
	South Atlantic	119	143.2	19	7%	1%	19%	16%	29%	11%	17%
	East South Central	76	54.9	12	0%	6%	19%	15%	37%	10%	12%
	West South Central	130	55.9	9	2%	7%	30%	15%	24%	6%	16%
	Mountain	67	75.7	23	4%	2%	21%	16%	22%	15%	20%
	Pacific	91	139.8	29	3%	4%	9%	16%	33%	8%	29%

\* Average/median calculations do not include zeros (0)

**Table ES - 23**

**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	987	8.2	2	30%	22%	26%	9%	10%	1%	1%
By credit union asset size	\$1M to \$2M	27	1.6	2	20%	40%	40%	0%	0%	0%
	\$2M to \$5M	61	1.9	2	39%	30%	30%	0%	0%	0%
	\$5M to \$10M	81	2.2	2	41%	29%	25%	4%	0%	0%
	\$10M to \$20M	107	1.6	1	55%	28%	13%	3%	0%	0%
	\$20M to \$50M	183	2.1	2	40%	27%	29%	4%	0%	0%
	\$50M to \$100M	142	2.8	2	36%	26%	28%	8%	2%	0%
	\$100M to \$200M	121	4.5	3	28%	14%	34%	14%	11%	0%
	\$200M to \$500M	113	5.5	4	10%	18%	32%	26%	14%	0%
	\$500M to \$1B	62	9.8	7	7%	7%	24%	22%	38%	0%
	\$1B to \$3B	61	24.1	12	6%	3%	14%	9%	57%	6%
\$3B or more	29	70.8	44	5%	5%	3%	5%	40%	30%	
By region	New England	50	5.9	4	21%	25%	23%	17%	14%	0%
	Middle Atlantic	130	4.3	2	25%	22%	40%	6%	6%	1%
	East North Central	208	8.6	3	18%	17%	32%	15%	16%	2%
	West North Central	117	4.4	2	36%	24%	24%	6%	10%	0%
	South Atlantic	119	11.7	2	32%	26%	28%	7%	5%	1%
	East South Central	76	4.7	2	43%	21%	16%	10%	10%	0%
	West South Central	130	6.3	1	44%	28%	13%	5%	8%	1%
	Mountain	67	11.6	3	31%	20%	25%	11%	10%	2%
	Pacific	91	16.9	4	34%	14%	25%	9%	14%	3%

\* Average/median calculations do not include zeros (0)

**Table ES - 24**

**Plan to Add: Full-Time + Part-Time**

*How many positions do you plan to add ...in 2023?*

		N	average*	median*	none	1	2	3 or more
Overall		982	6.8	2	49%	17%	10%	25%
By credit union asset size	\$1M to \$2M	27			100%	0%	0%	0%
	\$2M to \$5M	61	1.1	1	70%	26%	4%	0%
	\$5M to \$10M	75	1.2	1	81%	15%	4%	0%
	\$10M to \$20M	107	1.2	1	78%	18%	4%	0%
	\$20M to \$50M	184	1.4	1	63%	26%	7%	3%
	\$50M to \$100M	142	2.2	2	41%	25%	16%	18%
	\$100M to \$200M	120	3.3	3	27%	15%	20%	38%
	\$200M to \$500M	113	4.3	3	22%	12%	17%	49%
	\$500M to \$1B	63	8.5	7	23%	4%	3%	69%
	\$1B to \$3B	61	18.5	15	22%	2%	3%	73%
\$3B or more	29	54.6	40	33%	0%	0%	68%	
By region	New England	50	5.8	3	46%	17%	6%	31%
	Middle Atlantic	128	3.8	2	59%	17%	8%	16%
	East North Central	208	7.1	2	41%	15%	16%	29%
	West North Central	115	3.9	2	49%	22%	9%	20%
	South Atlantic	119	8.2	3	47%	14%	9%	29%
	East South Central	76	6.9	2	64%	14%	8%	14%
	West South Central	127	6.2	3	59%	17%	4%	21%
	Mountain	67	10.7	3	41%	19%	9%	31%
	Pacific	92	8.0	3	36%	21%	11%	32%

\* Average/median calculations do not include zeros (0)

**Table ES - 25**  
**Plan to Add: Full-Time**

*How many full-time positions do you plan to add ...in 2023?*

		N	average*	median*	none	1	2	3 or more
Overall		982	6.6	2	55%	15%	9%	21%
By credit union asset size	\$1M to \$2M	27			100%	0%	0%	0%
	\$2M to \$5M	61	1.0	1	96%	4%	0%	0%
	\$5M to \$10M	75	1.3	1	94%	4%	2%	0%
	\$10M to \$20M	107	1.1	1	85%	13%	1%	0%
	\$20M to \$50M	184	1.2	1	70%	24%	5%	1%
	\$50M to \$100M	142	1.9	1	48%	27%	11%	14%
	\$100M to \$200M	120	2.8	2	28%	20%	26%	26%
	\$200M to \$500M	113	3.8	3	25%	12%	22%	41%
	\$500M to \$1B	63	7.6	6	24%	4%	4%	67%
	\$1B to \$3B	61	16.1	13	22%	2%	4%	72%
\$3B or more	29	49.9	37	33%	0%	0%	68%	
By region	New England	50	5.5	3	52%	12%	10%	26%
	Middle Atlantic	128	4.2	2	71%	10%	5%	14%
	East North Central	208	6.6	2	47%	18%	14%	22%
	West North Central	115	4.1	2	60%	12%	12%	16%
	South Atlantic	119	8.0	3	50%	17%	8%	25%
	East South Central	76	6.5	2	65%	12%	10%	13%
	West South Central	127	6.3	3	65%	11%	4%	19%
	Mountain	67	9.8	2	45%	21%	9%	25%
	Pacific	92	7.7	3	42%	18%	10%	31%

\* Average/median calculations do not include zeros (0)

**Table ES - 26**  
**Plan to Add: Part-Time**

*How many part-time positions do you plan to add ...in 2023?*

		N	average*	median*	none	1	2	3 or more
Overall		982	2.3	1	79%	13%	4%	4%
By credit union asset size	\$1M to \$2M	27			100%	0%	0%	0%
	\$2M to \$5M	61	1.2	1	74%	22%	4%	0%
	\$5M to \$10M	75	1.0	1	85%	15%	0%	0%
	\$10M to \$20M	107	1.0	1	90%	10%	0%	0%
	\$20M to \$50M	184	1.1	1	87%	13%	1%	0%
	\$50M to \$100M	142	1.4	1	77%	17%	4%	2%
	\$100M to \$200M	120	1.6	1	72%	16%	9%	3%
	\$200M to \$500M	113	2.0	2	75%	12%	6%	7%
	\$500M to \$1B	63	2.6	2	71%	9%	9%	11%
	\$1B to \$3B	61	5.8	4	68%	4%	10%	18%
	\$3B or more	29	10.6	9	70%	10%	0%	20%
By region	New England	50	1.8	1	77%	12%	5%	6%
	Middle Atlantic	128	1.5	1	79%	16%	4%	2%
	East North Central	208	2.5	1	72%	15%	8%	6%
	West North Central	115	1.7	1	79%	14%	3%	4%
	South Atlantic	119	2.0	1	83%	10%	5%	2%
	East South Central	76	4.5	2	95%	3%	1%	2%
	West South Central	127	2.5	1	84%	10%	2%	4%
	Mountain	67	4.2	1	77%	16%	1%	5%
	Pacific	92	2.5	1	75%	17%	4%	4%

\* Average/median calculations do not include zeros (0)

**Table ES - 27**

**Plan to Eliminate: Full-Time + Part-Time**

*How many positions do you plan to ... eliminate in 2023?*

		N	average*	median*	none	1	2	3 or more
Overall		989	6.0	1	93%	4%	1%	1%
By credit union asset size	\$1M to \$2M	27			100%	0%	0%	0%
	\$2M to \$5M	61	2.0	2	96%	0%	4%	0%
	\$5M to \$10M	81	1.0	1	92%	8%	0%	0%
	\$10M to \$20M	107	1.2	1	93%	6%	1%	0%
	\$20M to \$50M	184	2.0	1	95%	3%	1%	1%
	\$50M to \$100M	142	1.9	1	94%	5%	0%	1%
	\$100M to \$200M	121	2.0	1	93%	4%	1%	1%
	\$200M to \$500M	113	2.0	1	89%	6%	2%	2%
	\$500M to \$1B	63	1.8	2	95%	2%	2%	1%
	\$1B to \$3B	61	13.4	10	92%	1%	0%	7%
\$3B or more	29	151.5	179	95%	0%	0%	5%	
By region	New England	50	4.0	4	99%	0%	0%	1%
	Middle Atlantic	130	2.0	1	97%	2%	0%	1%
	East North Central	208	5.6	2	89%	5%	4%	2%
	West North Central	117	1.0	1	97%	3%	0%	0%
	South Atlantic	119	1.5	1	93%	5%	0%	2%
	East South Central	77	1.7	1	95%	4%	0%	1%
	West South Central	130	2.1	1	96%	2%	1%	1%
	Mountain	67	16.1	2	81%	10%	4%	5%
	Pacific	92	2.5	2	96%	2%	1%	2%

\* Average/median calculations do not include zeros (0)

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

*How many full-time positions do you plan to ... eliminate in 2023?*

		N	average*	median*	none	1	2	3 or more
Overall		989	8.2	1	96%	2%	1%	1%
By credit union asset size	\$1M to \$2M	27			100%	0%	0%	0%
	\$2M to \$5M	61			100%	0%	0%	0%
	\$5M to \$10M	81	1.0	1	98%	2%	0%	0%
	\$10M to \$20M	107	1.0	1	97%	3%	0%	0%
	\$20M to \$50M	184	1.3	1	98%	1%	1%	0%
	\$50M to \$100M	142	1.7	1	96%	3%	0%	1%
	\$100M to \$200M	121	2.3	2	95%	2%	1%	1%
	\$200M to \$500M	113	1.9	1	92%	5%	2%	2%
	\$500M to \$1B	63	1.8	2	96%	2%	1%	1%
	\$1B to \$3B	61	15.8	18	94%	1%	0%	5%
\$3B or more	29	130.5	150	95%	0%	0%	5%	
By region	New England	50	4.0	4	99%	0%	0%	1%
	Middle Atlantic	130	2.5	1	98%	1%	0%	1%
	East North Central	208	10.2	2	95%	2%	2%	1%
	West North Central	117	1.0	1	99%	1%	0%	0%
	South Atlantic	119	1.8	1	97%	2%	0%	1%
	East South Central	77	1.0	1	97%	3%	0%	0%
	West South Central	130	1.9	1	96%	2%	1%	1%
	Mountain	67	21.0	1	88%	8%	1%	3%
	Pacific	92	2.5	2	96%	2%	1%	2%

\* Average/median calculations do not include zeros (0)



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

*How many part-time positions do you plan to ... eliminate in 2023?*

		N	average*	median*	none	1	2	3 or more
Overall		989	2.6	1	97%	2%	0%	1%
By credit union asset size	\$1M to \$2M	27			100%	0%	0%	0%
	\$2M to \$5M	61	2.0	2	96%	0%	4%	0%
	\$5M to \$10M	81	1.0	1	94%	6%	0%	0%
	\$10M to \$20M	107	1.0	1	94%	6%	0%	0%
	\$20M to \$50M	184	2.0	1	97%	3%	0%	1%
	\$50M to \$100M	142	1.8	1	97%	2%	0%	1%
	\$100M to \$200M	121	1.0	1	99%	1%	0%	0%
	\$200M to \$500M	113	1.8	1	96%	2%	1%	1%
	\$500M to \$1B	63	2.0	2	99%	0%	1%	0%
	\$1B to \$3B	61	4.0	4	97%	0%	0%	3%
\$3B or more	29	42.0	42	98%	0%	0%	3%	
By region	New England	50			100%	0%	0%	0%
	Middle Atlantic	130	1.0	1	98%	2%	0%	0%
	East North Central	208	1.7	1	93%	5%	1%	1%
	West North Central	117	1.0	1	99%	1%	0%	0%
	South Atlantic	119	1.3	1	97%	3%	0%	1%
	East South Central	77	2.7	3	98%	1%	0%	1%
	West South Central	130	1.4	2	99%	1%	1%	0%
	Mountain	67	5.9	1	89%	7%	1%	3%
	Pacific	92			100%	0%	0%	0%

\* Average/median calculations do not include zeros (0)

**Table ES - 30**  
**Overall Turnover**

		N	Retained employees	Replaced employees
Overall		821	86%	14%
By credit union asset size	\$1M to \$2M	19	100%	0%
	\$2M to \$5M	27	80%	20%
	\$5M to \$10M	63	91%	9%
	\$10M to \$20M	94	87%	13%
	\$20M to \$50M	178	86%	14%
	\$50M to \$100M	122	87%	13%
	\$100M to \$200M	107	86%	14%
	\$200M to \$500M	94	83%	17%
	\$500M to \$1B	52	81%	19%
	\$1B to \$3B	47	81%	19%
	\$3B or more	18	84%	16%
By region	New England	44	87%	13%
	Middle Atlantic	105	88%	12%
	East North Central	169	87%	13%
	West North Central	96	83%	17%
	South Atlantic	97	88%	12%
	East South Central	72	84%	16%
	West South Central	104	88%	12%
	Mountain	57	79%	21%
	Pacific	77	87%	13%

\* Calculations exclude zero(s)

**Table ES - 31**

**Proportion Working Onsite/Remote: 2020**

*Thinking of all the employees in your credit union, what was the percentage of employees that were fully on-site, fully remote, and a hybrid blend of on-site/remote on January 1, 2020 (before the pandemic)?*

		N	% Fully On-Site		% Fully Remote		% Hybrid	
			average	median	average	median	average	median
Overall		857	94.0	100	2.3	0	3.7	0
By credit union asset size	\$1M to \$2M	21	100.0	100	0.0	0	0.0	0
	\$2M to \$5M	43	92.2	100	7.8	0	0.0	0
	\$5M to \$10M	62	99.4	100	0.1	0	0.5	0
	\$10M to \$20M	90	91.7	100	1.3	0	7.0	0
	\$20M to \$50M	165	92.4	100	2.6	0	4.9	0
	\$50M to \$100M	133	97.6	100	0.3	0	2.1	0
	\$100M to \$200M	114	94.7	100	1.7	0	3.6	0
	\$200M to \$500M	99	95.2	100	1.4	0	3.3	0
	\$500M to \$1B	57	88.5	100	3.6	0	7.9	0
	\$1B to \$3B	50	88.9	100	7.7	0	3.4	0
\$3B or more	24	93.5	100	3.7	0	2.8	0	
By region	New England	41	89.9	100	3.5	0	6.5	0
	Middle Atlantic	117	90.1	100	5.1	0	4.8	0
	East North Central	185	92.8	100	1.3	0	5.9	0
	West North Central	104	98.1	100	0.9	0	1.0	0
	South Atlantic	102	94.8	100	3.5	0	1.7	0
	East South Central	67	96.8	100	1.3	0	1.9	0
	West South Central	100	94.1	100	2.3	0	3.7	0
	Mountain	60	95.0	100	1.4	0	3.6	0
	Pacific	80	95.3	100	1.5	0	3.2	0

**Table ES - 32**

**Proportion Working Onsite/Remote: 2021**

*Thinking of all the employees in your credit union, what was the percentage of employees that were fully on-site, fully remote, and a hybrid blend of on-site/remote on January 1, 2021?*

		N	% Fully On-Site		% Fully Remote		% Hybrid	
			average	median	average	median	average	median
Overall		851	82.0	100	7.2	0	10.8	0
By credit union asset size	\$1M to \$2M	21	100.0	100	0.0	0	0.0	0
	\$2M to \$5M	45	88.2	100	2.9	0	8.8	0
	\$5M to \$10M	60	96.4	100	0.0	0	3.6	0
	\$10M to \$20M	94	85.3	100	0.9	0	13.7	0
	\$20M to \$50M	158	87.9	100	3.2	0	8.9	0
	\$50M to \$100M	129	87.7	100	3.3	0	9.0	0
	\$100M to \$200M	113	80.6	97	8.4	0	11.0	0
	\$200M to \$500M	101	78.4	90	9.1	0	12.5	1
	\$500M to \$1B	56	65.9	66	19.4	9	14.7	3
	\$1B to \$3B	48	56.9	50	22.7	18	20.4	12
\$3B or more	23	45.0	32	38.6	37	16.4	8	
By region	New England	40	76.3	100	12.6	0	11.1	0
	Middle Atlantic	117	82.5	100	5.9	0	11.7	0
	East North Central	185	81.8	97	7.2	0	11.0	0
	West North Central	104	84.0	100	4.8	0	11.2	0
	South Atlantic	97	81.8	100	7.0	0	11.2	0
	East South Central	66	81.5	100	4.4	0	14.1	0
	West South Central	100	88.5	100	5.2	0	6.3	0
	Mountain	60	84.7	100	8.1	0	7.2	0
	Pacific	81	73.2	90	13.5	0	13.3	0

**Table ES - 33**

**Proportion Working Onsite/Remote: 2022**

*Thinking of all the employees in your credit union, what was the percentage of employees that were fully on-site, fully remote, and a hybrid blend of on-site/remote on January 1, 2022?*

		N	% Fully On-Site		% Fully Remote		% Hybrid	
			average	median	average	median	average	median
Overall		871	88.2	100	3.6	0	8.2	0
By credit union asset size	\$1M to \$2M	21	96.9	100	1.0	0	2.1	0
	\$2M to \$5M	48	98.3	100	0.0	0	1.7	0
	\$5M to \$10M	62	97.9	100	0.0	0	2.1	0
	\$10M to \$20M	96	97.0	100	0.2	0	2.9	0
	\$20M to \$50M	163	94.5	100	1.3	0	4.2	0
	\$50M to \$100M	131	94.5	100	1.3	0	4.2	0
	\$100M to \$200M	113	85.8	98	5.5	0	8.8	0
	\$200M to \$500M	103	81.7	95	3.9	0	14.3	2
	\$500M to \$1B	59	74.4	86	8.9	2	16.7	10
	\$1B to \$3B	51	63.6	60	13.1	5	23.3	19
\$3B or more	24	48.9	41	21.0	9	30.0	21	
By region	New England	42	83.4	100	5.6	0	11.0	0
	Middle Atlantic	119	87.8	100	1.7	0	10.5	0
	East North Central	190	87.7	100	4.3	0	8.1	0
	West North Central	105	92.9	100	1.5	0	5.6	0
	South Atlantic	101	85.4	100	4.6	0	9.9	0
	East South Central	70	92.9	100	1.8	0	5.3	0
	West South Central	105	91.4	100	2.5	0	6.1	0
	Mountain	60	92.0	100	2.5	0	5.5	0
	Pacific	80	79.0	99	9.3	0	11.8	0

**Table ES - 34**

**Proportion Working Onsite/Remote: 2023**

*Thinking of all the employees in your credit union, what was the percentage of employees that were fully on-site, fully remote, and a hybrid blend of on-site/remote on January 1, 2023?*

		N	% Fully On-Site		% Fully Remote		% Hybrid	
			average	median	average	median	average	median
Overall		866	89.0	100	2.8	0	8.2	0
By credit union asset size	\$1M to \$2M	21	100.0	100	0.0	0	0.0	0
	\$2M to \$5M	48	100.0	100	0.0	0	0.0	0
	\$5M to \$10M	63	100.0	100	0.0	0	0.0	0
	\$10M to \$20M	94	97.2	100	0.2	0	2.6	0
	\$20M to \$50M	165	96.2	100	0.9	0	2.9	0
	\$50M to \$100M	130	95.4	100	1.1	0	3.5	0
	\$100M to \$200M	111	86.4	99	3.8	0	9.7	0
	\$200M to \$500M	101	83.1	95	3.5	0	13.4	2
	\$500M to \$1B	57	71.8	81	7.0	1	21.3	10
	\$1B to \$3B	51	63.5	60	10.8	5	25.7	24
\$3B or more	23	43.2	39	16.3	5	40.6	40	
By region	New England	41	84.7	100	3.6	0	11.7	0
	Middle Atlantic	118	89.8	100	1.0	0	9.2	0
	East North Central	185	87.8	100	3.5	0	8.8	0
	West North Central	103	94.3	100	0.9	0	4.8	0
	South Atlantic	104	86.3	100	3.7	0	10.0	0
	East South Central	69	94.9	100	1.4	0	3.7	0
	West South Central	105	91.1	100	2.0	0	6.9	0
	Mountain	59	93.2	100	2.1	0	4.7	0
	Pacific	81	78.8	100	7.4	0	13.8	0

**Table ES - 35**

**Need for Bilingual Skills - Required or Preferred**

*Are bilingual skills required for any of your credit union's member service positions?  
Are bilingual skills preferred (but not required) for any of your credit union's member service positions?*

	N	Required for some and preferred for some	Required for some, none preferred	Preferred for some, none required	No bilingual skills needed
Overall	977	5%	2%	25%	68%
By credit union asset size					
\$1M to \$2M	24	0%	0%	0%	100%
\$2M to \$5M	59	0%	0%	9%	91%
\$5M to \$10M	78	4%	4%	4%	88%
\$10M to \$20M	106	3%	5%	6%	86%
\$20M to \$50M	183	2%	3%	21%	75%
\$50M to \$100M	141	6%	2%	26%	66%
\$100M to \$200M	121	6%	0%	33%	61%
\$200M to \$500M	113	7%	1%	33%	60%
\$500M to \$1B	63	13%	1%	47%	39%
\$1B to \$3B	62	11%	1%	49%	38%
\$3B or more	29	13%	0%	53%	35%
By region					
New England	47	8%	0%	31%	61%
Middle Atlantic	130	2%	1%	17%	79%
East North Central	205	4%	1%	22%	73%
West North Central	115	5%	0%	21%	73%
South Atlantic	118	5%	5%	23%	67%
East South Central	77	1%	3%	18%	77%
West South Central	126	10%	1%	31%	58%
Mountain	67	6%	2%	32%	60%
Pacific	92	8%	3%	35%	53%

**Table ES - 36**

**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 2023	No, and do not plan to during 2023
Overall		963	71%	17%	13%
By credit union asset size	\$1M to \$2M	24	56%	22%	22%
	\$2M to \$5M	59	55%	23%	23%
	\$5M to \$10M	78	63%	24%	12%
	\$10M to \$20M	101	73%	16%	11%
	\$20M to \$50M	179	65%	20%	14%
	\$50M to \$100M	141	73%	14%	12%
	\$100M to \$200M	119	76%	15%	10%
	\$200M to \$500M	111	77%	14%	10%
	\$500M to \$1B	62	83%	5%	12%
	\$1B to \$3B	61	73%	17%	10%
\$3B or more	28	74%	15%	10%	
By region	New England	47	64%	26%	10%
	Middle Atlantic	129	63%	22%	15%
	East North Central	203	73%	14%	13%
	West North Central	114	72%	13%	15%
	South Atlantic	117	77%	14%	9%
	East South Central	77	74%	13%	13%
	West South Central	122	64%	20%	16%
	Mountain	64	68%	20%	12%
Pacific	89	77%	17%	7%	



**Table ES - 37**  
**CEO Plan to Retire/Leave**

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

		N	Plans to retire	Plans to leave for other reasons	No such plans	Don't know
Overall		974	12%	1%	79%	8%
By credit union asset size	\$1M to \$2M	24	11%	0%	78%	11%
	\$2M to \$5M	59	27%	5%	64%	5%
	\$5M to \$10M	78	6%	0%	84%	10%
	\$10M to \$20M	106	17%	0%	82%	2%
	\$20M to \$50M	182	11%	1%	83%	5%
	\$50M to \$100M	141	13%	1%	81%	5%
	\$100M to \$200M	120	10%	1%	82%	7%
	\$200M to \$500M	112	11%	0%	80%	8%
	\$500M to \$1B	63	11%	0%	83%	6%
	\$1B to \$3B	61	10%	1%	70%	19%
	\$3B or more	29	5%	0%	63%	33%
By region	New England	47	14%	3%	81%	3%
	Middle Atlantic	130	13%	0%	81%	6%
	East North Central	205	12%	2%	80%	6%
	West North Central	115	17%	1%	78%	4%
	South Atlantic	118	16%	0%	74%	10%
	East South Central	77	11%	0%	80%	8%
	West South Central	126	7%	0%	87%	7%
	Mountain	66	10%	0%	75%	15%
	Pacific	90	10%	1%	77%	13%

**Table ES - 37**  
**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 preferred	Other
Overall		969	50%	39%	4%	6%
By credit union asset size	\$1M to \$2M	24	56%	11%	33%	0%
	\$2M to \$5M	59	59%	18%	5%	18%
	\$5M to \$10M	76	48%	38%	6%	8%
	\$10M to \$20M	106	64%	29%	3%	5%
	\$20M to \$50M	180	51%	41%	3%	5%
	\$50M to \$100M	141	50%	43%	7%	1%
	\$100M to \$200M	119	57%	38%	0%	5%
	\$200M to \$500M	111	42%	50%	2%	6%
	\$500M to \$1B	63	42%	53%	3%	2%
	\$1B to \$3B	61	30%	50%	3%	17%
	\$3B or more	28	49%	31%	8%	13%
By region	New England	47	44%	37%	5%	13%
	Middle Atlantic	130	51%	41%	2%	6%
	East North Central	204	53%	37%	4%	7%
	West North Central	115	44%	47%	5%	5%
	South Atlantic	117	51%	40%	3%	6%
	East South Central	77	55%	40%	1%	4%
	West South Central	126	60%	25%	10%	4%
	Mountain	64	38%	52%	5%	5%
	Pacific	89	44%	43%	5%	8%

## 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, and management in all functional areas.

### Job Responsibilities

- Direct all credit union operations, which include planning and implementing programs, policies, and procedures.
- Provide strategic and/or administrative direction and management in all credit union functions including: 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.
- Investigate workflow of the credit union on a continuous basis and make changes to improve and reduce cost.
- Ensure that the credit union follows 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 solid 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, 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		846	\$198,770	\$83,000	\$127,990	\$239,880	\$444,690
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	32	\$59,270	\$52,090	\$55,370	\$61,660	\$76,550
	\$5M to \$10M	51	\$68,820	\$58,060	\$67,500	\$78,640	\$88,390
	\$10M to \$20M	98	\$74,420	\$60,860	\$70,000	\$81,640	\$99,870
	\$20M to \$50M	168	\$94,070	\$79,310	\$90,000	\$107,240	\$124,320
	\$50M to \$100M	138	\$132,320	\$107,000	\$125,000	\$150,400	\$175,270
	\$100M to \$200M	115	\$177,940	\$149,920	\$175,000	\$200,160	\$234,850
	\$200M to \$500M	105	\$256,090	\$218,710	\$250,000	\$296,470	\$343,390
	\$500M to \$1B	59	\$386,420	\$320,410	\$369,280	\$452,710	\$521,930
\$1B to \$3B	56	\$556,750	\$449,290	\$544,000	\$632,430	\$738,100	
\$3B or more	25	\$816,940	\$739,810	\$801,800	\$939,760	\$1,005,860	
By region	New England	42	\$235,250	\$118,650	\$171,510	\$330,560	\$472,580
	Middle Atlantic	97	\$155,130	\$69,900	\$94,580	\$180,030	\$319,340
	East North Central	188	\$199,800	\$86,900	\$133,000	\$247,510	\$437,200
	West North Central	97	\$151,620	\$78,200	\$123,750	\$181,910	\$312,730
	South Atlantic	103	\$223,190	\$88,640	\$149,960	\$252,420	\$505,560
	East South Central	68	\$169,120	\$80,250	\$111,590	\$169,020	\$455,330
	West South Central	113	\$171,810	\$68,100	\$95,680	\$221,630	\$452,410
	Mountain	57	\$218,690	\$90,100	\$146,830	\$271,150	\$525,400
Pacific	81	\$303,930	\$120,680	\$193,340	\$437,350	\$754,750	
By number of full-time employees	1	28	\$64,110	\$54,930	\$59,300	\$70,690	\$89,000
	2 - 4	173	\$74,710	\$60,000	\$70,000	\$83,180	\$97,480
	5 - 9	148	\$96,880	\$79,970	\$91,650	\$109,790	\$129,110
	10 - 49	266	\$158,690	\$117,930	\$150,000	\$184,980	\$234,880
	50 - 99	88	\$257,490	\$210,540	\$245,630	\$301,400	\$345,290
	100 or more	142	\$520,660	\$372,120	\$489,950	\$630,030	\$810,430
By number of services offered	1 - 2	38	\$66,840	\$58,000	\$62,000	\$72,650	\$88,250
	3 - 4	27	\$69,060	\$57,500	\$64,240	\$75,200	\$95,000
	5 - 6	25	\$68,650	\$59,420	\$69,900	\$74,800	\$85,780
	7 - 8	37	\$74,060	\$58,230	\$64,950	\$84,970	\$113,340
	9 - 10	62	\$89,110	\$68,540	\$79,970	\$93,910	\$132,220
	11 - 12	94	\$107,640	\$74,120	\$90,910	\$114,000	\$154,480
	13 - 20	551	\$259,280	\$122,990	\$184,680	\$320,000	\$544,090
By amount of loans outstanding	\$500,000 to \$2M	23	\$66,900	\$54,930	\$64,130	\$74,430	\$90,100
	\$2M to \$5M	72	\$63,470	\$55,000	\$60,000	\$72,170	\$81,940
	\$5M to \$20M	212	\$85,150	\$70,000	\$81,000	\$95,010	\$116,170
	\$20M to \$50M	156	\$122,470	\$95,670	\$117,600	\$138,300	\$167,370
	\$50M to \$100M	96	\$162,550	\$133,000	\$157,250	\$183,640	\$221,710
	\$100M to \$200M	95	\$216,500	\$177,920	\$213,210	\$248,630	\$280,750
\$200M or more	193	\$460,340	\$311,980	\$412,130	\$568,340	\$764,760	
By number of members	1 - 999	73	\$64,600	\$54,980	\$60,000	\$70,850	\$86,200
	1,000 - 1,999	133	\$80,170	\$64,320	\$74,410	\$89,000	\$109,930
	2,000 - 4,999	194	\$101,290	\$80,410	\$95,000	\$117,640	\$134,430
	5,000 - 9,999	121	\$142,600	\$117,610	\$138,010	\$166,570	\$182,100
	10,000 - 19,999	124	\$204,350	\$164,140	\$200,000	\$240,000	\$275,520
	20,000 - 39,999	75	\$281,850	\$230,740	\$265,520	\$322,150	\$389,950
	40,000 - 49,999	22	\$385,210	\$321,580	\$387,790	\$448,150	\$530,530
	50,000 - 59,999	0					
60,000 or more	88	\$609,820	\$451,560	\$569,920	\$749,970	\$919,100	
Number of branch offices	1	316	\$93,440	\$66,100	\$82,310	\$109,000	\$148,910
	2	148	\$123,130	\$83,270	\$115,930	\$144,240	\$188,110
	3	88	\$156,460	\$100,000	\$152,610	\$205,840	\$248,760
	4	65	\$182,750	\$132,700	\$167,870	\$225,430	\$286,370
	5 or more	230	\$413,030	\$246,130	\$356,100	\$540,630	\$749,120

\* Insufficient data

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

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		837	75%	597	\$30,110
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	32	50%	16	\$2,960
	\$5M to \$10M	48	40%	19	\$1,940
	\$10M to \$20M	98	54%	53	\$3,360
	\$20M to \$50M	168	69%	113	\$5,740
	\$50M to \$100M	137	81%	109	\$10,820
	\$100M to \$200M	113	83%	92	\$19,980
	\$200M to \$500M	104	87%	85	\$35,370
	\$500M to \$1B	58	90%	51	\$59,290
	\$1B to \$3B	55	92%	43	\$116,780
\$3B or more	25	97%	15	\$194,000	
By region	New England	42	80%	32	\$34,900
	Middle Atlantic	97	59%	56	\$21,650
	East North Central	186	78%	140	\$31,280
	West North Central	97	78%	72	\$22,610
	South Atlantic	103	77%	76	\$33,130
	East South Central	66	83%	53	\$21,840
	West South Central	110	73%	79	\$27,300
	Mountain	57	70%	36	\$38,640
	Pacific	80	77%	54	\$45,310
By number of full-time employees	1	27	44%	12	\$2,170
	2 - 4	170	54%	92	\$3,910
	5 - 9	147	68%	99	\$5,940
	10 - 49	266	81%	208	\$15,140
	50 - 99	87	89%	74	\$33,440
	100 or more	140	92%	113	\$101,030
By number of services offered	1 - 2	37	57%	21	\$3,300
	3 - 4	27	61%	17	\$3,840
	5 - 6	25	30%	7	\$4,000
	7 - 8	35	42%	15	\$3,290
	9 - 10	61	67%	41	\$4,970
	11 - 12	94	62%	57	\$12,850
	13 - 20	546	84%	432	\$38,830
By amount of loans outstanding	\$500,000 to \$2M	21	13%	3	*
	\$2M to \$5M	70	53%	37	\$2,570
	\$5M to \$20M	211	61%	127	\$4,430
	\$20M to \$50M	155	80%	121	\$9,150
	\$50M to \$100M	95	82%	78	\$17,590
	\$100M to \$200M	94	86%	77	\$24,020
\$200M or more	191	91%	155	\$84,060	
By number of members	1 - 999	71	42%	30	\$2,690
	1,000 - 1,999	131	59%	77	\$4,220
	2,000 - 4,999	192	70%	132	\$6,100
	5,000 - 9,999	120	79%	93	\$13,520
	10,000 - 19,999	124	87%	103	\$23,660
	20,000 - 39,999	75	89%	63	\$37,810
	40,000 - 49,999	22	97%	21	\$62,210
	50,000 - 59,999	0		0	
60,000 or more	86	93%	65	\$128,840	
Number of branch offices	1	310	64%	196	\$6,430
	2	148	71%	103	\$13,360
	3	87	72%	60	\$14,650
	4	65	83%	54	\$20,060
	5 or more	228	90%	185	\$72,380

\* 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		846	\$220,030	\$85,200	\$134,100	\$265,380	\$510,610
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	32	\$60,750	\$53,030	\$60,620	\$63,710	\$76,550
	\$5M to \$10M	51	\$69,550	\$58,220	\$68,980	\$79,750	\$89,030
	\$10M to \$20M	98	\$76,240	\$62,020	\$70,000	\$84,170	\$105,470
	\$20M to \$50M	168	\$97,940	\$81,420	\$93,880	\$112,380	\$127,000
	\$50M to \$100M	138	\$140,880	\$112,630	\$129,740	\$165,780	\$196,440
	\$100M to \$200M	115	\$193,950	\$155,300	\$185,840	\$224,510	\$266,560
	\$200M to \$500M	105	\$284,930	\$235,570	\$274,170	\$334,000	\$384,490
	\$500M to \$1B	59	\$437,710	\$341,110	\$425,880	\$527,980	\$606,380
\$1B to \$3B	56	\$646,950	\$508,540	\$640,170	\$750,700	\$876,760	
\$3B or more	25	\$936,770	\$794,450	\$936,880	\$1,085,850	\$1,257,970	
By region	New England	42	\$262,160	\$124,490	\$175,190	\$353,360	\$576,150
	Middle Atlantic	97	\$167,510	\$69,900	\$96,440	\$187,450	\$377,420
	East North Central	188	\$223,100	\$90,000	\$146,680	\$277,620	\$490,840
	West North Central	97	\$168,450	\$80,420	\$125,100	\$200,080	\$351,290
	South Atlantic	103	\$247,550	\$92,350	\$159,840	\$308,420	\$520,650
	East South Central	68	\$186,170	\$84,440	\$118,090	\$179,390	\$502,220
	West South Central	113	\$190,890	\$70,000	\$102,880	\$232,530	\$503,710
	Mountain Pacific	57	\$242,960	\$93,100	\$156,190	\$313,230	\$619,850
By number of full-time employees	1	28	\$65,010	\$54,930	\$60,180	\$72,350	\$89,000
	2 - 4	173	\$76,790	\$61,250	\$70,910	\$85,260	\$102,000
	5 - 9	148	\$100,860	\$81,480	\$94,590	\$117,370	\$135,650
	10 - 49	266	\$170,510	\$123,630	\$157,550	\$201,060	\$258,700
	50 - 99	88	\$285,550	\$230,810	\$270,830	\$338,140	\$384,370
	100 or more	142	\$600,720	\$412,790	\$559,880	\$745,750	\$951,000
By number of services offered	1 - 2	38	\$68,630	\$61,330	\$63,780	\$73,590	\$88,250
	3 - 4	27	\$71,390	\$59,790	\$64,240	\$75,220	\$101,500
	5 - 6	25	\$69,850	\$59,420	\$69,900	\$74,800	\$90,570
	7 - 8	37	\$75,390	\$58,230	\$66,580	\$84,970	\$120,840
	9 - 10	62	\$92,410	\$70,000	\$81,330	\$94,970	\$132,340
	11 - 12	94	\$115,460	\$74,800	\$95,420	\$123,790	\$159,570
	13 - 20	551	\$289,770	\$127,170	\$200,760	\$355,340	\$621,270
By amount of loans outstanding	\$500,000 to \$2M	23	\$67,010	\$54,930	\$64,130	\$74,430	\$90,100
	\$2M to \$5M	72	\$64,800	\$55,500	\$61,820	\$73,300	\$83,100
	\$5M to \$20M	212	\$87,800	\$70,400	\$83,830	\$101,310	\$120,760
	\$20M to \$50M	156	\$129,610	\$101,160	\$122,630	\$143,780	\$179,050
	\$50M to \$100M	96	\$176,850	\$141,870	\$168,160	\$200,120	\$246,510
	\$100M to \$200M	95	\$235,880	\$183,000	\$236,070	\$269,540	\$309,680
\$200M or more	193	\$527,770	\$338,990	\$473,010	\$672,070	\$885,880	
By number of members	1 - 999	73	\$65,710	\$55,320	\$61,330	\$71,930	\$86,510
	1,000 - 1,999	133	\$82,620	\$66,130	\$74,980	\$92,350	\$111,940
	2,000 - 4,999	194	\$105,440	\$82,150	\$99,690	\$120,860	\$143,140
	5,000 - 9,999	121	\$152,970	\$121,200	\$146,870	\$176,450	\$200,870
	10,000 - 19,999	124	\$223,930	\$171,220	\$210,110	\$265,600	\$314,390
	20,000 - 39,999	75	\$313,660	\$247,480	\$306,420	\$372,780	\$435,500
	40,000 - 49,999	22	\$445,530	\$366,170	\$440,720	\$558,870	\$623,140
	50,000 - 59,999	0					
60,000 or more	88	\$704,260	\$515,670	\$689,510	\$855,360	\$1,032,080	
Number of branch offices	1	316	\$97,440	\$66,870	\$84,540	\$113,610	\$157,640
	2	148	\$132,410	\$85,640	\$119,960	\$152,110	\$214,480
	3	88	\$166,400	\$105,310	\$159,180	\$222,700	\$265,660
	4	65	\$199,350	\$137,000	\$179,460	\$262,860	\$312,030
	5 or more	230	\$471,410	\$272,000	\$400,000	\$619,050	\$854,680

\* 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		315	\$194,220	\$254,350	\$314,480
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	8	*	*	*
	\$5M to \$10M	10	\$46,520	\$59,220	\$71,920
	\$10M to \$20M	19	\$62,900	\$74,930	\$86,960
	\$20M to \$50M	34	\$81,870	\$102,000	\$122,140
	\$50M to \$100M	46	\$107,520	\$140,210	\$172,900
	\$100M to \$200M	53	\$149,960	\$193,360	\$236,770
	\$200M to \$500M	61	\$203,300	\$268,150	\$333,010
	\$500M to \$1B	40	\$283,300	\$380,160	\$477,020
	\$1B to \$3B	34	\$413,680	\$546,550	\$679,430
	\$3B or more	10	\$540,010	\$689,670	\$839,330

\* 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	814	4%	20%	50%	4%	23%
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	29	9%	36%	36%	9%	9%
\$5M to \$10M	49	6%	39%	52%	0%	3%
\$10M to \$20M	93	3%	33%	41%	7%	16%
\$20M to \$50M	167	4%	26%	50%	5%	15%
\$50M to \$100M	135	6%	21%	49%	5%	18%
\$100M to \$200M	111	4%	16%	56%	4%	21%
\$200M to \$500M	102	1%	4%	63%	2%	30%
\$500M to \$1B	57	1%	7%	51%	3%	38%
\$1B to \$3B	51	0%	4%	36%	1%	59%
\$3B or more	20	0%	0%	48%	0%	52%

\* 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	846	\$114,690	\$113,860	\$192,230	\$132,780	\$292,830
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	32	*	*	*	*	*
\$5M to \$10M	51	*	\$69,460	\$69,430		*
\$10M to \$20M	98	*	\$70,870	\$73,170	*	\$90,580
\$20M to \$50M	168	\$78,990	\$93,740	\$96,960	\$79,110	\$93,360
\$50M to \$100M	138	\$135,670	\$129,230	\$134,690	\$105,730	\$139,130
\$100M to \$200M	115	\$190,040	\$166,500	\$179,660	\$148,700	\$186,690
\$200M to \$500M	105	*	\$228,410	\$259,750	*	\$252,820
\$500M to \$1B	59	*	\$401,550	\$374,520	*	\$394,570
\$1B to \$3B	56		*	\$539,930	*	\$574,060
\$3B or more	25			\$782,150		\$862,890

\* Insufficient data

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

	N	male	female
Overall	823	47%	53%
By credit union asset size			
\$1M to \$2M	0		
\$2M to \$5M	29	9%	91%
\$5M to \$10M	48	13%	87%
\$10M to \$20M	93	14%	86%
\$20M to \$50M	166	31%	69%
\$50M to \$100M	132	50%	50%
\$100M to \$200M	114	59%	41%
\$200M to \$500M	104	69%	31%
\$500M to \$1B	58	76%	24%
\$1B to \$3B	55	77%	23%
\$3B or more	24	82%	18%

\* Insufficient data



## EXECUTIVE VICE PRESIDENT/ASSISTANT MANAGER

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

**Position Purpose:** Accountable for assisting the credit union President/CEO/Manager in the overall management of the credit union. As a member of the senior management team, accountable 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 strong 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 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 accountability 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		328	\$121,260	\$61,000	\$84,770	\$147,590	\$261,250
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	5	*	*	*	*	*
	\$5M to \$10M	13	\$45,420	\$39,200	\$41,680	\$44,790	*
	\$10M to \$20M	34	\$53,420	\$44,210	\$52,520	\$59,020	\$78,650
	\$20M to \$50M	85	\$67,660	\$56,120	\$68,580	\$79,130	\$89,520
	\$50M to \$100M	65	\$88,650	\$68,420	\$83,620	\$102,640	\$127,190
	\$100M to \$200M	34	\$119,540	\$93,800	\$118,070	\$135,050	\$166,130
	\$200M to \$500M	35	\$161,270	\$121,210	\$159,250	\$197,170	\$243,330
	\$500M to \$1B	25	\$223,670	\$190,460	\$222,280	\$261,880	\$291,910
	\$1B to \$3B	23	\$302,080	\$250,770	\$306,960	\$350,020	\$405,240
\$3B or more	8	\$410,720	\$337,930	\$415,360	\$513,130	\$532,630	
By region	New England	22	\$142,200	\$77,700	\$104,050	\$202,180	\$280,770
	Middle Atlantic	37	\$105,800	\$50,680	\$63,860	\$121,980	\$291,990
	East North Central	68	\$121,220	\$63,560	\$96,840	\$156,610	\$237,930
	West North Central	32	\$90,130	\$57,220	\$73,210	\$86,240	\$207,520
	South Atlantic	39	\$125,120	\$68,860	\$90,000	\$141,460	\$314,290
	East South Central	40	\$102,790	\$53,560	\$71,650	\$91,590	\$263,250
	West South Central	40	\$121,790	\$58,500	\$86,670	\$166,080	\$264,740
	Mountain	25	\$147,910	\$70,570	\$112,640	\$228,220	\$307,330
	Pacific	26	\$161,390	\$82,260	\$106,200	\$164,430	\$428,250
By number of full-time employees	1	3	*	*	*	*	*
	2 - 4	62	\$54,880	\$41,910	\$48,530	\$59,940	\$85,470
	5 - 9	69	\$70,530	\$57,110	\$68,680	\$79,360	\$91,730
	10 - 49	109	\$100,530	\$73,000	\$90,470	\$119,230	\$152,660
	50 - 99	27	\$168,850	\$121,300	\$165,540	\$196,960	\$254,520
	100 or more	57	\$274,520	\$219,040	\$261,840	\$334,830	\$409,920
By number of services offered	1 - 2	5	*	*	*	*	*
	3 - 4	8	\$52,630	\$44,040	\$54,170	\$61,010	*
	5 - 6	7	*	*	*	*	*
	7 - 8	9	\$56,000	\$42,770	\$50,490	\$79,040	*
	9 - 10	28	\$66,720	\$49,340	\$62,630	\$75,460	\$92,220
	11 - 12	38	\$69,660	\$48,400	\$62,750	\$85,070	\$98,170
	13 - 20	226	\$147,680	\$75,120	\$111,880	\$196,480	\$299,940
By amount of loans outstanding	\$500,000 to \$2M	8	*	*	*	*	*
	\$2M to \$5M	14	\$42,680	\$38,920	\$40,180	\$48,340	*
	\$5M to \$20M	88	\$61,770	\$50,120	\$59,500	\$73,210	\$81,860
	\$20M to \$50M	82	\$82,420	\$67,030	\$77,370	\$90,690	\$112,450
	\$50M to \$100M	36	\$110,880	\$86,550	\$112,590	\$125,000	\$154,550
	\$100M to \$200M	23	\$137,960	\$110,640	\$129,110	\$164,090	\$190,940
\$200M or more	77	\$254,350	\$191,000	\$243,040	\$307,870	\$387,880	
By number of members	1 - 999	19	\$45,540	\$38,630	\$42,220	\$48,530	\$62,620
	1,000 - 1,999	43	\$59,540	\$43,960	\$57,270	\$73,390	\$80,590
	2,000 - 4,999	99	\$71,950	\$57,600	\$70,610	\$81,740	\$92,930
	5,000 - 9,999	53	\$90,640	\$69,960	\$89,690	\$110,010	\$122,080
	10,000 - 19,999	34	\$129,290	\$109,580	\$127,470	\$148,960	\$183,800
	20,000 - 39,999	28	\$175,710	\$142,190	\$172,770	\$201,350	\$270,610
	40,000 - 49,999	12	\$243,910	\$214,990	\$239,470	\$278,620	\$352,230
	50,000 - 59,999	0					
	60,000 or more	33	\$326,390	\$261,440	\$317,770	\$367,970	\$446,600
Number of branch offices	1	111	\$68,960	\$47,840	\$62,610	\$78,640	\$104,510
	2	71	\$81,900	\$60,480	\$76,050	\$95,280	\$120,190
	3	40	\$91,300	\$67,360	\$81,360	\$109,550	\$155,960
	4	23	\$131,810	\$87,930	\$120,980	\$165,280	\$199,260
	5 or more	83	\$236,100	\$167,500	\$223,960	\$306,520	\$373,010

\* 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		323	79%	254	\$14,850
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	5	0%	0	
	\$5M to \$10M	11	86%	10	\$2,660
	\$10M to \$20M	34	57%	19	\$2,290
	\$20M to \$50M	85	73%	62	\$3,530
	\$50M to \$100M	65	87%	57	\$4,550
	\$100M to \$200M	33	89%	30	\$10,640
	\$200M to \$500M	35	87%	29	\$20,400
	\$500M to \$1B	24	86%	21	\$30,110
	\$1B to \$3B	22	94%	20	\$56,090
\$3B or more	8	91%	7	\$80,060	
By region	New England	22	82%	18	\$12,060
	Middle Atlantic	37	55%	20	\$14,290
	East North Central	67	77%	51	\$16,630
	West North Central	32	82%	26	\$7,230
	South Atlantic	39	85%	33	\$16,420
	East South Central	39	84%	33	\$9,080
	West South Central	38	87%	33	\$12,880
	Mountain Pacific	25 25	78% 89%	18 22	\$26,330 \$22,350
By number of full-time employees	1	3	100%	3	*
	2 - 4	60	62%	38	\$3,120
	5 - 9	69	72%	50	\$3,490
	10 - 49	108	85%	92	\$7,080
	50 - 99	27	85%	22	\$17,950
	100 or more	55	92%	49	\$48,930
By number of services offered	1 - 2	5	33%	2	*
	3 - 4	8	100%	8	\$3,580
	5 - 6	7	42%	3	*
	7 - 8	7	60%	4	*
	9 - 10	28	68%	19	\$3,680
	11 - 12	38	69%	27	\$4,510
	13 - 20	223	86%	189	\$18,610
By amount of loans outstanding	\$500,000 to \$2M	7	0%	0	
	\$2M to \$5M	14	47%	6	*
	\$5M to \$20M	88	69%	61	\$3,000
	\$20M to \$50M	82	87%	71	\$4,590
	\$50M to \$100M	35	90%	31	\$8,200
	\$100M to \$200M	23	84%	19	\$12,130
\$200M or more	75	90%	65	\$42,360	
By number of members	1 - 999	18	52%	9	\$1,420
	1,000 - 1,999	43	66%	28	\$3,510
	2,000 - 4,999	99	74%	73	\$3,650
	5,000 - 9,999	52	89%	47	\$5,500
	10,000 - 19,999	34	93%	31	\$10,530
	20,000 - 39,999	27	80%	21	\$22,490
	40,000 - 49,999	12	95%	11	\$39,160
	50,000 - 59,999 60,000 or more	0 32	 96%	0 29	 \$60,540
Number of branch offices	1	108	75%	81	\$3,980
	2	71	73%	52	\$6,290
	3	40	78%	30	\$5,390
	4	23	92%	21	\$12,160
	5 or more	81	89%	70	\$38,720

\* 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	328	\$132,780	\$63,950	\$87,080	\$159,290	\$300,660	
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	5	*	*	*	*	
	\$5M to \$10M	13	\$47,420	\$39,970	\$43,010	\$46,070	*
	\$10M to \$20M	34	\$54,720	\$44,480	\$52,520	\$63,830	\$80,570
	\$20M to \$50M	85	\$70,230	\$56,640	\$72,950	\$81,750	\$89,920
	\$50M to \$100M	65	\$92,600	\$70,930	\$86,430	\$107,560	\$133,190
	\$100M to \$200M	34	\$128,820	\$100,050	\$127,090	\$147,150	\$181,750
	\$200M to \$500M	35	\$177,820	\$128,870	\$164,170	\$219,900	\$298,400
	\$500M to \$1B	25	\$249,030	\$209,900	\$256,160	\$308,330	\$346,580
	\$1B to \$3B	23	\$350,360	\$278,110	\$350,370	\$424,790	\$503,680
\$3B or more	8	\$483,500	\$387,900	\$499,220	\$572,680	\$685,200	
By region	New England	22	\$152,140	\$78,000	\$104,390	\$222,410	\$308,010
	Middle Atlantic	37	\$113,670	\$50,830	\$63,860	\$128,200	\$332,480
	East North Central	68	\$133,600	\$64,940	\$104,340	\$168,570	\$270,560
	West North Central	32	\$96,020	\$57,670	\$75,510	\$89,320	\$222,780
	South Atlantic	39	\$139,140	\$72,190	\$91,100	\$154,680	\$356,750
	East South Central	40	\$110,140	\$53,920	\$73,690	\$92,740	\$299,010
	West South Central	40	\$132,620	\$63,000	\$88,510	\$176,510	\$307,560
	Mountain	25	\$167,100	\$71,700	\$123,180	\$262,630	\$351,920
	Pacific	26	\$180,620	\$85,040	\$114,500	\$172,110	\$495,140
By number of full-time employees	1	3	*	*	*	*	
	2 - 4	62	\$56,780	\$43,100	\$48,530	\$65,100	\$86,240
	5 - 9	69	\$73,030	\$57,620	\$73,520	\$82,240	\$91,850
	10 - 49	109	\$106,520	\$76,570	\$93,180	\$128,300	\$165,700
	50 - 99	27	\$183,300	\$131,220	\$171,050	\$214,440	\$304,940
	100 or more	57	\$316,710	\$231,980	\$302,050	\$381,190	\$506,370
By number of services offered	1 - 2	5	*	*	*	*	
	3 - 4	8	\$56,210	\$45,330	\$56,170	\$67,000	*
	5 - 6	7	*	*	*	*	
	7 - 8	9	\$56,690	\$43,250	\$50,490	\$81,680	*
	9 - 10	28	\$69,240	\$50,160	\$62,720	\$81,520	\$99,730
	11 - 12	38	\$72,780	\$49,290	\$65,130	\$87,870	\$103,220
	13 - 20	226	\$163,250	\$77,890	\$119,530	\$214,460	\$341,080
By amount of loans outstanding	\$500,000 to \$2M	8	*	*	*	*	
	\$2M to \$5M	14	\$43,240	\$39,180	\$42,630	\$48,340	*
	\$5M to \$20M	88	\$63,840	\$52,250	\$61,960	\$77,140	\$85,800
	\$20M to \$50M	82	\$86,420	\$69,860	\$80,480	\$95,850	\$118,170
	\$50M to \$100M	36	\$118,060	\$91,550	\$122,000	\$136,290	\$155,950
	\$100M to \$200M	23	\$147,850	\$116,340	\$134,880	\$170,790	\$214,290
\$200M or more	77	\$290,520	\$210,180	\$278,040	\$353,760	\$481,370	
By number of members	1 - 999	19	\$46,220	\$39,100	\$43,220	\$48,530	\$63,010
	1,000 - 1,999	43	\$61,870	\$44,350	\$58,840	\$76,900	\$84,300
	2,000 - 4,999	99	\$74,640	\$57,850	\$74,440	\$84,840	\$95,210
	5,000 - 9,999	53	\$95,470	\$73,240	\$91,710	\$114,280	\$132,680
	10,000 - 19,999	34	\$138,850	\$111,750	\$133,440	\$162,420	\$208,690
	20,000 - 39,999	28	\$192,710	\$151,480	\$183,500	\$227,510	\$312,870
	40,000 - 49,999	12	\$280,960	\$240,930	\$293,140	\$313,680	\$388,550
	50,000 - 59,999	0					
	60,000 or more	33	\$379,710	\$292,590	\$355,810	\$453,580	\$542,770
Number of branch offices	1	111	\$71,870	\$47,840	\$65,360	\$82,370	\$107,430
	2	71	\$86,480	\$61,520	\$79,780	\$98,840	\$133,240
	3	40	\$95,390	\$69,490	\$81,370	\$112,940	\$164,860
	4	23	\$142,980	\$91,300	\$126,600	\$171,990	\$221,520
	5 or more	83	\$268,660	\$177,310	\$256,730	\$350,520	\$458,200

\* 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	142	\$120,200	\$155,810	\$191,410
By credit union asset size				
\$1M to \$2M	0			
\$2M to \$5M	3	*	*	*
\$5M to \$10M	3	*	*	*
\$10M to \$20M	8	\$39,840	\$49,700	\$59,560
\$20M to \$50M	22	\$56,710	\$67,890	\$79,070
\$50M to \$100M	27	\$71,690	\$95,390	\$119,080
\$100M to \$200M	14	\$95,830	\$125,930	\$156,020
\$200M to \$500M	25	\$132,000	\$171,960	\$211,920
\$500M to \$1B	18	\$171,020	\$222,180	\$273,350
\$1B to \$3B	16	\$224,540	\$296,440	\$368,340
\$3B or more	6	\$338,680	\$430,150	\$521,610

\* 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	305	16%	26%	43%	2%	12%
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	3	0%	100%	0%	0%	0%
\$5M to \$10M	13	38%	25%	38%	0%	0%
\$10M to \$20M	30	16%	53%	16%	0%	16%
\$20M to \$50M	80	24%	35%	35%	2%	5%
\$50M to \$100M	62	18%	31%	43%	0%	8%
\$100M to \$200M	33	11%	13%	55%	5%	16%
\$200M to \$500M	33	12%	12%	54%	4%	18%
\$500M to \$1B	23	6%	3%	69%	3%	20%
\$1B to \$3B	20	0%	13%	52%	3%	32%
\$3B or more	7	0%	0%	67%	0%	33%

\* 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	328	\$71,970	\$86,140	\$139,560	\$173,590	\$182,720
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	5		*			
\$5M to \$10M	13	*	*	*		
\$10M to \$20M	34	*	\$50,840	*		*
\$20M to \$50M	85	\$58,480	\$65,700	\$72,980	*	*
\$50M to \$100M	65	\$73,350	\$91,590	\$92,110		\$98,740
\$100M to \$200M	34	*	\$117,140	\$119,520		\$131,470
\$200M to \$500M	35	\$124,570	\$164,170	\$166,540	*	\$173,410
\$500M to \$1B	25	*	*	\$214,050	*	\$242,970
\$1B to \$3B	23		*	\$297,390	*	\$307,250
\$3B or more	8			\$390,220		*

\* Insufficient data

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

	N	male	female
Overall	314	29%	71%
By credit union asset size			
\$1M to \$2M	0		
\$2M to \$5M	5	50%	50%
\$5M to \$10M	13	25%	75%
\$10M to \$20M	30	0%	100%
\$20M to \$50M	82	15%	85%
\$50M to \$100M	61	25%	75%
\$100M to \$200M	34	31%	69%
\$200M to \$500M	33	48%	52%
\$500M to \$1B	24	57%	43%
\$1B to \$3B	22	51%	49%
\$3B or more	8	55%	45%

\* 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.
- Serve as operations and strategic leader, and provides guidance to ensure key initiatives, program regulations, performance outcomes and operations are managed appropriately, in accordance with applicable local, state, and federal laws.
- Collaborates with leadership team to synchronize tasks across the organization and direct prioritization by developing and implementing plans, policies, systems, processes and staff development to accomplish the vision and improve overall operations and effectiveness of the organization.
- Manage, develop, coach and retain a high performing staff. Evaluate performance of team member for execution of goals as well as compliance with company policies.
- Evaluate all areas of organizational performance by gathering, analyzing and interpreting data metrics: recommend improvements where needed
- Ensure that the president is kept fully informed on the conditions and operations of the credit union and of important factors influencing them.
- Develop, implement, and maintain operational procedures to maximize efficiency and quality of work and to provide consistent quality service to members.
- Responsible for controlling facility costs and assisting in contract negotiations.
- Manage daily operation of credit union and establish office procedures.
- Attend board meetings and act as sitting member on various committees.

**Table 3 - 1**  
**Salaries**  
**Chief Operations Officer / COO / SVP / VP**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	269	\$153,320	\$88,420	\$125,050	\$194,710	\$268,550
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	5	*	*	*	*	*
\$20M to \$50M	17	\$64,420	\$52,890	\$59,630	\$76,850	\$85,490
\$50M to \$100M	33	\$87,460	\$73,710	\$86,720	\$100,140	\$120,220
\$100M to \$200M	54	\$98,880	\$82,000	\$94,950	\$112,700	\$130,490
\$200M to \$500M	59	\$134,100	\$113,000	\$127,810	\$159,480	\$187,720
\$500M to \$1B	43	\$186,280	\$155,000	\$180,970	\$210,110	\$258,260
\$1B to \$3B	41	\$235,240	\$195,950	\$227,190	\$269,570	\$329,550
\$3B or more	16	\$372,070	\$278,450	\$375,000	\$459,170	\$548,900
By region						
New England	10	\$159,790	\$127,970	\$151,480	\$193,840	\$360,480
Middle Atlantic	29	\$118,460	\$82,000	\$100,530	\$130,090	\$204,180
East North Central	64	\$143,420	\$90,800	\$122,200	\$177,620	\$242,920
West North Central	27	\$126,450	\$82,120	\$113,830	\$178,680	\$202,000
South Atlantic	38	\$164,700	\$93,390	\$135,190	\$214,210	\$305,430
East South Central	19	\$113,580	\$70,000	\$83,370	\$154,230	\$237,010
West South Central	28	\$174,850	\$137,360	\$169,800	\$211,530	\$246,660
Mountain	19	\$159,400	\$83,970	\$142,170	\$218,850	\$315,480
Pacific	36	\$207,010	\$94,680	\$161,880	\$298,340	\$407,220
By number of full-time employees						
1	0					
2 - 4	2	*	*	*	*	*
5 - 9	20	\$63,560	\$50,670	\$59,560	\$75,410	\$83,480
10 - 49	92	\$98,300	\$81,550	\$93,430	\$112,380	\$131,370
50 - 99	52	\$133,800	\$111,140	\$125,560	\$158,290	\$197,220
100 or more	102	\$232,810	\$171,750	\$210,120	\$269,900	\$371,960
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	1	*	*	*	*	*
7 - 8	2	*	*	*	*	*
9 - 10	5	\$85,190	\$47,000	\$83,260	\$123,480	*
11 - 12	15	\$83,180	\$52,550	\$74,330	\$89,300	\$173,910
13 - 20	246	\$160,080	\$94,660	\$133,500	\$203,530	\$271,420
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	17	\$63,040	\$50,890	\$60,320	\$75,830	\$86,570
\$20M to \$50M	31	\$83,570	\$69,250	\$83,200	\$97,670	\$117,220
\$50M to \$100M	36	\$94,360	\$78,050	\$91,850	\$110,190	\$121,290
\$100M to \$200M	52	\$117,650	\$90,000	\$113,140	\$132,760	\$167,420
\$200M or more	133	\$211,470	\$150,170	\$193,550	\$243,790	\$334,580
By number of members						
1 - 999	0					
1,000 - 1,999	5	*	*	*	*	*
2,000 - 4,999	27	\$69,740	\$55,280	\$67,610	\$83,420	\$89,260
5,000 - 9,999	32	\$94,030	\$78,070	\$89,210	\$111,200	\$122,710
10,000 - 19,999	67	\$112,200	\$87,560	\$106,480	\$125,540	\$162,680
20,000 - 39,999	45	\$146,050	\$115,190	\$142,700	\$172,870	\$211,170
40,000 - 49,999	15	\$173,200	\$143,960	\$174,670	\$194,750	\$247,930
50,000 - 59,999	0					
60,000 or more	63	\$265,060	\$195,000	\$240,420	\$311,460	\$426,720
Number of branch offices						
1	35	\$78,640	\$57,050	\$78,300	\$92,280	\$112,240
2	24	\$99,400	\$80,010	\$93,300	\$113,970	\$136,030
3	30	\$105,050	\$81,520	\$99,720	\$126,530	\$156,700
4	33	\$112,320	\$84,580	\$106,120	\$139,170	\$169,500
5 or more	147	\$199,740	\$130,260	\$181,360	\$239,520	\$326,350

\* Insufficient data



**Table 3 - 2  
Incentives and Bonuses  
Chief Operations Officer / COO / SVP / VP**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		265	84%	214	\$20,540
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	5	67%	3	*
	\$20M to \$50M	17	57%	10	\$2,780
	\$50M to \$100M	33	80%	26	\$6,540
	\$100M to \$200M	54	82%	42	\$8,230
	\$200M to \$500M	59	88%	49	\$13,970
	\$500M to \$1B	42	89%	38	\$19,790
	\$1B to \$3B	40	92%	34	\$33,330
\$3B or more	16	86%	13	\$100,330	
By region	New England	10	90%	9	\$16,070
	Middle Atlantic	29	83%	23	\$7,220
	East North Central	63	81%	49	\$18,240
	West North Central	27	93%	23	\$20,010
	South Atlantic	37	87%	32	\$23,980
	East South Central	19	80%	14	\$9,270
	West South Central	27	90%	24	\$20,500
	Mountain Pacific	18 35	71% 82%	11 28	\$30,920 \$36,090
By number of full-time employees	1	0		0	
	2 - 4	2	100%	2	*
	5 - 9	20	60%	12	\$3,700
	10 - 49	91	79%	71	\$7,810
	50 - 99	52	88%	43	\$12,930
	100 or more	100	91%	86	\$37,790
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	1	0%	0	
	7 - 8	2	100%	2	*
	9 - 10	5	68%	3	*
	11 - 12	15	61%	9	\$10,470
	13 - 20	242	86%	200	\$21,370
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	17	61%	10	\$2,790
	\$20M to \$50M	31	71%	22	\$4,500
	\$50M to \$100M	35	80%	28	\$9,470
	\$100M to \$200M	52	88%	43	\$9,750
	\$200M or more	130	90%	111	\$32,500
By number of members	1 - 999	0		0	
	1,000 - 1,999	5	54%	3	*
	2,000 - 4,999	27	66%	18	\$3,530
	5,000 - 9,999	31	85%	27	\$8,420
	10,000 - 19,999	67	84%	54	\$9,290
	20,000 - 39,999	44	84%	35	\$15,860
	40,000 - 49,999	15	83%	13	\$20,330
	50,000 - 59,999 60,000 or more	0 61	 92%	0 52	 \$48,430
Number of branch offices	1	34	71%	23	\$6,570
	2	24	80%	19	\$9,610
	3	30	74%	20	\$7,230
	4	33	84%	28	\$11,190
	5 or more	144	90%	124	\$29,250

\* Insufficient data

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

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

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	269	\$169,720	\$94,430	\$135,840	\$213,260	\$298,990
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	5	*	*	*	*	*
\$20M to \$50M	17	\$66,000	\$52,980	\$59,630	\$79,560	\$88,090
\$50M to \$100M	33	\$92,690	\$78,720	\$94,610	\$106,090	\$128,830
\$100M to \$200M	54	\$105,280	\$86,610	\$98,910	\$121,050	\$141,200
\$200M to \$500M	59	\$145,560	\$117,900	\$139,300	\$179,180	\$207,220
\$500M to \$1B	43	\$203,640	\$170,810	\$194,760	\$232,490	\$294,850
\$1B to \$3B	41	\$262,410	\$212,130	\$260,900	\$308,180	\$368,490
\$3B or more	16	\$454,150	\$330,460	\$447,230	\$571,310	\$688,490
By region						
New England	10	\$174,290	\$133,730	\$164,900	\$210,660	\$434,150
Middle Atlantic	29	\$124,440	\$85,740	\$108,110	\$135,930	\$227,500
East North Central	64	\$157,540	\$94,790	\$133,880	\$199,870	\$274,090
West North Central	27	\$144,000	\$90,010	\$123,660	\$194,640	\$246,250
South Atlantic	38	\$184,850	\$96,970	\$143,860	\$233,130	\$379,670
East South Central	19	\$120,650	\$70,940	\$88,250	\$170,940	\$256,910
West South Central	28	\$192,400	\$143,200	\$188,260	\$223,120	\$282,930
Mountain	19	\$177,430	\$83,970	\$153,780	\$253,740	\$339,040
Pacific	36	\$235,010	\$98,720	\$171,360	\$334,290	\$483,710
By number of full-time employees						
1	0					
2 - 4	2	*	*	*	*	*
5 - 9	20	\$65,790	\$50,850	\$59,840	\$78,660	\$86,500
10 - 49	92	\$104,350	\$84,820	\$98,500	\$116,750	\$137,660
50 - 99	52	\$144,370	\$119,030	\$139,680	\$175,100	\$213,800
100 or more	102	\$264,740	\$187,600	\$234,820	\$306,170	\$430,730
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	1	*	*	*	*	*
7 - 8	2	*	*	*	*	*
9 - 10	5	\$88,650	\$48,000	\$85,410	\$126,010	*
11 - 12	15	\$89,570	\$52,910	\$80,930	\$103,590	\$195,100
13 - 20	246	\$177,480	\$98,720	\$143,090	\$221,220	\$309,140
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	17	\$64,750	\$51,120	\$60,320	\$79,320	\$87,290
\$20M to \$50M	31	\$86,780	\$77,200	\$86,460	\$99,420	\$119,740
\$50M to \$100M	36	\$101,710	\$87,600	\$95,800	\$114,360	\$137,020
\$100M to \$200M	52	\$125,740	\$95,070	\$121,740	\$145,390	\$183,190
\$200M or more	133	\$238,630	\$161,300	\$210,090	\$273,910	\$399,960
By number of members						
1 - 999	0					
1,000 - 1,999	5	*	*	*	*	*
2,000 - 4,999	27	\$72,060	\$55,530	\$73,690	\$85,040	\$91,220
5,000 - 9,999	32	\$101,020	\$82,140	\$95,240	\$115,830	\$135,780
10,000 - 19,999	67	\$119,630	\$93,350	\$112,370	\$135,400	\$173,630
20,000 - 39,999	45	\$158,540	\$120,000	\$149,050	\$191,540	\$227,550
40,000 - 49,999	15	\$190,050	\$160,950	\$185,000	\$224,530	\$266,470
50,000 - 59,999	0					
60,000 or more	63	\$305,310	\$216,570	\$270,050	\$367,290	\$484,280
Number of branch offices						
1	35	\$83,000	\$57,820	\$83,000	\$96,480	\$120,950
2	24	\$107,120	\$81,370	\$97,350	\$122,590	\$164,930
3	30	\$110,000	\$84,310	\$99,960	\$132,370	\$157,190
4	33	\$121,690	\$89,850	\$112,670	\$153,220	\$188,600
5 or more	147	\$224,460	\$139,300	\$197,890	\$270,010	\$381,440

\* 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 Operations Officer / COO / SVP / VP**

	N	average minimum	average midpoint	average maximum
Overall	164	\$131,240	\$171,420	\$211,590
By credit union asset size				
\$1M to \$2M	0			
\$2M to \$5M	0			
\$5M to \$10M	0			
\$10M to \$20M	0			
\$20M to \$50M	4	*	*	*
\$50M to \$100M	11	\$65,940	\$84,890	\$103,840
\$100M to \$200M	33	\$83,660	\$108,380	\$133,100
\$200M to \$500M	39	\$108,560	\$143,000	\$177,430
\$500M to \$1B	36	\$147,120	\$193,430	\$239,730
\$1B to \$3B	32	\$178,730	\$234,220	\$289,710
\$3B or more	9	\$272,830	\$349,730	\$426,630

\* Insufficient data

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

**Table 3 - 5  
Education  
Chief Operations Officer / COO / SVP / VP**

	N	high school or less	some college	college degree	some grad school	grad degree
Overall	247	13%	19%	48%	2%	17%
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	3	0%	50%	50%	0%	0%
\$20M to \$50M	13	9%	45%	36%	0%	9%
\$50M to \$100M	32	15%	32%	47%	0%	6%
\$100M to \$200M	52	23%	17%	53%	0%	7%
\$200M to \$500M	57	18%	18%	47%	5%	13%
\$500M to \$1B	40	10%	15%	49%	2%	25%
\$1B to \$3B	38	3%	12%	49%	5%	31%
\$3B or more	12	0%	0%	41%	6%	53%

\* Insufficient data

**Table 3 - 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	269	\$109,150	\$111,250	\$152,870	\$212,770	\$226,930
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	5		*	*		
\$20M to \$50M	17	*	\$67,400	*		*
\$50M to \$100M	33	\$73,270	\$78,720	\$96,440		*
\$100M to \$200M	54	\$89,550	\$90,870	\$102,330		*
\$200M to \$500M	59	\$128,220	\$123,210	\$137,010	*	\$156,440
\$500M to \$1B	43	\$155,730	\$148,140	\$189,520	*	\$207,020
\$1B to \$3B	41	*	\$221,800	\$220,740	*	\$267,820
\$3B or more	16			\$405,650	*	\$385,670

\* Insufficient data

**Table 3 - 7  
Sex  
Chief Operations Officer / COO / SVP / VP**

	N	male	female
Overall	256	32%	68%
By credit union asset size			
\$1M to \$2M	0		
\$2M to \$5M	0		
\$5M to \$10M	0		
\$10M to \$20M	3	0%	100%
\$20M to \$50M	13	9%	91%
\$50M to \$100M	32	15%	85%
\$100M to \$200M	54	26%	74%
\$200M to \$500M	57	34%	66%
\$500M to \$1B	42	34%	66%
\$1B to \$3B	38	50%	50%
\$3B or more	16	55%	45%

\* Insufficient data

## CHIEF LENDING OFFICER

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

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

- Accountable for planning, organizing, and directing the credit union's collections and centralized lending functions, including real estate.
- 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.
- Ensures lending activities result in the credit union achieving its greatest volume potential, providing appropriate profit for the credit union, all with minimal delinquency and charge-off ratios.
- Create the budget for department and track on an ongoing basis for adherence.
- Develop, implement, and monitor 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 assist and develop managers and staff.
- Research and evaluate the feasibility of new lending products. 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 4 - 1  
Salaries  
Chief Lending Officer / CLO / SVP / VP**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	302	\$146,490	\$85,150	\$125,000	\$196,310	\$265,660
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	2	*	*	*	*	*
\$10M to \$20M	5	*	*	*	*	*
\$20M to \$50M	30	\$62,860	\$51,310	\$58,760	\$72,180	\$85,720
\$50M to \$100M	44	\$77,860	\$64,630	\$74,700	\$89,090	\$103,660
\$100M to \$200M	43	\$101,020	\$80,240	\$100,000	\$116,580	\$145,040
\$200M to \$500M	61	\$125,460	\$106,680	\$125,000	\$145,120	\$160,150
\$500M to \$1B	47	\$174,430	\$146,390	\$165,840	\$209,110	\$228,580
\$1B to \$3B	49	\$234,680	\$201,720	\$233,220	\$270,290	\$305,830
\$3B or more	20	\$313,630	\$262,140	\$306,660	\$374,000	\$423,880
By region						
New England	17	\$153,960	\$76,400	\$154,350	\$217,550	\$275,210
Middle Atlantic	29	\$112,870	\$62,520	\$94,150	\$148,420	\$221,660
East North Central	70	\$143,040	\$90,960	\$124,690	\$177,150	\$261,090
West North Central	25	\$125,930	\$80,260	\$119,260	\$161,530	\$222,820
South Atlantic	42	\$148,500	\$78,940	\$118,330	\$176,410	\$314,580
East South Central	23	\$124,220	\$63,600	\$106,010	\$174,880	\$234,100
West South Central	35	\$132,510	\$72,130	\$123,800	\$165,030	\$224,870
Mountain	20	\$157,570	\$96,900	\$146,010	\$218,960	\$279,500
Pacific	39	\$204,750	\$107,430	\$205,730	\$290,160	\$335,300
By number of full-time employees						
1	0					
2 - 4	11	\$52,590	\$45,850	\$54,820	\$57,330	*
5 - 9	24	\$66,960	\$55,150	\$65,510	\$79,640	\$85,590
10 - 49	95	\$91,500	\$70,350	\$88,910	\$108,910	\$126,490
50 - 99	54	\$126,830	\$103,770	\$125,000	\$147,810	\$170,600
100 or more	118	\$221,760	\$163,730	\$215,130	\$265,460	\$321,960
By number of services offered						
1 - 2	2	*	*	*	*	*
3 - 4	2	*	*	*	*	*
5 - 6	0					
7 - 8	1	*	*	*	*	*
9 - 10	6	\$68,010	\$52,450	\$60,250	\$89,050	*
11 - 12	21	\$85,480	\$56,830	\$68,180	\$90,130	\$172,850
13 - 20	267	\$155,430	\$93,400	\$130,000	\$209,950	\$274,690
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	2	*	*	*	*	*
\$5M to \$20M	18	\$53,950	\$50,200	\$54,510	\$57,600	\$62,360
\$20M to \$50M	51	\$72,260	\$62,520	\$71,090	\$83,970	\$92,230
\$50M to \$100M	35	\$93,440	\$80,260	\$91,430	\$107,170	\$123,670
\$100M to \$200M	46	\$116,180	\$94,870	\$111,260	\$138,580	\$157,390
\$200M or more	151	\$202,930	\$144,550	\$190,790	\$248,150	\$306,920
By number of members						
1 - 999	1	*	*	*	*	*
1,000 - 1,999	11	\$53,320	\$50,520	\$54,600	\$57,220	*
2,000 - 4,999	39	\$69,940	\$56,270	\$70,430	\$83,080	\$95,100
5,000 - 9,999	40	\$83,750	\$65,290	\$81,760	\$95,280	\$124,560
10,000 - 19,999	56	\$111,830	\$90,000	\$107,170	\$130,000	\$150,670
20,000 - 39,999	49	\$138,470	\$109,690	\$129,570	\$159,950	\$207,640
40,000 - 49,999	17	\$163,880	\$127,040	\$159,570	\$193,650	\$233,320
50,000 - 59,999	0					
60,000 or more	75	\$252,290	\$210,200	\$242,180	\$298,520	\$351,810
Number of branch offices						
1	44	\$74,940	\$55,230	\$69,690	\$85,420	\$109,810
2	36	\$88,030	\$65,450	\$79,000	\$105,630	\$126,350
3	31	\$97,810	\$67,140	\$92,740	\$128,670	\$150,010
4	29	\$104,910	\$80,350	\$102,340	\$123,150	\$163,220
5 or more	161	\$194,780	\$129,570	\$175,000	\$241,910	\$306,530

\* Insufficient data

**Table 4 - 2  
Incentives and Bonuses  
Chief Lending Officer / CLO / SVP / VP**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		298	85%	246	\$21,340
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	2	100%	2	*
	\$10M to \$20M	5	67%	3	*
	\$20M to \$50M	30	72%	22	\$3,390
	\$50M to \$100M	43	80%	35	\$5,850
	\$100M to \$200M	42	85%	35	\$11,150
	\$200M to \$500M	61	86%	51	\$12,440
	\$500M to \$1B	46	83%	38	\$20,800
	\$1B to \$3B	48	95%	43	\$38,720
\$3B or more	20	93%	18	\$77,280	
By region	New England	16	94%	15	\$18,790
	Middle Atlantic	28	75%	21	\$15,940
	East North Central	70	92%	62	\$20,490
	West North Central	25	89%	22	\$18,200
	South Atlantic	42	79%	32	\$23,860
	East South Central	23	74%	18	\$12,700
	West South Central	35	85%	29	\$16,110
	Mountain Pacific	20 38	91% 81%	16 30	\$24,880 \$35,630
By number of full-time employees	1	0		0	
	2 - 4	11	52%	6	*
	5 - 9	23	86%	20	\$3,120
	10 - 49	94	83%	78	\$8,040
	50 - 99	53	81%	43	\$12,070
	100 or more	117	90%	100	\$39,650
By number of services offered	1 - 2	2	100%	2	*
	3 - 4	2	0%	0	
	5 - 6	0		0	
	7 - 8	1	0%	0	
	9 - 10	5	81%	4	*
	11 - 12	21	87%	19	\$8,580
	13 - 20	265	85%	220	\$23,130
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	2	100%	2	*
	\$5M to \$20M	18	65%	11	\$2,500
	\$20M to \$50M	50	79%	39	\$4,280
	\$50M to \$100M	35	82%	28	\$9,410
	\$100M to \$200M	44	88%	38	\$10,310
\$200M or more	150	88%	127	\$34,170	
By number of members	1 - 999	1	100%	1	*
	1,000 - 1,999	11	64%	7	\$2,150
	2,000 - 4,999	38	75%	28	\$3,570
	5,000 - 9,999	40	81%	32	\$7,800
	10,000 - 19,999	55	87%	47	\$10,470
	20,000 - 39,999	48	83%	39	\$14,830
	40,000 - 49,999	16	88%	14	\$23,040
	50,000 - 59,999 60,000 or more	0 74	 93%	0 65	 \$48,280
Number of branch offices	1	44	79%	35	\$4,110
	2	36	74%	26	\$14,150
	3	31	75%	22	\$7,860
	4	29	89%	26	\$8,650
	5 or more	159	90%	137	\$31,380

\* Insufficient data

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

**Table 4 - 3  
Total Cash Compensation  
Chief Lending Officer / CLO / SVP / VP**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	302	\$163,890	\$89,260	\$132,500	\$217,570	\$310,300
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	2	*	*	*	*	*
\$10M to \$20M	5	*	*	*	*	*
\$20M to \$50M	30	\$65,300	\$52,520	\$59,260	\$78,650	\$90,230
\$50M to \$100M	44	\$82,440	\$66,450	\$77,840	\$97,070	\$117,920
\$100M to \$200M	43	\$110,120	\$88,550	\$107,930	\$127,420	\$161,400
\$200M to \$500M	61	\$135,730	\$113,760	\$133,340	\$155,450	\$180,360
\$500M to \$1B	47	\$191,130	\$156,040	\$182,610	\$233,000	\$261,470
\$1B to \$3B	49	\$268,430	\$230,470	\$258,910	\$310,180	\$390,010
\$3B or more	20	\$383,180	\$323,180	\$366,150	\$463,860	\$552,980
By region						
New England	17	\$170,980	\$79,790	\$165,100	\$238,920	\$324,010
Middle Atlantic	29	\$124,470	\$67,710	\$100,650	\$157,830	\$251,660
East North Central	70	\$161,190	\$96,620	\$131,830	\$199,770	\$323,520
West North Central	25	\$141,730	\$89,180	\$128,630	\$175,550	\$263,400
South Atlantic	42	\$166,640	\$83,470	\$128,980	\$192,690	\$376,510
East South Central	23	\$133,610	\$67,720	\$121,730	\$198,930	\$257,530
West South Central	35	\$145,900	\$76,710	\$130,890	\$174,510	\$271,990
Mountain	20	\$177,980	\$100,520	\$152,650	\$255,370	\$313,590
Pacific	39	\$232,190	\$110,230	\$218,000	\$339,060	\$421,530
By number of full-time employees						
1	0					
2 - 4	11	\$53,870	\$45,850	\$56,670	\$59,850	*
5 - 9	24	\$69,550	\$55,690	\$67,980	\$85,550	\$89,890
10 - 49	95	\$98,140	\$72,790	\$95,700	\$118,470	\$139,150
50 - 99	54	\$136,190	\$111,220	\$132,840	\$159,980	\$180,000
100 or more	118	\$255,430	\$180,320	\$240,290	\$309,920	\$396,010
By number of services offered						
1 - 2	2	*	*	*	*	*
3 - 4	2	*	*	*	*	*
5 - 6	0					
7 - 8	1	*	*	*	*	*
9 - 10	6	\$68,490	\$53,350	\$60,330	\$89,410	*
11 - 12	21	\$92,930	\$60,110	\$72,620	\$97,160	\$215,400
13 - 20	267	\$174,390	\$101,070	\$145,310	\$233,590	\$326,540
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	2	*	*	*	*	*
\$5M to \$20M	18	\$55,570	\$52,710	\$56,040	\$58,830	\$63,800
\$20M to \$50M	51	\$75,570	\$63,100	\$73,680	\$87,250	\$99,770
\$50M to \$100M	35	\$101,130	\$86,500	\$97,210	\$119,810	\$132,580
\$100M to \$200M	46	\$124,790	\$101,870	\$121,420	\$147,770	\$166,200
\$200M or more	151	\$231,610	\$155,110	\$213,870	\$275,740	\$380,590
By number of members						
1 - 999	1	*	*	*	*	*
1,000 - 1,999	11	\$54,710	\$50,780	\$56,630	\$59,640	*
2,000 - 4,999	39	\$72,550	\$57,250	\$70,450	\$86,230	\$101,050
5,000 - 9,999	40	\$90,040	\$68,360	\$87,930	\$106,080	\$133,110
10,000 - 19,999	56	\$120,680	\$95,970	\$116,560	\$144,460	\$164,990
20,000 - 39,999	49	\$150,190	\$116,970	\$135,440	\$174,690	\$228,470
40,000 - 49,999	17	\$182,510	\$143,980	\$179,500	\$208,950	\$263,020
50,000 - 59,999	0					
60,000 or more	75	\$294,360	\$233,810	\$268,970	\$358,930	\$433,200
Number of branch offices						
1	44	\$78,130	\$56,750	\$71,560	\$90,120	\$112,860
2	36	\$98,300	\$67,700	\$85,620	\$119,930	\$157,260
3	31	\$103,440	\$69,100	\$102,590	\$134,560	\$161,690
4	29	\$112,650	\$85,670	\$109,330	\$135,190	\$178,070
5 or more	161	\$221,420	\$144,110	\$196,170	\$268,900	\$364,600

\* 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 Lending Officer / CLO / SVP / VP**

		N	average minimum	average midpoint	average maximum
Overall		178	\$127,440	\$167,770	\$208,090
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	2	*	*	*
	\$20M to \$50M	6	\$56,860	\$68,380	\$79,910
	\$50M to \$100M	16	\$64,910	\$85,760	\$106,620
	\$100M to \$200M	22	\$76,350	\$98,790	\$121,220
	\$200M to \$500M	45	\$101,660	\$132,500	\$163,350
	\$500M to \$1B	36	\$140,890	\$184,490	\$228,090
	\$1B to \$3B	37	\$177,660	\$234,550	\$291,440
	\$3B or more	15	\$233,550	\$317,190	\$400,830

\* Insufficient data

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

**Table 4 - 5**  
**Education**  
**Chief Lending Officer / CLO / SVP / VP**

	N	high school or less	some college	college degree	some grad school	grad degree
Overall	271	10%	17%	58%	1%	15%
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	3	0%	50%	50%	0%	0%
\$20M to \$50M	27	23%	23%	55%	0%	0%
\$50M to \$100M	42	20%	34%	36%	0%	9%
\$100M to \$200M	39	11%	27%	59%	0%	2%
\$200M to \$500M	58	8%	13%	64%	3%	11%
\$500M to \$1B	45	3%	10%	73%	1%	14%
\$1B to \$3B	42	3%	3%	57%	0%	37%
\$3B or more	15	0%	5%	55%	0%	41%

\* Insufficient data

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

	N	high school or less	some college	college degree	some grad school	grad degree
Overall	302	\$92,850	\$104,120	\$147,160	*	\$218,740
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	2					
\$10M to \$20M	5		*	*		
\$20M to \$50M	30	\$54,050	\$60,050	\$70,850		
\$50M to \$100M	44	\$72,820	\$76,510	\$82,790		*
\$100M to \$200M	43	\$97,970	\$98,590	\$104,490		*
\$200M to \$500M	61	\$123,400	\$129,480	\$126,740	*	\$119,520
\$500M to \$1B	47	*	\$179,430	\$172,440	*	\$169,680
\$1B to \$3B	49	*	*	\$221,550		\$259,420
\$3B or more	20		*	\$297,040		\$355,340

\* Insufficient data

**Table 4 - 7**  
**Sex**  
**Chief Lending Officer / CLO / SVP / VP**

	N	male	female
Overall	286	53%	47%
By credit union asset size			
\$1M to \$2M	0		
\$2M to \$5M	0		
\$5M to \$10M	0		
\$10M to \$20M	3	50%	50%
\$20M to \$50M	27	45%	55%
\$50M to \$100M	41	21%	79%
\$100M to \$200M	41	51%	49%
\$200M to \$500M	59	51%	49%
\$500M to \$1B	46	61%	39%
\$1B to \$3B	48	74%	26%
\$3B or more	20	73%	27%

\* 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. Steer, manage, direct, and coordinate the planning, production, and activities of a credit union's information technology department. Serve as head technologist for the credit union.

### **Job Responsibilities**

- Accountable for directing, coordinating and overseeing all areas of the credit union's technology infrastructure and information systems.
- Work with the CEO setting the short- and long-term technology goals while providing the management necessary to achieve revenue growth and other goals and intention of the organization through technology.
- Steer the long-term strategic direction and implementation of efficient and secure systems that are cost effective and that meet member services and decision-making requirements.
- Communicate those goals 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.
- Support the credit union mission by ensuring effective member services, development of the IT teams, and continuous improvement of internal systems and processes.
- 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	198	\$180,280	\$114,990	\$159,380	\$233,200	\$300,980
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	1	*	*	*	*	*
\$50M to \$100M	4	*	*	*	*	*
\$100M to \$200M	30	\$101,570	\$83,850	\$96,100	\$120,380	\$143,780
\$200M to \$500M	51	\$124,710	\$103,810	\$121,590	\$140,130	\$159,570
\$500M to \$1B	43	\$169,770	\$146,320	\$165,300	\$197,630	\$216,970
\$1B to \$3B	47	\$241,570	\$214,600	\$242,590	\$269,220	\$311,420
\$3B or more	22	\$327,530	\$287,650	\$315,810	\$373,340	\$435,670
By region						
New England	13	\$167,190	\$132,840	\$161,560	\$204,200	\$245,300
Middle Atlantic	15	\$158,770	\$94,240	\$125,400	\$200,470	\$326,230
East North Central	48	\$163,740	\$105,290	\$138,190	\$213,630	\$269,840
West North Central	12	\$156,890	\$97,940	\$154,070	\$222,710	\$256,750
South Atlantic	29	\$180,070	\$111,200	\$154,320	\$239,390	\$336,760
East South Central	13	\$179,790	\$109,870	\$184,190	\$251,150	\$294,700
West South Central	23	\$183,200	\$142,100	\$174,450	\$219,770	\$279,520
Mountain	18	\$172,350	\$104,440	\$148,860	\$234,020	\$314,100
Pacific	28	\$238,480	\$147,500	\$245,040	\$304,480	\$374,830
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	38	\$102,820	\$86,710	\$99,430	\$121,030	\$138,240
50 - 99	48	\$128,570	\$102,330	\$122,000	\$149,640	\$179,680
100 or more	113	\$228,180	\$166,460	\$220,970	\$270,720	\$330,220
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	4	\$150,830	\$75,000	\$155,890	\$243,020	*
13 - 20	194	\$181,200	\$116,310	\$159,570	\$234,140	\$301,870
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	0					
\$20M to \$50M	3	*	*	*	*	*
\$50M to \$100M	18	\$96,650	\$75,390	\$99,240	\$118,200	\$132,410
\$100M to \$200M	35	\$113,130	\$92,640	\$105,000	\$129,810	\$160,000
\$200M or more	141	\$210,280	\$148,780	\$197,940	\$260,620	\$324,840
By number of members						
1 - 999	0					
1,000 - 1,999	1	*	*	*	*	*
2,000 - 4,999	1	*	*	*	*	*
5,000 - 9,999	11	\$90,150	\$71,890	\$88,640	\$112,270	\$121,600
10,000 - 19,999	42	\$111,260	\$92,430	\$108,810	\$129,750	\$150,000
20,000 - 39,999	38	\$138,210	\$105,350	\$131,920	\$160,000	\$196,960
40,000 - 49,999	16	\$176,830	\$134,540	\$165,270	\$213,920	\$270,240
50,000 - 59,999	0					
60,000 or more	76	\$255,850	\$200,000	\$249,660	\$301,060	\$364,280
Number of branch offices						
1	7	\$107,420	\$75,000	\$115,390	\$121,990	*
2	8	\$107,180	\$89,810	\$98,070	\$118,010	\$226,100
3	17	\$116,950	\$86,960	\$105,000	\$143,240	\$204,140
4	17	\$120,490	\$88,350	\$117,020	\$156,130	\$179,510
5 or more	150	\$201,420	\$133,460	\$189,380	\$256,250	\$321,650

\* 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		193	90%	167	\$26,720
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 \$50M	1	100%	1	*
	\$50M to \$100M	4	100%	4	*
	\$100M to \$200M	29	82%	23	\$8,480
	\$200M to \$500M	51	88%	43	\$11,940
	\$500M to \$1B	41	89%	36	\$18,110
	\$1B to \$3B	45	96%	40	\$37,090
	\$3B or more	22	90%	19	\$82,750
By region	New England	13	95%	12	\$17,190
	Middle Atlantic	14	83%	12	\$18,150
	East North Central	48	91%	41	\$26,330
	West North Central	12	100%	12	\$22,780
	South Atlantic	27	95%	24	\$29,330
	East South Central	13	72%	9	\$20,120
	West South Central	21	88%	18	\$22,660
	Pacific	18	93%	14	\$25,450
		27	87%	23	\$42,790
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	37	84%	31	\$8,110
	50 - 99	48	84%	38	\$11,500
	100 or more	108	94%	97	\$38,620
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	79%	3	*
	13 - 20	189	90%	163	\$26,860
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	3	71%	2	*
	\$50M to \$100M	18	85%	15	\$7,430
	\$100M to \$200M	35	84%	28	\$9,750
	\$200M or more	137	92%	121	\$33,450
By number of members	1 - 999	0		0	
	1,000 - 1,999	1	100%	1	*
	2,000 - 4,999	1	0%	0	
	5,000 - 9,999	10	91%	9	\$3,980
	10,000 - 19,999	42	85%	34	\$10,560
	20,000 - 39,999	38	88%	33	\$12,130
	40,000 - 49,999	15	96%	14	\$20,000
	50,000 - 59,999	0		0	
	60,000 or more	72	92%	63	\$49,610
Number of branch offices	1	6	72%	5	\$5,300
	2	8	100%	8	\$17,230
	3	17	85%	13	\$8,190
	4	17	87%	14	\$13,010
	5 or more	145	91%	127	\$31,490

\* 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	198	\$202,750	\$123,230	\$174,540	\$259,480	\$346,910
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	1	*	*	*	*	*
\$50M to \$100M	4	*	*	*	*	*
\$100M to \$200M	30	\$108,060	\$88,350	\$102,810	\$124,680	\$152,140
\$200M to \$500M	51	\$134,920	\$109,080	\$130,750	\$155,630	\$174,750
\$500M to \$1B	43	\$184,860	\$152,080	\$179,990	\$204,450	\$256,930
\$1B to \$3B	47	\$273,130	\$224,320	\$269,960	\$305,780	\$354,010
\$3B or more	22	\$399,250	\$312,740	\$391,270	\$469,310	\$564,930
By region						
New England	13	\$183,490	\$144,120	\$177,070	\$221,880	\$278,470
Middle Atlantic	15	\$173,160	\$100,920	\$138,950	\$221,210	\$353,920
East North Central	48	\$186,540	\$109,070	\$158,090	\$237,770	\$359,230
West North Central	12	\$179,670	\$108,310	\$166,400	\$261,380	\$329,090
South Atlantic	29	\$205,200	\$118,710	\$175,650	\$257,170	\$450,650
East South Central	13	\$194,340	\$126,220	\$199,560	\$282,930	\$309,790
West South Central	23	\$201,290	\$147,130	\$189,100	\$255,270	\$345,400
Mountain	18	\$192,370	\$109,820	\$168,400	\$251,250	\$336,420
Pacific	28	\$273,310	\$146,550	\$289,710	\$350,870	\$467,710
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	38	\$109,510	\$88,240	\$104,010	\$123,760	\$153,790
50 - 99	48	\$137,730	\$104,130	\$130,730	\$159,150	\$186,860
100 or more	113	\$261,570	\$181,190	\$244,870	\$309,000	\$425,050
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	4	\$165,720	\$80,000	\$171,640	\$275,410	*
13 - 20	194	\$203,860	\$123,870	\$174,670	\$260,930	\$349,610
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	0					
\$20M to \$50M	3	*	*	*	*	*
\$50M to \$100M	18	\$102,670	\$79,000	\$105,050	\$122,890	\$144,340
\$100M to \$200M	35	\$120,870	\$100,440	\$109,830	\$137,320	\$176,310
\$200M or more	141	\$239,030	\$163,010	\$214,790	\$294,580	\$389,750
By number of members						
1 - 999	0					
1,000 - 1,999	1	*	*	*	*	*
2,000 - 4,999	1	*	*	*	*	*
5,000 - 9,999	11	\$93,480	\$72,150	\$92,190	\$119,300	\$125,590
10,000 - 19,999	42	\$119,880	\$101,660	\$110,000	\$138,810	\$172,460
20,000 - 39,999	38	\$148,660	\$114,760	\$144,530	\$177,330	\$212,980
40,000 - 49,999	16	\$195,160	\$156,060	\$182,460	\$238,890	\$292,320
50,000 - 59,999	0					
60,000 or more	76	\$296,800	\$217,310	\$282,390	\$347,190	\$446,350
Number of branch offices						
1	7	\$110,760	\$80,000	\$115,770	\$124,270	*
2	8	\$124,410	\$94,890	\$106,730	\$128,460	\$367,240
3	17	\$123,170	\$95,860	\$109,080	\$144,810	\$207,190
4	17	\$131,760	\$93,750	\$130,630	\$173,620	\$198,150
5 or more	150	\$228,130	\$146,360	\$200,860	\$289,500	\$386,580

\* 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		135	\$143,030	\$188,600	\$234,180
By credit union asset size					
	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	2	*	*	*
	\$100M to \$200M	12	\$73,740	\$97,600	\$121,450
	\$200M to \$500M	38	\$101,150	\$131,430	\$161,720
	\$500M to \$1B	32	\$134,660	\$177,030	\$219,410
	\$1B to \$3B	36	\$187,010	\$244,300	\$301,590
	\$3B or more	15	\$229,180	\$314,940	\$400,690

\* 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	172	5%	11%	60%	2%	22%
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	1	0%	0%	100%	0%	0%
\$50M to \$100M	4	0%	50%	50%	0%	0%
\$100M to \$200M	25	14%	21%	61%	0%	4%
\$200M to \$500M	47	4%	17%	61%	1%	16%
\$500M to \$1B	38	3%	7%	71%	3%	16%
\$1B to \$3B	41	3%	3%	56%	0%	37%
\$3B or more	17	0%	0%	43%	4%	52%

\* 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	198	\$138,110	\$120,870	\$169,470	*	\$240,800
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	1			*		
\$50M to \$100M	4		*	*		
\$100M to \$200M	30	*	\$108,870	\$102,990		*
\$200M to \$500M	51	*	\$112,050	\$129,440	*	\$131,650
\$500M to \$1B	43	*	*	\$162,420	*	\$188,410
\$1B to \$3B	47	*	*	\$236,980		\$258,880
\$3B or more	22			\$312,690	*	\$351,430

\* Insufficient data

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

	N	male	female
Overall	187	89%	11%
By credit union asset size			
\$1M to \$2M	0		
\$2M to \$5M	0		
\$5M to \$10M	0		
\$10M to \$20M	0		
\$20M to \$50M	1	100%	0%
\$50M to \$100M	4	100%	0%
\$100M to \$200M	27	90%	10%
\$200M to \$500M	47	84%	16%
\$500M to \$1B	40	93%	7%
\$1B to \$3B	46	87%	13%
\$3B or more	22	90%	10%

\* Insufficient data



## CHIEF MARKETING OFFICER

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

**Position Purpose:** Responsible for the development, implementation, and maintenance of the credit union's strategic marketing and public relations plans. Research marketing needs and examine 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**

- Develops and monitors annual marketing budget and strategic marketing plan to strengthen brand equity, deepen relationships, meet scorecard goals, and drive member loyalty.
- Envision creative marketing and public relations concepts. 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.
- Examine 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.
- Measure and report on campaign and promotion results for member growth, profitability and satisfaction. Evaluates the effectiveness of all marketing strategies and channels through return on marketing investments and market research assessments.
- Create and/or review letters, direct mail, press releases, collateral materials, forms, etc. May manage an outside advertising or marketing vendor design, content, or delivery of marketing materials, marketing promotions, or media campaigns.
- Evaluate vendors to partner with the credit union.
- Recommend new services and changes in existing services to meet the financial needs of members.
- 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.
- Develop, apply, and evaluate policies and procedures for the department.

**Table 6 - 1**  
**Salaries**  
**Chief Marketing Officer / CMO / SVP / VP**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	173	\$148,430	\$89,750	\$132,030	\$194,610	\$250,960
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	3	*	*	*	*	*
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	4	*	*	*	*	*
\$50M to \$100M	8	\$70,580	\$62,440	\$74,450	\$77,810	*
\$100M to \$200M	22	\$89,070	\$74,450	\$83,300	\$107,140	\$134,700
\$200M to \$500M	37	\$106,770	\$87,240	\$106,110	\$123,920	\$142,710
\$500M to \$1B	36	\$142,210	\$112,030	\$134,890	\$158,560	\$207,980
\$1B to \$3B	40	\$192,970	\$159,450	\$194,200	\$221,800	\$252,310
\$3B or more	23	\$256,500	\$210,000	\$257,850	\$296,590	\$346,100
By region						
New England	12	\$128,200	\$75,360	\$103,780	\$159,140	\$257,670
Middle Atlantic	8	\$144,710	\$83,270	\$124,970	\$208,850	\$325,330
East North Central	41	\$140,410	\$89,260	\$126,870	\$182,470	\$225,850
West North Central	19	\$119,060	\$82,700	\$108,900	\$142,260	\$214,330
South Atlantic	25	\$138,760	\$91,170	\$124,690	\$197,070	\$235,090
East South Central	14	\$122,410	\$69,900	\$125,240	\$165,210	\$222,750
West South Central	16	\$174,750	\$117,740	\$151,530	\$233,100	\$349,600
Mountain	14	\$164,700	\$103,810	\$150,410	\$209,740	\$288,980
Pacific	24	\$193,880	\$110,890	\$199,140	\$261,340	\$294,140
By number of full-time employees						
1	3	*	*	*	*	*
2 - 4	1	*	*	*	*	*
5 - 9	1	*	*	*	*	*
10 - 49	35	\$85,180	\$72,670	\$79,360	\$99,800	\$114,760
50 - 99	33	\$110,070	\$83,420	\$109,100	\$125,780	\$160,920
100 or more	100	\$187,900	\$137,840	\$184,990	\$229,990	\$282,170
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	4	*	*	*	*	*
7 - 8	0					
9 - 10	0					
11 - 12	7	\$106,950	\$44,510	\$100,700	\$158,290	*
13 - 20	162	\$152,250	\$95,490	\$140,290	\$196,500	\$253,200
By amount of loans outstanding						
\$500,000 to \$2M	3	*	*	*	*	*
\$2M to \$5M	0					
\$5M to \$20M	4	*	*	*	*	*
\$20M to \$50M	4	*	*	*	*	*
\$50M to \$100M	15	\$78,470	\$65,620	\$75,980	\$87,070	\$117,720
\$100M to \$200M	28	\$96,500	\$78,160	\$93,390	\$109,450	\$135,830
\$200M or more	119	\$176,860	\$125,350	\$165,690	\$218,470	\$269,430
By number of members						
1 - 999	3	*	*	*	*	*
1,000 - 1,999	0					
2,000 - 4,999	6	\$66,540	\$42,640	\$53,050	\$98,660	*
5,000 - 9,999	8	\$78,570	\$62,730	\$74,530	\$89,240	*
10,000 - 19,999	31	\$92,180	\$75,870	\$85,980	\$109,240	\$143,180
20,000 - 39,999	34	\$112,940	\$88,750	\$109,160	\$126,670	\$154,370
40,000 - 49,999	14	\$146,330	\$114,600	\$136,040	\$155,890	\$292,010
50,000 - 59,999	0					
60,000 or more	66	\$209,810	\$166,160	\$204,270	\$249,200	\$296,310
Number of branch offices						
1	10	\$81,590	\$68,120	\$77,220	\$94,050	*
2	10	\$77,740	\$65,870	\$75,630	\$94,470	\$119,700
3	16	\$89,880	\$63,520	\$76,640	\$113,230	\$171,100
4	9	\$103,310	\$85,620	\$105,400	\$118,770	\$149,740
5 or more	130	\$168,830	\$114,300	\$153,660	\$212,930	\$267,390

\* Insufficient data

**Table 6 - 2  
Incentives and Bonuses  
Chief Marketing Officer / CMO / SVP / VP**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		172	84%	141	\$21,960
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	3	100%	3	*
	\$5M to \$10M	0		0	
	\$10M to \$20M	2	0%	0	
	\$20M to \$50M	4	33%	1	*
	\$50M to \$100M	8	75%	6	\$4,750
	\$100M to \$200M	22	80%	17	\$8,220
	\$200M to \$500M	36	83%	29	\$11,330
	\$500M to \$1B	36	87%	31	\$17,540
	\$1B to \$3B	40	90%	34	\$26,440
	\$3B or more	23	91%	20	\$56,450
By region	New England	12	100%	12	\$12,040
	Middle Atlantic	8	77%	6	\$25,670
	East North Central	41	90%	36	\$19,420
	West North Central	19	78%	15	\$15,590
	South Atlantic	25	76%	18	\$22,550
	East South Central	14	67%	9	\$13,660
	West South Central	15	96%	14	\$25,710
	Mountain Pacific	14 24	95% 79%	13 18	\$28,800 \$33,220
By number of full-time employees	1	3	100%	3	*
	2 - 4	1	100%	1	*
	5 - 9	1	0%	0	
	10 - 49	35	76%	27	\$9,060
	50 - 99	33	80%	25	\$13,210
	100 or more	98	89%	86	\$29,460
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	4	100%	4	*
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	7	62%	5	\$19,000
	13 - 20	161	85%	133	\$22,660
By amount of loans outstanding	\$500,000 to \$2M	3	100%	3	*
	\$2M to \$5M	0		0	
	\$5M to \$20M	4	30%	1	*
	\$20M to \$50M	4	70%	3	*
	\$50M to \$100M	15	76%	12	\$6,570
	\$100M to \$200M	28	79%	21	\$11,770
	\$200M or more	118	89%	102	\$27,090
By number of members	1 - 999	3	100%	3	*
	1,000 - 1,999	0		0	
	2,000 - 4,999	6	53%	3	*
	5,000 - 9,999	8	62%	5	\$7,910
	10,000 - 19,999	31	82%	24	\$10,700
	20,000 - 39,999	34	82%	28	\$12,800
	40,000 - 49,999	14	90%	12	\$16,990
	50,000 - 59,999	0		0	
	60,000 or more	66	88%	56	\$36,400
Number of branch offices	1	10	74%	7	\$2,850
	2	10	68%	7	\$11,840
	3	16	71%	10	\$8,060
	4	9	92%	8	\$15,870
	5 or more	128	87%	110	\$25,490

\* Insufficient data

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

**Table 6 - 3  
Total Cash Compensation  
Chief Marketing Officer / CMO / SVP / VP**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	173	\$166,360	\$99,120	\$148,090	\$212,410	\$298,570
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	3	*	*	*	*	*
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	4	*	*	*	*	*
\$50M to \$100M	8	\$74,140	\$64,570	\$79,010	\$84,320	*
\$100M to \$200M	22	\$95,320	\$75,000	\$90,500	\$112,860	\$156,430
\$200M to \$500M	37	\$115,830	\$94,760	\$110,660	\$132,570	\$148,540
\$500M to \$1B	36	\$157,200	\$119,920	\$150,380	\$183,490	\$236,940
\$1B to \$3B	40	\$216,000	\$173,590	\$205,380	\$260,280	\$290,460
\$3B or more	23	\$305,890	\$231,860	\$311,250	\$359,980	\$442,610
By region						
New England	12	\$140,240	\$78,160	\$115,610	\$186,150	\$288,910
Middle Atlantic	8	\$164,430	\$90,100	\$145,540	\$228,560	\$425,250
East North Central	41	\$157,240	\$96,410	\$143,390	\$200,910	\$276,810
West North Central	19	\$131,250	\$93,820	\$120,590	\$169,130	\$225,270
South Atlantic	25	\$155,300	\$94,500	\$134,020	\$228,390	\$283,690
East South Central	14	\$131,610	\$71,370	\$126,500	\$173,590	\$252,480
West South Central	16	\$197,180	\$123,020	\$162,550	\$263,130	\$443,090
Mountain	14	\$190,880	\$114,420	\$169,670	\$224,500	\$364,360
Pacific	24	\$218,980	\$114,860	\$207,320	\$303,680	\$357,530
By number of full-time employees						
1	3	*	*	*	*	*
2 - 4	1	*	*	*	*	*
5 - 9	1	*	*	*	*	*
10 - 49	35	\$92,100	\$74,600	\$86,370	\$103,130	\$123,920
50 - 99	33	\$119,960	\$94,460	\$113,840	\$143,670	\$171,590
100 or more	100	\$213,240	\$155,150	\$199,030	\$262,550	\$329,290
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	4	*	*	*	*	*
7 - 8	0					
9 - 10	0					
11 - 12	7	\$118,660	\$45,230	\$100,700	\$182,200	*
13 - 20	162	\$170,860	\$102,550	\$154,710	\$216,040	\$300,280
By amount of loans outstanding						
\$500,000 to \$2M	3	*	*	*	*	*
\$2M to \$5M	0					
\$5M to \$20M	4	*	*	*	*	*
\$20M to \$50M	4	*	*	*	*	*
\$50M to \$100M	15	\$83,460	\$69,120	\$80,530	\$91,070	\$124,950
\$100M to \$200M	28	\$105,120	\$85,190	\$100,120	\$116,530	\$150,220
\$200M or more	119	\$200,170	\$142,440	\$181,470	\$242,480	\$321,370
By number of members						
1 - 999	3	*	*	*	*	*
1,000 - 1,999	0					
2,000 - 4,999	6	\$67,400	\$43,080	\$55,050	\$98,940	*
5,000 - 9,999	8	\$83,510	\$64,900	\$77,040	\$94,390	*
10,000 - 19,999	31	\$100,400	\$80,400	\$93,940	\$115,800	\$157,090
20,000 - 39,999	34	\$123,260	\$99,530	\$113,850	\$142,540	\$173,000
40,000 - 49,999	14	\$161,700	\$129,350	\$153,890	\$185,550	\$312,450
50,000 - 59,999	0					
60,000 or more	66	\$240,360	\$179,160	\$224,970	\$291,400	\$353,510
Number of branch offices						
1	10	\$83,700	\$69,520	\$77,630	\$95,910	*
2	10	\$85,810	\$69,760	\$82,620	\$102,000	\$145,890
3	16	\$94,810	\$63,900	\$80,570	\$115,900	\$171,270
4	9	\$117,950	\$92,060	\$113,910	\$123,020	\$262,050
5 or more	130	\$190,490	\$124,040	\$170,550	\$236,620	\$315,700

\* 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**  
**Chief Marketing Officer / CMO / SVP / VP**

		N	average minimum	average midpoint	average maximum
Overall		119	\$122,820	\$160,580	\$198,350
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	1	*	*	*
	\$50M to \$100M	2	*	*	*
	\$100M to \$200M	12	\$63,360	\$82,030	\$100,700
	\$200M to \$500M	29	\$87,610	\$115,400	\$143,180
	\$500M to \$1B	28	\$112,840	\$146,270	\$179,690
	\$1B to \$3B	31	\$153,740	\$200,660	\$247,570
	\$3B or more	15	\$206,200	\$271,760	\$337,320

\* Insufficient data

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

**Table 6 - 5  
Education  
Chief Marketing Officer / CMO / SVP / VP**

	N	high school or less	some college	college degree	some grad school	grad degree
Overall	153	5%	4%	69%	3%	20%
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	0%	0%	100%	0%	0%
\$20M to \$50M	2	50%	0%	0%	0%	50%
\$50M to \$100M	8	0%	0%	88%	13%	0%
\$100M to \$200M	20	9%	4%	78%	0%	9%
\$200M to \$500M	34	10%	8%	71%	2%	10%
\$500M to \$1B	35	2%	0%	66%	2%	30%
\$1B to \$3B	34	2%	6%	63%	7%	22%
\$3B or more	18	0%	0%	68%	0%	32%

\* Insufficient data

**Table 6 - 6  
Average Salaries by Level of Education  
Chief Marketing Officer / CMO / SVP / VP**

	N	high school or less	some college	college degree	some grad school	grad degree
Overall	173	\$99,510	\$119,850	\$144,080	\$142,200	\$176,440
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	3					
\$5M to \$10M	0					
\$10M to \$20M	2			*		
\$20M to \$50M	4	*				*
\$50M to \$100M	8			\$70,060	*	
\$100M to \$200M	22	*	*	\$96,180		*
\$200M to \$500M	37	\$112,820	*	\$106,670	*	\$103,250
\$500M to \$1B	36	*	*	\$140,730	*	\$152,480
\$1B to \$3B	40	*	*	\$184,310	*	\$217,820
\$3B or more	23			\$259,380		\$262,830

\* Insufficient data

**Table 6 - 7  
Sex  
Chief Marketing Officer / CMO / SVP / VP**

	N	male	female
Overall	163	28%	72%
By credit union asset size			
\$1M to \$2M	0		
\$2M to \$5M	0		
\$5M to \$10M	0		
\$10M to \$20M	2	0%	100%
\$20M to \$50M	2	0%	100%
\$50M to \$100M	7	14%	86%
\$100M to \$200M	22	24%	76%
\$200M to \$500M	35	30%	70%
\$500M to \$1B	34	25%	75%
\$1B to \$3B	38	34%	66%
\$3B or more	23	31%	69%

\* Insufficient data

## CHIEF HUMAN RESOURCES OFFICER

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

**Position Purpose:** Provides input to the CEO on the credit union's strategic plan to reflect human resource activities and trends. 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. Ensures all human resource programs comply with State and Federal regulations.

### **Job Responsibilities**

- Prepare, implement, and manage the budget for the department that is consistent with the overall strategic plan and budget of the credit union.
- 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.
- Recruit and select quality applicants for vacancies, ensuring that the credit union is adequately staffed with capable employees. Establish recruiting and placement standards.
- Develop, implement, and monitor the affirmative action program for the credit union.
- Evaluate reports, findings, 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.
- Oversee development and administration of new employee orientation and/or exit interview program.
- Counsel management and employees in the interpretation and application of human resources policies and procedures and implement effective employee relations.
- Create and conduct training and development programs that meet the needs of the staff and management and that meet the goals of the credit union.
- Advise managers and supervisors on desired corrective and disciplinary actions, offering alternatives and ideal solutions.
- Review, recommend, and oversee administration of the credit union's overall benefits and compensation programs.
- 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 7 - 1**  
**Salaries**  
**Chief Human Resources Officer / CHRO / SVP / VP**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	174	\$158,320	\$99,490	\$140,690	\$200,410	\$258,320
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	7	\$73,140	\$60,670	\$74,450	\$84,290	*
\$100M to \$200M	24	\$93,060	\$73,360	\$92,520	\$100,780	\$135,060
\$200M to \$500M	44	\$114,010	\$93,370	\$109,500	\$137,480	\$153,770
\$500M to \$1B	36	\$140,660	\$115,650	\$133,080	\$165,460	\$191,800
\$1B to \$3B	44	\$206,000	\$176,670	\$211,830	\$234,710	\$254,860
\$3B or more	20	\$285,930	\$235,890	\$291,180	\$340,890	\$404,550
By region						
New England	10	\$146,610	\$102,920	\$135,840	\$202,290	\$247,180
Middle Atlantic	15	\$146,620	\$97,080	\$115,290	\$191,080	\$294,230
East North Central	37	\$153,570	\$93,520	\$132,760	\$213,680	\$250,270
West North Central	16	\$131,880	\$98,700	\$119,870	\$174,560	\$219,610
South Atlantic	25	\$157,690	\$96,890	\$139,910	\$194,660	\$286,360
East South Central	13	\$140,990	\$77,460	\$133,790	\$189,110	\$282,790
West South Central	21	\$150,470	\$100,650	\$141,240	\$166,160	\$267,020
Mountain	15	\$173,610	\$107,710	\$151,240	\$222,560	\$352,180
Pacific	23	\$204,130	\$137,840	\$197,570	\$261,190	\$341,260
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	33	\$90,960	\$70,000	\$85,720	\$108,040	\$131,760
50 - 99	38	\$113,590	\$92,500	\$107,240	\$135,050	\$158,070
100 or more	104	\$195,740	\$143,330	\$184,900	\$235,500	\$298,410
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	0					
11 - 12	4	\$113,510	\$56,700	\$121,660	\$190,410	*
13 - 20	170	\$159,330	\$100,000	\$143,330	\$201,790	\$260,230
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	0					
\$20M to \$50M	5	\$71,710	\$53,830	\$74,450	\$89,000	*
\$50M to \$100M	13	\$84,320	\$69,550	\$87,280	\$96,960	\$107,300
\$100M to \$200M	31	\$104,060	\$85,070	\$100,820	\$120,000	\$141,330
\$200M or more	125	\$182,930	\$130,710	\$166,450	\$224,160	\$286,370
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	2	*	*	*	*	*
5,000 - 9,999	8	\$83,660	\$67,640	\$74,940	\$96,810	*
10,000 - 19,999	35	\$100,320	\$82,530	\$94,210	\$114,860	\$142,100
20,000 - 39,999	38	\$121,220	\$99,800	\$114,190	\$144,770	\$159,920
40,000 - 49,999	12	\$134,570	\$104,940	\$137,570	\$150,440	\$234,200
50,000 - 59,999	0					
60,000 or more	70	\$220,340	\$174,830	\$213,620	\$254,740	\$334,200
Number of branch offices						
1	3	*	*	*	*	*
2	8	\$91,130	\$71,440	\$81,080	\$97,290	\$184,270
3	14	\$96,970	\$69,860	\$92,770	\$118,070	\$158,350
4	17	\$100,250	\$86,830	\$96,570	\$117,980	\$137,870
5 or more	133	\$177,420	\$123,230	\$156,160	\$222,440	\$285,380

\* Insufficient data



**Table 7 - 2  
Incentives and Bonuses  
Chief Human Resources Officer / CHRO / SVP / VP**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		172	86%	141	\$23,160
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 \$50M	0		0	
	\$50M to \$100M	7	71%	5	\$2,610
	\$100M to \$200M	23	73%	17	\$6,880
	\$200M to \$500M	44	89%	37	\$10,840
	\$500M to \$1B	34	87%	29	\$13,910
	\$1B to \$3B	43	93%	38	\$31,260
	\$3B or more	20	82%	16	\$72,690
By region	New England	9	93%	8	\$15,550
	Middle Atlantic	14	91%	13	\$16,930
	East North Central	37	81%	28	\$25,920
	West North Central	16	90%	14	\$16,320
	South Atlantic	24	85%	20	\$24,650
	East South Central	13	81%	10	\$17,040
	West South Central	20	86%	16	\$19,690
	Pacific	15	87%	11	\$24,670
	Pacific	23	87%	20	\$34,950
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	32	80%	26	\$5,530
	50 - 99	38	83%	30	\$11,990
	100 or more	102	89%	86	\$32,280
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	4	100%	3	*
	13 - 20	168	86%	138	\$23,520
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	5	80%	4	*
	\$50M to \$100M	12	64%	8	\$4,920
	\$100M to \$200M	31	85%	26	\$8,960
	\$200M or more	123	89%	104	\$28,830
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	2	100%	2	*
	5,000 - 9,999	8	66%	5	\$3,120
	10,000 - 19,999	34	78%	25	\$8,700
	20,000 - 39,999	38	91%	34	\$10,600
	40,000 - 49,999	12	78%	9	\$15,850
	50,000 - 59,999	0		0	
	60,000 or more	69	88%	57	\$41,320
Number of branch offices	1	2	100%	2	*
	2	8	77%	6	\$10,220
	3	14	81%	10	\$7,240
	4	17	72%	12	\$6,270
	5 or more	131	89%	110	\$27,530

\* Insufficient data

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

**Table 7 - 3**  
**Total Cash Compensation**  
**Chief Human Resources Officer / CHRO / SVP / VP**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	174	\$177,100	\$108,050	\$153,810	\$221,180	\$301,560
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	7	\$75,010	\$63,630	\$74,500	\$87,850	*
\$100M to \$200M	24	\$97,900	\$78,110	\$98,130	\$109,850	\$141,570
\$200M to \$500M	44	\$123,200	\$99,900	\$121,680	\$148,750	\$164,940
\$500M to \$1B	36	\$152,000	\$122,840	\$143,770	\$179,650	\$209,500
\$1B to \$3B	44	\$232,730	\$198,970	\$225,890	\$268,060	\$312,920
\$3B or more	20	\$343,050	\$265,150	\$329,950	\$438,070	\$488,440
By region						
New England	10	\$160,110	\$109,440	\$148,740	\$214,400	\$298,510
Middle Atlantic	15	\$161,120	\$100,570	\$129,200	\$209,770	\$329,280
East North Central	37	\$173,220	\$103,300	\$145,800	\$242,480	\$276,390
West North Central	16	\$146,630	\$111,210	\$133,850	\$175,980	\$274,170
South Atlantic	25	\$177,380	\$100,740	\$149,380	\$213,730	\$387,480
East South Central	13	\$154,710	\$85,190	\$141,320	\$215,350	\$304,450
West South Central	21	\$165,680	\$107,120	\$153,950	\$181,720	\$332,730
Mountain	15	\$191,920	\$115,870	\$163,250	\$222,560	\$382,030
Pacific	23	\$234,650	\$147,970	\$216,760	\$299,070	\$438,150
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	33	\$95,280	\$71,660	\$90,130	\$112,670	\$137,070
50 - 99	38	\$123,110	\$100,010	\$116,540	\$148,930	\$168,070
100 or more	104	\$222,440	\$151,710	\$207,680	\$268,880	\$350,400
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	0					
11 - 12	4	\$119,840	\$58,980	\$127,750	\$197,730	*
13 - 20	170	\$178,400	\$108,720	\$154,090	\$222,380	\$301,890
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	0					
\$20M to \$50M	5	\$73,600	\$56,250	\$74,500	\$91,310	*
\$50M to \$100M	13	\$87,270	\$69,560	\$92,650	\$100,060	\$110,100
\$100M to \$200M	31	\$111,490	\$88,200	\$109,840	\$131,640	\$150,650
\$200M or more	125	\$206,850	\$138,930	\$181,590	\$260,530	\$340,280
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	2	*	*	*	*	*
5,000 - 9,999	8	\$85,720	\$68,280	\$78,540	\$100,340	*
10,000 - 19,999	35	\$106,630	\$84,820	\$100,010	\$128,630	\$157,090
20,000 - 39,999	38	\$130,690	\$107,960	\$124,620	\$154,980	\$175,910
40,000 - 49,999	12	\$146,290	\$123,610	\$148,240	\$164,680	\$246,500
50,000 - 59,999	0					
60,000 or more	70	\$253,800	\$182,670	\$238,130	\$299,570	\$417,840
Number of branch offices						
1	3	*	*	*	*	*
2	8	\$98,960	\$71,920	\$87,270	\$103,960	\$222,550
3	14	\$102,460	\$69,890	\$105,020	\$127,030	\$163,560
4	17	\$104,760	\$86,840	\$100,540	\$124,580	\$147,940
5 or more	133	\$200,340	\$132,240	\$172,730	\$253,710	\$336,600

\* 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  
Chief Human Resources Officer / CHRO / SVP / VP**

		N	average minimum	average midpoint	average maximum
Overall		121	\$128,250	\$168,210	\$208,160
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	2	*	*	*
	\$100M to \$200M	11	\$70,630	\$90,830	\$111,020
	\$200M to \$500M	31	\$94,810	\$123,090	\$151,370
	\$500M to \$1B	28	\$113,770	\$147,710	\$181,660
	\$1B to \$3B	35	\$159,390	\$207,630	\$255,870
	\$3B or more	14	\$207,490	\$283,020	\$358,550

\* Insufficient data

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

**Table 7 - 5  
Education  
Chief Human Resources Officer / CHRO / SVP / VP**

	N	high school or less	some college	college degree	some grad school	grad degree
Overall	160	3%	12%	48%	4%	32%
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	7	14%	29%	43%	14%	0%
\$100M to \$200M	23	4%	15%	62%	0%	19%
\$200M to \$500M	41	2%	19%	50%	5%	24%
\$500M to \$1B	34	6%	14%	49%	4%	27%
\$1B to \$3B	40	2%	5%	45%	5%	44%
\$3B or more	15	0%	0%	29%	5%	67%

\* Insufficient data

**Table 7 - 6  
Average Salaries by Level of Education  
Chief Human Resources Officer / CHRO / SVP / VP**

	N	high school or less	some college	college degree	some grad school	grad degree
Overall	174	\$107,010	\$117,070	\$145,010	\$168,490	\$183,400
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	7	*	*	*	*	
\$100M to \$200M	24	*	*	\$94,620		\$91,460
\$200M to \$500M	44	*	\$106,670	\$111,300	*	\$127,250
\$500M to \$1B	36	*	\$134,380	\$140,560	*	\$142,420
\$1B to \$3B	44	*	*	\$202,600	*	\$207,350
\$3B or more	20			\$293,380	*	\$273,330

\* Insufficient data

**Table 7 - 7  
Sex  
Chief Human Resources Officer / CHRO / SVP / VP**

	N	male	female
Overall	165	11%	89%
By credit union asset size			
\$1M to \$2M	0		
\$2M to \$5M	0		
\$5M to \$10M	0		
\$10M to \$20M	0		
\$20M to \$50M	0		
\$50M to \$100M	7	14%	86%
\$100M to \$200M	23	8%	92%
\$200M to \$500M	40	5%	95%
\$500M to \$1B	34	12%	88%
\$1B to \$3B	43	18%	82%
\$3B or more	20	7%	93%

\* 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**

- Participate in the credit union's long and short-term strategic planning. Oversee budget planning, preparation and administration processes to control operating expenses and achieve credit union's strategic direction.
- Communicates with the Board of Director, the Supervisory Committee and management team regarding strategic recommendations, financial results and policies which effect the credit union to assure that they are informed about matters which affect the financial institution.
- 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.
- Represent the credit union at external functions and attend board meetings and report on assigned areas requested by the President/CEO.
- Manage direct reports to maximize productivity, efficiency, and the potential of the human assets of the credit union including: hiring, directing job assignment, monitoring staff performance, coaching, counseling, training, assuring compliance with regulatory requirement and organizational mission
- 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 vendor negotiation and major purchasing decisions for capital equipment or other capital asset expenditures.
- 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 8 - 1**  
**Salaries**  
**Chief Financial Officer / CFO / SVP / VP**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		319	\$171,450	\$105,730	\$144,630	\$215,330	\$309,100
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	17	\$74,690	\$60,310	\$73,630	\$90,000	\$98,570
	\$50M to \$100M	38	\$91,910	\$75,520	\$91,670	\$104,630	\$118,500
	\$100M to \$200M	64	\$117,160	\$100,000	\$114,330	\$129,310	\$158,900
	\$200M to \$500M	77	\$142,580	\$115,040	\$141,810	\$160,700	\$187,220
	\$500M to \$1B	52	\$190,640	\$155,210	\$193,030	\$224,950	\$242,940
	\$1B to \$3B	48	\$271,620	\$235,180	\$273,640	\$308,030	\$334,980
\$3B or more	20	\$403,160	\$332,850	\$395,370	\$467,120	\$537,680	
By region	New England	17	\$187,460	\$137,380	\$173,070	\$229,080	\$311,920
	Middle Atlantic	24	\$169,590	\$105,820	\$148,910	\$206,710	\$321,050
	East North Central	75	\$158,260	\$104,520	\$140,000	\$196,810	\$290,120
	West North Central	33	\$137,140	\$104,000	\$119,890	\$158,610	\$217,230
	South Atlantic	46	\$169,470	\$99,210	\$141,350	\$184,580	\$327,530
	East South Central	24	\$149,330	\$63,930	\$122,560	\$231,230	\$300,040
	West South Central	31	\$177,270	\$118,330	\$159,430	\$240,870	\$298,300
	Mountain	25	\$166,320	\$105,330	\$142,460	\$218,090	\$298,100
	Pacific	43	\$229,320	\$117,360	\$209,060	\$323,430	\$425,000
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	17	\$76,230	\$60,180	\$68,470	\$89,560	\$104,620
	10 - 49	115	\$110,770	\$88,010	\$107,460	\$125,000	\$152,630
	50 - 99	67	\$147,080	\$119,850	\$142,550	\$163,030	\$193,690
	100 or more	120	\$257,050	\$181,750	\$237,890	\$310,000	\$392,050
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	2	*	*	*	*	*
	7 - 8	0					
	9 - 10	4	*	*	*	*	*
	11 - 12	13	\$116,810	\$67,610	\$91,040	\$142,220	\$306,570
	13 - 20	298	\$175,800	\$109,730	\$146,050	\$221,890	\$310,270
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	13	\$66,910	\$58,010	\$60,310	\$83,700	\$90,000
	\$20M to \$50M	36	\$93,960	\$78,100	\$90,900	\$108,840	\$125,410
	\$50M to \$100M	43	\$107,540	\$87,730	\$104,330	\$122,000	\$149,980
	\$100M to \$200M	69	\$129,320	\$109,500	\$123,320	\$147,250	\$168,080
	\$200M or more	158	\$233,810	\$156,640	\$215,290	\$292,320	\$368,270
By number of members	1 - 999	0					
	1,000 - 1,999	6	\$65,360	\$56,210	\$60,290	\$76,350	*
	2,000 - 4,999	25	\$87,310	\$67,790	\$85,590	\$95,190	\$131,170
	5,000 - 9,999	44	\$99,840	\$84,240	\$101,590	\$111,170	\$125,230
	10,000 - 19,999	80	\$127,960	\$109,040	\$120,180	\$145,810	\$169,870
	20,000 - 39,999	55	\$155,080	\$128,480	\$147,670	\$179,470	\$212,360
	40,000 - 49,999	18	\$182,880	\$144,400	\$170,990	\$210,870	\$286,560
	50,000 - 59,999	0					
	60,000 or more	76	\$295,640	\$234,980	\$285,530	\$342,260	\$425,000
Number of branch offices	1	31	\$96,670	\$70,970	\$90,060	\$110,460	\$150,000
	2	34	\$105,610	\$83,780	\$99,960	\$127,060	\$156,350
	3	40	\$121,630	\$99,570	\$111,140	\$136,640	\$183,780
	4	35	\$122,340	\$100,000	\$120,710	\$143,750	\$173,030
	5 or more	179	\$217,870	\$144,860	\$198,500	\$275,800	\$358,610

\* Insufficient data

**Table 8 - 2  
Incentives and Bonuses  
Chief Financial Officer / CFO / SVP / VP**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		315	87%	265	\$24,210
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 \$50M	17	79%	13	\$3,570
	\$50M to \$100M	38	80%	31	\$4,870
	\$100M to \$200M	64	88%	55	\$11,370
	\$200M to \$500M	77	86%	62	\$13,730
	\$500M to \$1B	50	89%	44	\$22,710
	\$1B to \$3B	47	91%	40	\$46,570
	\$3B or more	20	89%	17	\$106,210
By region	New England	17	100%	16	\$19,170
	Middle Atlantic	23	83%	19	\$17,240
	East North Central	75	88%	63	\$23,900
	West North Central	33	89%	28	\$17,130
	South Atlantic	44	86%	37	\$24,620
	East South Central	24	72%	18	\$17,470
	West South Central	31	91%	27	\$24,640
	Mountain Pacific	25 43	90% 85%	21 35	\$26,180 \$38,080
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	17	82%	14	\$3,650
	10 - 49	115	84%	95	\$8,760
	50 - 99	67	87%	55	\$14,670
	100 or more	116	90%	101	\$46,710
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	2	100%	2	*
	7 - 8	0		0	
	9 - 10	4	24%	1	*
	11 - 12	13	95%	12	\$17,310
	13 - 20	295	87%	248	\$24,910
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	13	74%	10	\$2,730
	\$20M to \$50M	36	81%	29	\$4,500
	\$50M to \$100M	43	88%	38	\$10,470
	\$100M to \$200M	69	84%	55	\$11,750
	\$200M or more	154	90%	133	\$39,140
By number of members	1 - 999	0		0	
	1,000 - 1,999	6	81%	5	*
	2,000 - 4,999	25	84%	21	\$4,390
	5,000 - 9,999	44	80%	35	\$8,010
	10,000 - 19,999	80	88%	68	\$11,390
	20,000 - 39,999	55	85%	45	\$17,220
	40,000 - 49,999	17	85%	14	\$20,120
	50,000 - 59,999 60,000 or more	0 74		0 62	
Number of branch offices	1	31	86%	27	\$4,970
	2	34	86%	29	\$13,120
	3	40	80%	30	\$8,000
	4	35	87%	30	\$12,440
	5 or more	175	89%	149	\$35,530

\* Insufficient data

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

**Table 8 - 3**  
**Total Cash Compensation**  
**Chief Financial Officer / CFO / SVP / VP**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	319	\$191,560	\$109,780	\$153,550	\$237,730	\$364,960
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	17	\$77,490	\$62,560	\$77,310	\$90,210	\$106,940
\$50M to \$100M	38	\$95,810	\$77,960	\$98,960	\$111,060	\$122,940
\$100M to \$200M	64	\$126,970	\$104,660	\$119,500	\$146,910	\$172,610
\$200M to \$500M	77	\$153,680	\$128,040	\$149,250	\$173,340	\$208,780
\$500M to \$1B	52	\$209,910	\$168,180	\$208,950	\$244,570	\$275,360
\$1B to \$3B	48	\$310,210	\$254,770	\$320,350	\$366,680	\$400,180
\$3B or more	20	\$494,200	\$417,770	\$477,480	\$567,740	\$696,050
By region						
New England	17	\$205,230	\$147,520	\$191,950	\$245,460	\$375,940
Middle Atlantic	24	\$183,450	\$106,760	\$148,410	\$227,670	\$351,400
East North Central	75	\$178,350	\$109,440	\$149,800	\$215,350	\$331,020
West North Central	33	\$151,660	\$111,440	\$132,610	\$182,370	\$242,230
South Atlantic	46	\$189,310	\$103,630	\$156,530	\$207,350	\$390,700
East South Central	24	\$161,930	\$66,810	\$136,140	\$239,590	\$322,030
West South Central	31	\$199,230	\$121,710	\$176,160	\$264,890	\$362,900
Mountain	25	\$188,520	\$109,490	\$148,710	\$244,080	\$390,590
Pacific	43	\$260,250	\$124,060	\$214,760	\$377,770	\$510,920
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	17	\$79,230	\$62,730	\$71,640	\$91,150	\$111,070
10 - 49	115	\$118,000	\$94,020	\$111,370	\$135,090	\$162,820
50 - 99	67	\$159,080	\$129,960	\$153,180	\$179,490	\$220,570
100 or more	120	\$296,530	\$205,040	\$266,860	\$367,040	\$458,390
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	2	*	*	*	*	*
7 - 8	0					
9 - 10	4	*	*	*	*	*
11 - 12	13	\$132,390	\$72,600	\$100,170	\$142,680	\$401,030
13 - 20	298	\$196,560	\$114,730	\$157,640	\$240,330	\$365,420
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	13	\$68,950	\$58,060	\$62,920	\$87,270	\$91,190
\$20M to \$50M	36	\$97,580	\$80,640	\$99,140	\$110,260	\$126,110
\$50M to \$100M	43	\$116,700	\$94,470	\$109,290	\$128,030	\$160,750
\$100M to \$200M	69	\$138,720	\$115,610	\$134,360	\$161,950	\$186,360
\$200M or more	158	\$266,880	\$171,920	\$236,970	\$341,860	\$431,030
By number of members						
1 - 999	0					
1,000 - 1,999	6	\$67,570	\$56,920	\$62,900	\$80,120	*
2,000 - 4,999	25	\$91,000	\$68,840	\$88,040	\$103,350	\$141,320
5,000 - 9,999	44	\$106,280	\$86,750	\$106,850	\$114,430	\$142,260
10,000 - 19,999	80	\$137,580	\$111,840	\$128,790	\$160,250	\$195,000
20,000 - 39,999	55	\$169,150	\$138,330	\$161,830	\$204,280	\$236,070
40,000 - 49,999	18	\$199,290	\$153,750	\$185,110	\$230,970	\$313,140
50,000 - 59,999	0					
60,000 or more	76	\$345,580	\$257,810	\$335,800	\$413,000	\$542,180
Number of branch offices						
1	31	\$100,960	\$73,890	\$93,580	\$118,580	\$151,510
2	34	\$116,890	\$87,200	\$104,400	\$146,370	\$185,040
3	40	\$127,550	\$106,470	\$115,430	\$149,650	\$194,250
4	35	\$133,190	\$104,520	\$130,780	\$158,600	\$199,140
5 or more	179	\$247,420	\$154,110	\$218,540	\$326,320	\$423,940

\* 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**  
**Chief Financial Officer / CFO / SVP / VP**

		N	average minimum	average midpoint	average maximum
Overall		192	\$143,310	\$189,400	\$235,490
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	6	\$62,260	\$78,090	\$93,930
	\$50M to \$100M	14	\$73,830	\$95,470	\$117,110
	\$100M to \$200M	31	\$94,990	\$122,420	\$149,850
	\$200M to \$500M	50	\$113,030	\$147,840	\$182,650
	\$500M to \$1B	40	\$149,670	\$197,560	\$245,460
	\$1B to \$3B	36	\$208,880	\$273,730	\$338,590
	\$3B or more	14	\$277,440	\$390,010	\$502,590

\* Insufficient data

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

**Table 8 - 5**  
**Education**  
**Chief Financial Officer / CFO / SVP / VP**

	N	high school or less	some college	college degree	some grad school	grad degree
Overall	294	1%	4%	58%	2%	34%
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	0%	0%	100%	0%	0%
\$20M to \$50M	15	0%	17%	58%	8%	17%
\$50M to \$100M	37	5%	10%	67%	5%	13%
\$100M to \$200M	60	3%	3%	60%	4%	29%
\$200M to \$500M	72	1%	3%	68%	1%	28%
\$500M to \$1B	50	0%	5%	59%	0%	36%
\$1B to \$3B	42	0%	0%	38%	2%	61%
\$3B or more	16	0%	0%	32%	0%	68%

\* Insufficient data

**Table 8 - 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	319	\$91,090	\$118,390	\$152,830	\$117,220	\$207,150
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2			*		
\$20M to \$50M	17		*	\$79,780	*	*
\$50M to \$100M	38	*	*	\$91,510	*	\$99,170
\$100M to \$200M	64	*	*	\$118,120	*	\$122,230
\$200M to \$500M	77	*	*	\$144,540	*	\$139,380
\$500M to \$1B	52		*	\$177,500		\$202,130
\$1B to \$3B	48			\$265,690	*	\$277,820
\$3B or more	20			\$432,470		\$386,490

\* Insufficient data

**Table 8 - 7**  
**Sex**  
**Chief Financial Officer / CFO / SVP / VP**

	N	male	female
Overall	301	51%	49%
By credit union asset size			
\$1M to \$2M	0		
\$2M to \$5M	0		
\$5M to \$10M	0		
\$10M to \$20M	2	0%	100%
\$20M to \$50M	15	42%	58%
\$50M to \$100M	36	34%	66%
\$100M to \$200M	60	37%	63%
\$200M to \$500M	73	55%	45%
\$500M to \$1B	50	51%	49%
\$1B to \$3B	46	64%	36%
\$3B or more	20	81%	19%

\* Insufficient data

## SVP/VP OF OPERATIONS (#2 position)

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

**Position Purpose:** Responsible for assisting the Chief Operations Officer or President/CEO/Manager in the overall management of the credit union. Has direct accountability for the administration and supervision of front end and back end operations and branch activities within established policies and

### Job Responsibilities

- Assist in directing all credit union operations, which include planning, recommending, and implementing programs and policies, and providing general administrative direction.
- Accountable for accelerating growth, retention, profitability and Member experience goals, while ensuring consistency and process integrity.
- Help manage daily operation of credit union and establish office procedures.
- Help 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 Chief Operations Officer or President is kept fully informed on the conditions and operations of the credit union and of all the important factors influencing them.
- Maintain daily contact with branch managers, providing assistance, 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.
- Assist/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.
- Attend board meetings and report on assigned areas as requested by the president.
- Assist/manage and recommend the purchase of equipment and supplies.

**Table 9 - 1**  
**Salaries**  
**SVP / VP of Operations (#2 position)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	107	\$129,710	\$95,630	\$124,860	\$155,760	\$195,400
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	1	*	*	*	*	*
\$50M to \$100M	3	*	*	*	*	*
\$100M to \$200M	11	\$78,260	\$56,990	\$85,340	\$99,270	\$107,730
\$200M to \$500M	23	\$95,970	\$81,440	\$91,880	\$113,950	\$131,460
\$500M to \$1B	25	\$120,060	\$100,500	\$121,500	\$140,710	\$167,630
\$1B to \$3B	29	\$148,270	\$122,420	\$145,920	\$170,750	\$209,920
\$3B or more	15	\$173,330	\$133,030	\$133,030	\$219,710	\$291,510
By region						
New England	11	\$121,360	\$101,160	\$122,250	\$149,340	\$200,430
Middle Atlantic	7	\$103,720	\$79,110	\$101,630	\$130,110	\$173,400
East North Central	21	\$115,700	\$89,520	\$105,550	\$143,370	\$183,610
West North Central	10	\$109,930	\$83,460	\$100,890	\$130,790	\$209,270
South Atlantic	15	\$129,960	\$116,030	\$133,030	\$134,060	\$187,180
East South Central	4	\$128,160	\$72,150	\$143,730	\$193,520	*
West South Central	12	\$131,050	\$100,560	\$124,860	\$148,920	\$199,530
Mountain	9	\$117,130	\$70,680	\$92,430	\$161,510	\$230,570
Pacific	17	\$177,360	\$123,860	\$168,660	\$221,760	\$314,590
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	1	*	*	*	*	*
10 - 49	16	\$79,370	\$55,000	\$83,630	\$99,280	\$113,700
50 - 99	20	\$87,070	\$79,150	\$88,790	\$98,210	\$108,260
100 or more	70	\$148,460	\$122,360	\$133,030	\$167,630	\$219,020
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	4	\$118,220	\$82,790	\$125,160	\$134,410	*
13 - 20	103	\$130,550	\$96,050	\$124,620	\$157,460	\$204,190
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	1	*	*	*	*	*
\$20M to \$50M	3	*	*	*	*	*
\$50M to \$100M	7	\$85,740	\$65,610	\$92,500	\$101,780	*
\$100M to \$200M	13	\$84,850	\$62,570	\$84,730	\$104,840	\$130,290
\$200M or more	83	\$141,080	\$106,000	\$133,030	\$164,660	\$215,130
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	2	*	*	*	*	*
5,000 - 9,999	8	\$80,660	\$62,610	\$76,420	\$101,240	*
10,000 - 19,999	12	\$85,270	\$78,750	\$85,030	\$100,860	\$119,520
20,000 - 39,999	18	\$100,550	\$80,970	\$95,060	\$121,640	\$154,440
40,000 - 49,999	12	\$120,720	\$94,490	\$119,320	\$135,970	\$199,530
50,000 - 59,999	0					
60,000 or more	49	\$154,030	\$123,850	\$133,030	\$171,750	\$228,530
Number of branch offices						
1	3	*	*	*	*	*
2	6	\$78,490	\$64,390	\$71,790	\$100,940	*
3	3	*	*	*	*	*
4	11	\$85,190	\$64,210	\$87,180	\$99,300	\$137,590
5 or more	84	\$139,830	\$105,750	\$133,030	\$163,530	\$215,040

\* Insufficient data

**Table 9 - 2  
Incentives and Bonuses  
SVP / VP of Operations (#2 position)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		104	88%	85	\$16,620
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 \$50M	1	100%	1	*
	\$50M to \$100M	3	67%	2	*
	\$100M to \$200M	11	67%	6	\$3,870
	\$200M to \$500M	23	89%	19	\$7,760
	\$500M to \$1B	23	79%	19	\$9,110
	\$1B to \$3B	28	96%	26	\$16,660
\$3B or more	15	95%	12	\$33,560	
By region	New England	11	91%	10	\$9,950
	Middle Atlantic	7	100%	7	\$9,270
	East North Central	21	89%	17	\$10,230
	West North Central	10	93%	7	\$13,190
	South Atlantic	15	87%	11	\$20,400
	East South Central	4	49%	2	*
	West South Central	11	95%	11	\$13,390
	Mountain Pacific	8 17	81% 85%	5 14	\$12,720 \$29,740
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	1	100%	1	*
	10 - 49	16	68%	10	\$5,070
	50 - 99	19	86%	15	\$6,050
	100 or more	68	92%	59	\$20,390
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	3	100%	3	*
	13 - 20	100	88%	82	\$16,780
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	66%	2	*
	\$50M to \$100M	7	49%	3	*
	\$100M to \$200M	12	85%	10	\$5,740
	\$200M or more	80	91%	69	\$18,820
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	2	56%	1	*
	5,000 - 9,999	8	66%	5	\$3,840
	10,000 - 19,999	11	81%	8	\$5,440
	20,000 - 39,999	18	85%	14	\$8,680
	40,000 - 49,999	12	94%	11	\$7,360
	50,000 - 59,999 60,000 or more	0 46	 92%	0 39	 \$24,310
Number of branch offices	1	3	65%	1	*
	2	6	100%	6	\$7,740
	3	3	50%	2	*
	4	10	78%	8	\$4,900
	5 or more	82	90%	69	\$18,640

\* Insufficient data

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

**Table 9 - 3**  
**Total Cash Compensation**  
**SVP / VP of Operations (#2 position)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	107	\$143,080	\$100,000	\$136,850	\$164,720	\$217,340
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	1	*	*	*	*	*
\$50M to \$100M	3	*	*	*	*	*
\$100M to \$200M	11	\$80,520	\$57,880	\$86,830	\$101,710	\$110,340
\$200M to \$500M	23	\$102,230	\$89,690	\$97,640	\$116,130	\$154,030
\$500M to \$1B	25	\$126,480	\$100,700	\$126,390	\$149,150	\$186,120
\$1B to \$3B	29	\$163,300	\$136,380	\$160,060	\$185,850	\$227,910
\$3B or more	15	\$202,800	\$157,460	\$157,460	\$237,860	\$324,250
By region						
New England	11	\$130,430	\$109,510	\$129,650	\$163,520	\$211,700
Middle Atlantic	7	\$112,980	\$84,440	\$109,690	\$142,180	\$193,400
East North Central	21	\$123,540	\$92,820	\$111,320	\$159,230	\$193,790
West North Central	10	\$118,380	\$86,610	\$100,890	\$140,010	\$238,470
South Atlantic	15	\$146,950	\$128,920	\$157,460	\$157,460	\$212,550
East South Central	4	\$136,370	\$72,150	\$145,620	\$217,860	*
West South Central	12	\$143,190	\$112,210	\$138,530	\$157,280	\$218,520
Mountain	9	\$124,810	\$72,820	\$93,290	\$164,430	\$276,680
Pacific	17	\$202,650	\$130,850	\$177,220	\$275,860	\$385,280
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	1	*	*	*	*	*
10 - 49	16	\$82,520	\$60,650	\$84,280	\$101,710	\$120,320
50 - 99	20	\$91,730	\$80,330	\$91,510	\$104,230	\$116,150
100 or more	70	\$165,620	\$130,940	\$157,460	\$184,700	\$238,590
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	4	\$130,500	\$88,070	\$146,190	\$149,010	*
13 - 20	103	\$144,050	\$100,090	\$135,800	\$165,120	\$222,030
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	1	*	*	*	*	*
\$20M to \$50M	3	*	*	*	*	*
\$50M to \$100M	7	\$88,290	\$67,530	\$95,720	\$102,710	*
\$100M to \$200M	13	\$89,110	\$64,670	\$90,420	\$104,860	\$146,900
\$200M or more	83	\$156,800	\$117,050	\$157,390	\$174,130	\$235,990
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	2	*	*	*	*	*
5,000 - 9,999	8	\$83,220	\$64,040	\$78,800	\$102,490	*
10,000 - 19,999	12	\$89,060	\$78,820	\$90,420	\$101,510	\$131,190
20,000 - 39,999	18	\$107,330	\$89,420	\$100,230	\$127,090	\$168,080
40,000 - 49,999	12	\$127,670	\$98,520	\$126,300	\$146,780	\$210,060
50,000 - 59,999	0					
60,000 or more	49	\$173,850	\$136,110	\$157,460	\$187,690	\$275,880
Number of branch offices						
1	3	*	*	*	*	*
2	6	\$86,230	\$67,390	\$74,610	\$115,230	*
3	3	*	*	*	*	*
4	11	\$88,790	\$65,000	\$93,600	\$103,020	\$139,580
5 or more	84	\$155,140	\$114,880	\$157,310	\$173,450	\$235,010

\* 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**  
**SVP / VP of Operations (#2 position)**

		N	average minimum	average midpoint	average maximum
Overall		85	\$111,180	\$142,850	\$174,520
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	2	*	*	*
	\$100M to \$200M	5	\$67,050	\$83,050	\$99,060
	\$200M to \$500M	15	\$82,960	\$103,590	\$124,230
	\$500M to \$1B	22	\$102,050	\$130,720	\$159,390
	\$1B to \$3B	27	\$118,790	\$151,370	\$183,950
	\$3B or more	13	\$169,350	\$226,570	\$283,800

\* Insufficient data

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

## 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**

- Accountable for premium member services and working collaboratively to ensure strategic goals are met.
- Assist in preparing the budget for the member service department and telephone information center. Monitor the budget throughout its lifecycle for compliance.
- Lead the retail sales function including design, implementation and attainment of sales initiatives for member portfolio growth as well as department profitability.
- 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.
- 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.
- Address to technical and operational questions or problems from credit union staff and make appropriate referrals, recommendations, suggestions, etc.
- Address to complex or problematic member questions or problems as appropriate and ensure the highest quality of member service and satisfaction.
- Accountable for the daily branch/ATM cash operation and adhering to the cash limits set by the board of directors.



**Table 10 - 1**  
**Salaries**  
**Member Services VP (head of member services)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	145	\$93,880	\$63,150	\$85,390	\$109,460	\$160,150
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	2	*	*	*	*	*
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	7	\$52,030	\$40,900	\$45,390	\$69,520	*
\$50M to \$100M	22	\$62,000	\$53,980	\$58,430	\$71,040	\$83,480
\$100M to \$200M	26	\$66,870	\$49,860	\$60,000	\$80,940	\$99,700
\$200M to \$500M	27	\$90,550	\$76,820	\$88,000	\$102,250	\$114,830
\$500M to \$1B	25	\$104,350	\$76,130	\$90,000	\$130,060	\$173,760
\$1B to \$3B	20	\$132,110	\$86,230	\$121,250	\$175,540	\$189,170
\$3B or more	13	\$122,950	\$101,180	\$108,570	\$154,770	\$175,200
By region						
New England	7	\$83,520	\$76,130	\$77,600	\$95,800	\$117,030
Middle Atlantic	12	\$79,350	\$52,560	\$64,780	\$100,280	\$189,030
East North Central	37	\$90,480	\$62,290	\$85,900	\$111,080	\$143,280
West North Central	12	\$82,920	\$55,640	\$83,930	\$102,580	\$122,930
South Atlantic	21	\$94,820	\$72,500	\$96,830	\$101,180	\$154,370
East South Central	8	\$86,840	\$55,300	\$86,370	\$106,900	\$160,420
West South Central	19	\$83,020	\$55,200	\$79,490	\$101,940	\$124,010
Mountain	12	\$106,800	\$76,610	\$101,960	\$164,800	\$186,300
Pacific	17	\$135,390	\$71,210	\$151,260	\$180,940	\$205,480
By number of full-time employees						
1	0					
2 - 4	3	*	*	*	*	*
5 - 9	9	\$58,650	\$45,010	\$59,800	\$70,390	*
10 - 49	51	\$68,340	\$53,310	\$61,910	\$80,140	\$101,650
50 - 99	20	\$80,290	\$69,280	\$79,980	\$96,920	\$107,590
100 or more	62	\$117,760	\$88,740	\$102,650	\$150,780	\$178,270
By number of services offered						
1 - 2	0					
3 - 4	2	*	*	*	*	*
5 - 6	0					
7 - 8	2	*	*	*	*	*
9 - 10	1	*	*	*	*	*
11 - 12	7	\$78,640	\$55,000	\$65,300	\$107,120	*
13 - 20	134	\$95,930	\$66,020	\$88,410	\$110,790	\$160,150
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	7	\$40,110	\$30,890	\$41,230	\$44,450	*
\$20M to \$50M	23	\$61,300	\$51,960	\$59,920	\$72,070	\$78,540
\$50M to \$100M	19	\$65,390	\$54,950	\$57,440	\$67,230	\$102,010
\$100M to \$200M	20	\$74,090	\$48,780	\$78,310	\$91,010	\$102,470
\$200M or more	77	\$114,490	\$85,130	\$101,180	\$137,750	\$176,130
By number of members						
1 - 999	0					
1,000 - 1,999	3	*	*	*	*	*
2,000 - 4,999	14	\$60,280	\$45,230	\$59,840	\$72,730	\$87,380
5,000 - 9,999	22	\$59,090	\$52,490	\$55,590	\$64,730	\$76,970
10,000 - 19,999	31	\$74,850	\$54,790	\$72,230	\$88,420	\$106,290
20,000 - 39,999	23	\$104,810	\$78,660	\$98,110	\$113,270	\$170,360
40,000 - 49,999	9	\$87,000	\$76,130	\$80,950	\$89,350	\$116,730
50,000 - 59,999	0					
60,000 or more	36	\$127,970	\$98,260	\$114,270	\$160,310	\$184,340
Number of branch offices						
1	17	\$60,440	\$49,570	\$59,800	\$71,680	\$85,450
2	22	\$60,460	\$49,260	\$55,690	\$69,230	\$82,760
3	19	\$78,540	\$57,430	\$78,210	\$88,380	\$121,190
4	10	\$73,280	\$55,290	\$72,000	\$91,120	\$103,370
5 or more	77	\$110,400	\$83,930	\$101,180	\$135,220	\$174,900

\* Insufficient data

**Table 10 - 2  
Incentives and Bonuses  
Member Services VP (head of member services)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		142	85%	118	\$8,110
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	2	100%	2	*
	\$10M to \$20M	2	0%	0	
	\$20M to \$50M	7	67%	5	*
	\$50M to \$100M	21	83%	17	\$2,810
	\$100M to \$200M	26	92%	25	\$3,560
	\$200M to \$500M	27	90%	23	\$6,510
	\$500M to \$1B	24	98%	23	\$10,430
	\$1B to \$3B	20	83%	15	\$11,880
	\$3B or more	13	67%	8	\$17,320
By region	New England	7	100%	7	\$10,030
	Middle Atlantic	12	86%	11	\$5,230
	East North Central	36	83%	27	\$6,650
	West North Central	12	91%	10	\$6,270
	South Atlantic	20	78%	17	\$10,190
	East South Central	8	64%	5	\$9,750
	West South Central	18	97%	17	\$5,270
	Mountain Pacific	11 17	79% 83%	9 15	\$10,180 \$12,400
By number of full-time employees	1	0		0	
	2 - 4	3	0%	0	
	5 - 9	9	88%	8	\$1,470
	10 - 49	50	88%	45	\$3,960
	50 - 99	19	92%	17	\$4,520
	100 or more	61	83%	48	\$12,610
By number of services offered	1 - 2	0		0	
	3 - 4	2	100%	2	*
	5 - 6	0		0	
	7 - 8	2	0%	0	
	9 - 10	1	100%	1	*
	11 - 12	6	84%	5	\$9,630
	13 - 20	132	85%	111	\$8,160
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	7	43%	3	*
	\$20M to \$50M	22	90%	20	\$1,890
	\$50M to \$100M	19	82%	16	\$3,610
	\$100M to \$200M	19	96%	18	\$4,790
	\$200M or more	75	84%	61	\$11,590
By number of members	1 - 999	0		0	
	1,000 - 1,999	3	50%	2	*
	2,000 - 4,999	14	84%	11	\$2,190
	5,000 - 9,999	22	80%	18	\$2,830
	10,000 - 19,999	29	93%	27	\$4,120
	20,000 - 39,999	23	94%	21	\$8,660
	40,000 - 49,999	9	89%	7	\$9,760
	50,000 - 59,999 60,000 or more	0 35	 77%	0 26	 \$14,320
Number of branch offices	1	17	79%	13	\$2,570
	2	22	86%	19	\$3,950
	3	17	95%	16	\$3,570
	4	10	84%	8	\$3,730
	5 or more	76	84%	61	\$11,140

\* Insufficient data

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

**Table 10 - 3**  
**Total Cash Compensation**  
**Member Services VP (head of member services)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	145	\$100,430	\$65,620	\$93,290	\$117,460	\$170,410
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	2	*	*	*	*	*
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	7	\$53,250	\$44,170	\$46,440	\$70,730	*
\$50M to \$100M	22	\$64,250	\$55,240	\$61,380	\$73,740	\$84,610
\$100M to \$200M	26	\$70,130	\$52,600	\$62,430	\$85,250	\$108,200
\$200M to \$500M	27	\$96,030	\$84,710	\$92,420	\$110,290	\$125,670
\$500M to \$1B	25	\$114,170	\$91,130	\$102,190	\$142,380	\$177,420
\$1B to \$3B	20	\$141,160	\$93,150	\$136,020	\$183,780	\$211,860
\$3B or more	13	\$133,610	\$114,850	\$115,430	\$160,150	\$197,280
By region						
New England	7	\$93,550	\$86,780	\$93,730	\$101,270	\$126,100
Middle Atlantic	12	\$83,850	\$54,130	\$69,160	\$104,650	\$211,170
East North Central	37	\$95,450	\$65,490	\$89,180	\$120,920	\$151,190
West North Central	12	\$88,610	\$59,110	\$86,480	\$115,310	\$130,490
South Atlantic	21	\$102,370	\$75,820	\$96,830	\$115,000	\$168,670
East South Central	8	\$93,060	\$55,450	\$88,480	\$111,540	\$182,020
West South Central	19	\$87,830	\$60,810	\$85,110	\$104,930	\$137,350
Mountain	12	\$114,430	\$80,170	\$110,050	\$175,810	\$196,780
Pacific	17	\$145,730	\$73,670	\$161,500	\$197,210	\$224,950
By number of full-time employees						
1	0					
2 - 4	3	*	*	*	*	*
5 - 9	9	\$59,940	\$46,210	\$61,260	\$71,270	*
10 - 49	51	\$71,740	\$55,160	\$64,300	\$84,770	\$107,740
50 - 99	20	\$84,220	\$71,620	\$85,970	\$101,610	\$114,010
100 or more	62	\$127,580	\$94,140	\$115,000	\$160,150	\$196,640
By number of services offered						
1 - 2	0					
3 - 4	2	*	*	*	*	*
5 - 6	0					
7 - 8	2	*	*	*	*	*
9 - 10	1	*	*	*	*	*
11 - 12	7	\$86,100	\$60,800	\$70,280	\$114,800	*
13 - 20	134	\$102,580	\$70,560	\$93,730	\$118,870	\$174,860
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	7	\$41,290	\$30,890	\$44,930	\$46,320	*
\$20M to \$50M	23	\$62,940	\$54,550	\$61,390	\$72,410	\$82,170
\$50M to \$100M	19	\$68,360	\$55,340	\$61,170	\$73,040	\$103,630
\$100M to \$200M	20	\$78,470	\$51,360	\$84,720	\$94,880	\$111,930
\$200M or more	77	\$123,660	\$93,730	\$114,340	\$152,450	\$196,130
By number of members						
1 - 999	0					
1,000 - 1,999	3	*	*	*	*	*
2,000 - 4,999	14	\$62,110	\$46,340	\$61,390	\$72,730	\$90,390
5,000 - 9,999	22	\$61,350	\$53,840	\$57,070	\$68,100	\$82,460
10,000 - 19,999	31	\$78,450	\$57,090	\$74,400	\$92,410	\$112,150
20,000 - 39,999	23	\$112,760	\$85,000	\$104,730	\$125,850	\$187,710
40,000 - 49,999	9	\$95,650	\$86,480	\$93,730	\$94,030	\$126,110
50,000 - 59,999	0					
60,000 or more	36	\$138,120	\$103,890	\$120,920	\$175,370	\$197,550
Number of branch offices						
1	17	\$62,480	\$50,530	\$61,390	\$74,720	\$87,690
2	22	\$63,870	\$50,380	\$60,800	\$72,730	\$90,220
3	19	\$81,520	\$57,630	\$79,340	\$92,220	\$125,290
4	10	\$76,420	\$57,720	\$73,950	\$99,720	\$105,830
5 or more	77	\$119,230	\$91,500	\$110,140	\$144,400	\$195,380

\* 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**  
**Member Services VP (head of member services)**

		N	average minimum	average midpoint	average maximum
Overall		98	\$83,850	\$107,370	\$130,890
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	1	*	*	*
	\$50M to \$100M	12	\$53,460	\$69,230	\$85,010
	\$100M to \$200M	16	\$59,210	\$74,740	\$90,280
	\$200M to \$500M	19	\$71,960	\$93,130	\$114,300
	\$500M to \$1B	20	\$90,340	\$115,960	\$141,590
	\$1B to \$3B	20	\$112,860	\$143,520	\$174,180
\$3B or more	10	\$113,930	\$146,250	\$178,580	

\* 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:** Accountable 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.
- Develop, apply, and evaluate policies and procedures for the department.
- Manage and recommend the purchase of equipment and supplies.
- 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.
- Study 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 11 - 1**  
**Salaries**  
**Teller Manager / Supervisor**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	180	\$56,250	\$45,490	\$53,730	\$70,020	\$70,020
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	3	*	*	*	*	*
\$20M to \$50M	27	\$44,630	\$38,360	\$42,640	\$51,090	\$61,250
\$50M to \$100M	28	\$49,390	\$42,510	\$47,880	\$55,880	\$59,720
\$100M to \$200M	40	\$48,210	\$40,770	\$47,410	\$53,010	\$60,000
\$200M to \$500M	31	\$51,430	\$45,290	\$49,910	\$55,000	\$68,370
\$500M to \$1B	20	\$51,520	\$46,820	\$50,000	\$53,730	\$63,620
\$1B to \$3B	22	\$53,940	\$45,000	\$53,120	\$59,180	\$70,000
\$3B or more	9	\$63,110	\$50,750	\$70,020	\$70,020	\$70,020
By region						
New England	11	\$57,300	\$51,910	\$54,110	\$65,690	\$70,000
Middle Atlantic	19	\$63,050	\$40,370	\$59,480	\$84,830	\$99,150
East North Central	47	\$48,960	\$42,000	\$47,050	\$53,120	\$58,020
West North Central	22	\$53,440	\$47,450	\$51,000	\$58,340	\$70,260
South Atlantic	15	\$64,110	\$52,730	\$70,020	\$70,020	\$70,020
East South Central	10	\$44,370	\$41,250	\$45,010	\$45,040	\$55,000
West South Central	25	\$48,610	\$40,840	\$46,590	\$51,380	\$62,740
Mountain	13	\$53,750	\$45,680	\$51,480	\$55,140	\$74,300
Pacific	18	\$58,220	\$52,830	\$59,180	\$61,070	\$75,410
By number of full-time employees						
1	0					
2 - 4	4	*	*	*	*	*
5 - 9	21	\$47,350	\$39,520	\$45,760	\$51,480	\$66,260
10 - 49	79	\$48,850	\$41,630	\$48,000	\$55,000	\$60,000
50 - 99	25	\$54,550	\$45,290	\$51,000	\$68,000	\$75,670
100 or more	52	\$58,390	\$47,050	\$57,000	\$70,020	\$70,020
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	3	*	*	*	*	*
9 - 10	9	\$45,820	\$41,360	\$43,530	\$51,090	*
11 - 12	11	\$47,450	\$38,290	\$45,000	\$58,070	\$66,130
13 - 20	155	\$56,580	\$45,830	\$54,000	\$70,020	\$70,020
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	1	*	*	*	*	*
\$5M to \$20M	20	\$43,660	\$38,360	\$41,970	\$44,640	\$62,340
\$20M to \$50M	33	\$48,620	\$41,600	\$48,880	\$55,640	\$59,380
\$50M to \$100M	28	\$48,780	\$42,000	\$48,000	\$54,720	\$60,010
\$100M to \$200M	36	\$51,390	\$44,690	\$50,700	\$55,000	\$69,150
\$200M or more	62	\$58,390	\$46,690	\$56,800	\$70,020	\$70,020
By number of members						
1 - 999	0					
1,000 - 1,999	7	\$48,590	\$38,800	\$45,760	\$60,600	*
2,000 - 4,999	29	\$45,130	\$38,660	\$43,450	\$50,810	\$58,050
5,000 - 9,999	31	\$47,950	\$41,850	\$46,630	\$54,330	\$58,020
10,000 - 19,999	47	\$50,750	\$43,370	\$50,000	\$55,000	\$64,620
20,000 - 39,999	21	\$51,290	\$45,290	\$49,370	\$53,020	\$70,380
40,000 - 49,999	5	\$58,050	\$52,980	\$53,120	\$70,000	*
50,000 - 59,999	0					
60,000 or more	34	\$59,360	\$46,590	\$61,070	\$70,020	\$70,020
Number of branch offices						
1	36	\$47,830	\$40,990	\$46,470	\$53,330	\$63,210
2	28	\$49,050	\$41,300	\$48,590	\$57,480	\$60,000
3	25	\$47,180	\$40,550	\$42,650	\$51,240	\$68,700
4	16	\$51,480	\$44,690	\$49,970	\$57,650	\$64,380
5 or more	75	\$58,160	\$47,050	\$55,560	\$70,020	\$70,020

\* Insufficient data

**Table 11 - 2  
Incentives and Bonuses  
Teller Manager / Supervisor**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		175	64%	124	\$2,860
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	3	100%	3	*
	\$20M to \$50M	26	45%	10	\$1,730
	\$50M to \$100M	28	72%	18	\$2,070
	\$100M to \$200M	39	80%	30	\$2,680
	\$200M to \$500M	31	75%	23	\$3,490
	\$500M to \$1B	20	98%	17	\$2,530
	\$1B to \$3B	21	97%	17	\$2,870
\$3B or more	9	38%	6	\$3,200	
By region	New England	10	85%	7	\$4,980
	Middle Atlantic	19	72%	11	\$1,940
	East North Central	46	88%	31	\$1,750
	West North Central	22	89%	18	\$4,090
	South Atlantic	15	29%	12	\$3,320
	East South Central	10	51%	6	\$2,650
	West South Central	24	89%	18	\$2,660
	Mountain Pacific	13 17	91% 88%	10 11	\$2,940 \$2,950
By number of full-time employees	1	0		0	
	2 - 4	4	70%	3	*
	5 - 9	20	62%	11	\$1,120
	10 - 49	78	72%	51	\$2,400
	50 - 99	24	85%	19	\$3,930
	100 or more	50	61%	40	\$2,950
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	3	36%	1	*
	9 - 10	7	54%	4	*
	11 - 12	11	30%	3	*
	13 - 20	152	65%	114	\$2,880
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	1	0%	0	
	\$5M to \$20M	19	59%	9	\$1,010
	\$20M to \$50M	33	63%	19	\$1,840
	\$50M to \$100M	27	82%	21	\$2,370
	\$100M to \$200M	36	79%	26	\$3,500
	\$200M or more	60	62%	49	\$2,940
By number of members	1 - 999	0		0	
	1,000 - 1,999	7	82%	6	*
	2,000 - 4,999	28	49%	12	\$1,380
	5,000 - 9,999	30	77%	20	\$2,340
	10,000 - 19,999	47	80%	35	\$2,930
	20,000 - 39,999	21	75%	17	\$3,000
	40,000 - 49,999	5	100%	5	\$8,080
	50,000 - 59,999 60,000 or more	0 33	 57%	0 24	 \$2,730
Number of branch offices	1	34	65%	21	\$2,060
	2	28	67%	16	\$2,400
	3	25	77%	18	\$2,320
	4	15	77%	11	\$3,140
	5 or more	73	62%	58	\$2,990

\* Insufficient data

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

**Table 11 - 3**  
**Total Cash Compensation**  
**Teller Manager / Supervisor**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	180	\$57,920	\$47,100	\$56,150	\$70,020	\$70,020
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	3	*	*	*	*	*
\$20M to \$50M	27	\$45,230	\$38,360	\$42,900	\$52,290	\$64,690
\$50M to \$100M	28	\$50,810	\$43,770	\$49,760	\$57,930	\$63,520
\$100M to \$200M	40	\$50,320	\$42,910	\$50,350	\$55,290	\$61,790
\$200M to \$500M	31	\$53,950	\$46,940	\$51,170	\$57,800	\$71,110
\$500M to \$1B	20	\$53,610	\$47,240	\$50,500	\$58,880	\$65,300
\$1B to \$3B	22	\$56,290	\$46,880	\$53,120	\$62,690	\$81,900
\$3B or more	9	\$64,240	\$54,540	\$70,020	\$70,020	\$70,020
By region						
New England	11	\$61,260	\$53,650	\$56,180	\$65,690	\$84,000
Middle Atlantic	19	\$64,430	\$40,370	\$64,830	\$85,530	\$99,650
East North Central	47	\$50,170	\$43,130	\$47,900	\$55,030	\$60,070
West North Central	22	\$57,000	\$50,230	\$53,300	\$61,790	\$76,050
South Atlantic	15	\$65,050	\$57,350	\$70,020	\$70,020	\$70,020
East South Central	10	\$45,730	\$44,040	\$45,010	\$45,050	\$57,800
West South Central	25	\$50,580	\$42,230	\$49,290	\$51,990	\$68,740
Mountain	13	\$56,180	\$47,780	\$53,010	\$59,550	\$76,400
Pacific	18	\$60,770	\$54,750	\$60,180	\$64,590	\$79,180
By number of full-time employees						
1	0					
2 - 4	4	*	*	*	*	*
5 - 9	21	\$47,880	\$39,520	\$46,050	\$52,600	\$66,260
10 - 49	79	\$50,530	\$43,140	\$50,100	\$57,440	\$62,440
50 - 99	25	\$57,700	\$48,200	\$51,640	\$69,490	\$81,420
100 or more	52	\$60,010	\$48,650	\$60,180	\$70,020	\$70,020
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	3	*	*	*	*	*
9 - 10	9	\$46,460	\$41,470	\$43,530	\$52,290	*
11 - 12	11	\$48,440	\$38,290	\$45,000	\$61,640	\$66,460
13 - 20	155	\$58,290	\$47,240	\$56,180	\$70,020	\$70,020
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	1	*	*	*	*	*
\$5M to \$20M	20	\$44,120	\$38,360	\$42,060	\$45,590	\$64,340
\$20M to \$50M	33	\$49,710	\$42,660	\$50,060	\$56,800	\$63,440
\$50M to \$100M	28	\$50,680	\$43,000	\$49,800	\$57,000	\$63,930
\$100M to \$200M	36	\$54,050	\$47,880	\$53,250	\$58,380	\$69,340
\$200M or more	62	\$60,020	\$48,220	\$59,910	\$70,020	\$70,020
By number of members						
1 - 999	0					
1,000 - 1,999	7	\$49,970	\$38,990	\$46,050	\$64,510	*
2,000 - 4,999	29	\$45,680	\$38,700	\$44,730	\$52,010	\$61,930
5,000 - 9,999	31	\$49,660	\$43,000	\$49,030	\$56,760	\$61,490
10,000 - 19,999	47	\$53,030	\$44,110	\$51,990	\$58,510	\$66,150
20,000 - 39,999	21	\$53,540	\$46,940	\$49,370	\$57,470	\$76,310
40,000 - 49,999	5	\$63,790	\$53,120	\$58,880	\$84,000	*
50,000 - 59,999	0					
60,000 or more	34	\$60,740	\$49,980	\$64,590	\$70,020	\$70,020
Number of branch offices						
1	36	\$49,040	\$41,400	\$46,560	\$55,700	\$66,060
2	28	\$50,490	\$41,390	\$50,180	\$58,920	\$63,000
3	25	\$48,950	\$42,000	\$44,860	\$51,990	\$69,090
4	16	\$53,840	\$48,510	\$52,620	\$59,120	\$67,570
5 or more	75	\$59,840	\$48,650	\$58,880	\$70,020	\$70,020

\* 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  
Teller Manager / Supervisor**

		N	average minimum	average midpoint	average maximum
Overall		116	\$45,300	\$55,820	\$66,330
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	2	*	*	*
	\$20M to \$50M	9	\$37,310	\$43,610	\$49,900
	\$50M to \$100M	12	\$40,600	\$49,070	\$57,540
	\$100M to \$200M	25	\$42,460	\$51,230	\$60,000
	\$200M to \$500M	21	\$44,090	\$55,360	\$66,620
	\$500M to \$1B	17	\$46,590	\$58,330	\$70,060
	\$1B to \$3B	22	\$52,140	\$64,960	\$77,780
	\$3B or more	8	\$53,570	\$67,950	\$82,320

\* 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 assistance 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 12 - 1**  
**Salaries**  
**Share Draft Manager**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		34	\$71,400	\$59,590	\$69,210	\$80,040	\$96,980
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	2	*	*	*	*	*
	\$100M to \$200M	7	\$54,970	\$48,400	\$57,690	\$60,000	*
	\$200M to \$500M	4	\$67,180	\$55,770	\$67,180	\$87,540	*
	\$500M to \$1B	7	\$71,690	\$60,220	\$74,480	\$83,210	\$85,700
	\$1B to \$3B	9	\$70,300	\$63,510	\$70,840	\$77,240	\$81,570
\$3B or more	5	\$102,510	\$87,350	\$94,360	\$129,870	*	
By region	New England	4	\$68,540	\$59,520	\$63,890	\$86,210	*
	Middle Atlantic	4	\$80,900	\$56,320	\$77,140	\$118,530	*
	East North Central	6	\$61,330	\$54,350	\$63,440	\$73,470	*
	West North Central	3	*	*	*	*	*
	South Atlantic	4	\$74,130	\$59,970	\$77,960	\$87,170	*
	East South Central	3	\$61,490	\$50,990	\$61,630	\$77,190	*
	West South Central	2	*	*	*	*	*
	Mountain	2	*	*	*	*	*
	Pacific	4	\$88,100	\$69,970	\$78,920	\$116,960	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	1	*	*	*	*	*
	10 - 49	10	\$57,190	\$47,850	\$58,920	\$62,780	\$94,040
	50 - 99	4	\$65,520	\$59,550	\$64,920	\$76,210	*
	100 or more	19	\$79,260	\$67,190	\$77,160	\$86,620	\$114,550
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	32	\$72,090	\$60,000	\$69,710	\$80,110	\$97,350
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	5	\$58,920	\$46,200	\$57,390	\$68,730	*
	\$100M to \$200M	5	\$61,870	\$55,270	\$62,250	\$69,780	*
	\$200M or more	22	\$77,340	\$64,070	\$74,700	\$85,370	\$106,370
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	8	\$56,580	\$49,210	\$59,120	\$61,170	\$70,100
	20,000 - 39,999	3	*	*	*	*	*
	40,000 - 49,999	3	*	*	*	*	*
	50,000 - 59,999	0					
	60,000 or more	17	\$80,210	\$66,270	\$76,630	\$87,510	\$120,450
Number of branch offices	1	1	*	*	*	*	*
	2	2	*	*	*	*	*
	3	3	*	*	*	*	*
	4	5	\$57,100	\$52,240	\$60,000	\$62,220	*
	5 or more	23	\$76,530	\$63,990	\$74,390	\$85,130	\$104,960

\* Insufficient data

**Table 12 - 2  
Incentives and Bonuses  
Share Draft Manager**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		33	88%	27	\$4,160
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 \$50M	0		0	
	\$50M to \$100M	2	100%	2	*
	\$100M to \$200M	6	86%	5	\$3,030
	\$200M to \$500M	4	100%	4	\$3,120
	\$500M to \$1B	7	80%	5	\$4,990
	\$1B to \$3B	9	82%	6	\$3,560
	\$3B or more	5	100%	5	\$6,530
By region	New England	4	100%	4	\$3,030
	Middle Atlantic	4	85%	4	\$1,800
	East North Central	5	78%	3	*
	West North Central	3	77%	2	*
	South Atlantic	4	87%	4	\$7,080
	East South Central	3	79%	3	*
	West South Central	2	100%	2	*
	Mountain	2	100%	2	*
	Pacific	4	100%	4	\$5,130
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	1	100%	1	*
	10 - 49	9	83%	8	\$2,680
	50 - 99	4	100%	3	\$4,250
	100 or more	19	88%	15	\$4,780
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	100%	2	*
	13 - 20	31	88%	25	\$4,230
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	4	79%	3	*
	\$100M to \$200M	5	100%	5	\$2,130
	\$200M or more	22	87%	17	\$4,970
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	2	100%	2	*
	10,000 - 19,999	7	88%	7	\$2,750
	20,000 - 39,999	3	76%	2	*
	40,000 - 49,999	3	75%	2	*
	50,000 - 59,999	0		0	
	60,000 or more	17	90%	13	\$5,150
Number of branch offices	1	1	100%	1	*
	2	2	100%	2	*
	3	3	100%	3	*
	4	4	63%	3	*
	5 or more	23	90%	18	\$4,540

\* Insufficient data

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

**Table 12 - 3**  
**Total Cash Compensation**  
**Share Draft Manager**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		34	\$74,760	\$61,370	\$71,940	\$82,830	\$101,020
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	2	*	*	*	*	*
	\$100M to \$200M	7	\$57,240	\$50,470	\$59,110	\$65,600	*
	\$200M to \$500M	4	\$70,300	\$58,950	\$70,020	\$89,800	*
	\$500M to \$1B	7	\$75,190	\$65,760	\$78,980	\$84,340	\$95,700
	\$1B to \$3B	9	\$72,810	\$67,980	\$74,560	\$79,420	\$82,510
\$3B or more	5	\$109,040	\$92,660	\$102,630	\$134,560	*	
By region	New England	4	\$71,100	\$60,930	\$66,650	\$89,250	*
	Middle Atlantic	4	\$82,430	\$56,940	\$79,460	\$119,470	*
	East North Central	6	\$62,910	\$55,520	\$65,850	\$75,160	*
	West North Central	3	*	*	*	*	*
	South Atlantic	4	\$80,320	\$65,890	\$82,110	\$98,220	*
	East South Central	3	\$67,000	\$57,200	\$67,980	\$82,770	*
	West South Central	2	*	*	*	*	*
	Mountain	2	*	*	*	*	*
	Pacific	4	\$93,230	\$74,720	\$84,980	\$122,330	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	1	*	*	*	*	*
	10 - 49	10	\$59,220	\$49,860	\$60,640	\$65,880	\$95,990
	50 - 99	4	\$69,080	\$65,630	\$67,000	\$78,740	*
	100 or more	19	\$83,170	\$70,620	\$79,700	\$94,030	\$120,020
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	32	\$75,460	\$63,010	\$72,170	\$83,140	\$102,190
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	5	\$60,970	\$47,650	\$58,510	\$73,760	*
	\$100M to \$200M	5	\$64,010	\$58,520	\$65,170	\$71,870	*
	\$200M or more	22	\$81,260	\$67,980	\$77,780	\$90,230	\$112,410
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	8	\$58,750	\$51,370	\$60,780	\$65,810	\$73,200
	20,000 - 39,999	3	*	*	*	*	*
	40,000 - 49,999	3	*	*	*	*	*
	50,000 - 59,999	0					
	60,000 or more	17	\$84,500	\$69,560	\$79,240	\$96,520	\$125,670
Number of branch offices	1	1	*	*	*	*	*
	2	2	*	*	*	*	*
	3	3	*	*	*	*	*
	4	5	\$59,100	\$52,240	\$63,360	\$65,860	*
	5 or more	23	\$80,260	\$67,980	\$77,570	\$89,970	\$111,240

\* 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  
Share Draft Manager**

		N	average minimum	average midpoint	average maximum
Overall		23	\$61,280	\$76,990	\$92,710
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	0			
	\$100M to \$200M	3	*	*	*
	\$200M to \$500M	1	*	*	*
	\$500M to \$1B	5	\$62,540	\$78,130	\$93,720
	\$1B to \$3B	9	\$58,480	\$75,220	\$91,970
	\$3B or more	4	\$76,890	\$93,480	\$110,070

\* 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 as well as 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.
- Answer 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 13 - 1**  
**Salaries**  
**Business Services VP / Director**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	49	\$124,840	\$94,800	\$118,560	\$152,420	\$205,610
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	2	*	*	*	*	*
\$100M to \$200M	2	*	*	*	*	*
\$200M to \$500M	8	\$87,450	\$70,750	\$82,620	\$110,380	\$135,630
\$500M to \$1B	9	\$98,710	\$72,840	\$104,620	\$115,980	\$141,520
\$1B to \$3B	16	\$149,230	\$127,320	\$147,810	\$186,350	\$206,510
\$3B or more	12	\$153,810	\$118,970	\$134,280	\$206,890	\$226,750
By region						
New England	3	*	*	*	*	*
Middle Atlantic	4	\$84,970	\$63,390	\$67,570	\$116,780	*
East North Central	12	\$120,220	\$82,590	\$112,840	\$150,120	\$214,670
West North Central	2	*	*	*	*	*
South Atlantic	6	\$138,990	\$92,690	\$105,780	\$219,030	*
East South Central	5	\$128,270	\$110,440	\$133,020	\$153,460	*
West South Central	6	\$107,440	\$94,270	\$102,750	\$134,280	*
Mountain	4	\$121,700	\$106,310	\$128,540	\$146,940	*
Pacific	8	\$166,030	\$137,820	\$172,370	\$205,740	\$220,000
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	3	*	*	*	*	*
50 - 99	10	\$89,600	\$67,130	\$74,600	\$104,420	\$200,150
100 or more	37	\$138,760	\$108,190	\$132,550	\$157,360	\$207,840
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	49	\$124,830	\$94,360	\$117,570	\$152,660	\$205,640
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	1	*	*	*	*	*
\$100M to \$200M	3	*	*	*	*	*
\$200M or more	44	\$131,850	\$101,880	\$129,670	\$154,970	\$206,670
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	5	\$79,450	\$53,680	\$73,790	\$114,960	*
20,000 - 39,999	7	\$85,970	\$69,800	\$81,650	\$108,280	\$117,660
40,000 - 49,999	3	\$118,480	\$90,090	\$113,810	\$179,800	*
50,000 - 59,999	0					
60,000 or more	28	\$145,950	\$113,060	\$134,280	\$179,340	\$216,490
Number of branch offices						
1	1	*	*	*	*	*
2	1	*	*	*	*	*
3	0					
4	3	*	*	*	*	*
5 or more	44	\$130,750	\$100,570	\$130,000	\$154,730	\$206,490

\* Insufficient data



**Table 13 - 2  
Incentives and Bonuses  
Business Services VP / Director**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		49	93%	42	\$14,960
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 \$50M	0		0	
	\$50M to \$100M	2	100%	2	*
	\$100M to \$200M	2	100%	2	*
	\$200M to \$500M	8	92%	7	\$5,640
	\$500M to \$1B	9	92%	8	\$16,030
	\$1B to \$3B	16	96%	13	\$15,060
\$3B or more	12	89%	10	\$24,860	
By region	New England	3	100%	2	*
	Middle Atlantic	4	100%	4	\$5,200
	East North Central	12	100%	10	\$23,070
	West North Central	2	100%	2	*
	South Atlantic	6	88%	5	\$23,590
	East South Central	5	88%	4	\$14,200
	West South Central	6	91%	5	\$11,710
	Mountain	4	100%	4	\$8,240
	Pacific	8	83%	7	\$14,070
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	3	100%	3	*
	50 - 99	10	93%	8	\$8,030
	100 or more	36	93%	31	\$17,830
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	48	93%	42	\$15,020
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	1	100%	1	*
	\$100M to \$200M	3	77%	2	*
	\$200M or more	43	94%	37	\$16,660
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	100%	2	*
	10,000 - 19,999	5	87%	5	\$4,140
	20,000 - 39,999	7	100%	7	\$10,340
	40,000 - 49,999	3	100%	3	\$19,390
	50,000 - 59,999	0		0	
	60,000 or more	28	93%	23	\$18,360
Number of branch offices	1	1	100%	1	*
	2	1	100%	1	*
	3	0		0	
	4	3	100%	3	*
	5 or more	44	93%	38	\$15,510

\* Insufficient data

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

**Table 13 - 3**  
**Total Cash Compensation**  
**Business Services VP / Director**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	49	\$137,530	\$98,480	\$128,680	\$168,090	\$218,320
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	2	*	*	*	*	*
\$100M to \$200M	2	*	*	*	*	*
\$200M to \$500M	8	\$92,620	\$74,320	\$87,080	\$118,100	\$137,750
\$500M to \$1B	9	\$112,450	\$73,950	\$115,760	\$141,680	\$178,730
\$1B to \$3B	16	\$161,060	\$131,540	\$154,750	\$198,470	\$239,620
\$3B or more	12	\$174,530	\$127,510	\$153,710	\$216,050	\$300,340
By region						
New England	3	*	*	*	*	*
Middle Atlantic	4	\$89,520	\$68,970	\$72,930	\$122,330	*
East North Central	12	\$140,560	\$90,380	\$122,650	\$176,370	\$286,230
West North Central	2	*	*	*	*	*
South Atlantic	6	\$159,820	\$95,650	\$114,490	\$286,510	*
East South Central	5	\$136,480	\$117,380	\$133,120	\$161,370	*
West South Central	6	\$118,100	\$95,970	\$113,820	\$153,710	*
Mountain	4	\$129,940	\$116,640	\$135,490	\$157,700	*
Pacific	8	\$177,740	\$143,760	\$183,340	\$210,310	\$222,970
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	3	*	*	*	*	*
50 - 99	10	\$96,520	\$71,640	\$77,560	\$129,530	\$201,540
100 or more	37	\$153,570	\$116,690	\$137,770	\$176,800	\$240,300
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	49	\$137,540	\$96,670	\$127,590	\$169,160	\$219,770
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	1	*	*	*	*	*
\$100M to \$200M	3	*	*	*	*	*
\$200M or more	44	\$145,870	\$112,030	\$133,280	\$173,890	\$222,910
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	5	\$83,060	\$55,550	\$77,250	\$124,100	*
20,000 - 39,999	7	\$96,320	\$73,830	\$86,380	\$119,770	\$153,170
40,000 - 49,999	3	\$137,870	\$102,390	\$135,350	\$195,320	*
50,000 - 59,999	0					
60,000 or more	28	\$160,360	\$120,260	\$144,550	\$201,410	\$255,340
Number of branch offices						
1	1	*	*	*	*	*
2	1	*	*	*	*	*
3	0					
4	3	*	*	*	*	*
5 or more	44	\$143,630	\$111,440	\$132,910	\$173,820	\$222,900

\* 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**  
**Business Services VP / Director**

		N	average minimum	average midpoint	average maximum
Overall		42	\$104,580	\$132,660	\$160,730
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	1	*	*	*
	\$100M to \$200M	2	*	*	*
	\$200M to \$500M	5	\$78,310	\$97,900	\$117,500
	\$500M to \$1B	8	\$79,870	\$100,390	\$120,910
	\$1B to \$3B	16	\$114,010	\$145,820	\$177,630
	\$3B or more	11	\$132,880	\$168,270	\$203,670

\* 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. 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 that transpire 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 14 - 1**  
**Salaries**  
**"Universal Employee"**

	N	average	25th percentile	median	75th percentile	90th percentile	
Overall	220	\$42,710	\$39,110	\$42,000	\$46,000	\$49,550	
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	5	*	*	*	*	
	\$5M to \$10M	16	\$35,910	\$29,740	\$34,100	\$38,820	\$52,000
	\$10M to \$20M	21	\$41,330	\$33,280	\$40,350	\$48,000	\$51,200
	\$20M to \$50M	39	\$36,370	\$31,200	\$37,100	\$40,110	\$43,590
	\$50M to \$100M	25	\$40,540	\$35,750	\$39,310	\$43,740	\$50,540
	\$100M to \$200M	24	\$39,950	\$35,530	\$39,320	\$43,940	\$44,160
	\$200M to \$500M	30	\$39,560	\$35,770	\$38,900	\$42,230	\$45,760
	\$500M to \$1B	28	\$42,220	\$38,030	\$41,730	\$45,000	\$50,170
	\$1B to \$3B	24	\$43,450	\$40,860	\$43,760	\$45,700	\$48,530
\$3B or more	8	\$45,340	\$41,660	\$44,000	\$48,940	\$50,000	
By region	New England	11	\$41,920	\$38,540	\$41,600	\$41,600	\$45,380
	Middle Atlantic	34	\$42,810	\$41,470	\$43,790	\$44,000	\$47,000
	East North Central	40	\$41,820	\$40,330	\$41,660	\$44,000	\$47,700
	West North Central	32	\$39,230	\$36,500	\$39,900	\$45,000	\$45,660
	South Atlantic	19	\$40,110	\$35,770	\$41,490	\$43,760	\$43,760
	East South Central	12	\$39,990	\$35,960	\$38,940	\$45,700	\$45,700
	West South Central	29	\$42,650	\$39,320	\$42,000	\$48,940	\$48,940
	Mountain	16	\$42,100	\$38,370	\$42,830	\$43,500	\$44,110
	Pacific	26	\$48,550	\$46,090	\$48,830	\$50,000	\$55,810
By number of full-time employees	1	2	*	*	*	*	
	2 - 4	46	\$38,750	\$31,550	\$37,620	\$42,830	\$48,370
	5 - 9	39	\$37,690	\$32,700	\$38,000	\$41,600	\$47,500
	10 - 49	46	\$39,540	\$35,660	\$39,320	\$43,580	\$46,070
	50 - 99	28	\$40,740	\$38,480	\$41,200	\$43,510	\$45,850
	100 or more	59	\$43,620	\$40,380	\$43,760	\$47,690	\$50,000
By number of services offered	1 - 2	7	*	*	*	*	
	3 - 4	6	*	*	*	*	
	5 - 6	6	*	*	*	*	
	7 - 8	10	\$34,580	\$29,890	\$30,760	\$40,660	*
	9 - 10	14	\$35,930	\$34,480	\$34,480	\$36,210	\$42,220
	11 - 12	17	\$39,310	\$37,100	\$40,860	\$40,860	\$47,500
	13 - 20	157	\$43,120	\$40,330	\$42,830	\$46,090	\$49,550
By amount of loans outstanding	\$500,000 to \$2M	3	*	*	*	*	
	\$2M to \$5M	20	\$35,670	\$29,870	\$31,550	\$43,400	\$49,320
	\$5M to \$20M	47	\$38,410	\$33,740	\$38,000	\$42,200	\$48,000
	\$20M to \$50M	29	\$39,500	\$33,280	\$39,250	\$42,370	\$50,000
	\$50M to \$100M	22	\$39,470	\$35,880	\$39,320	\$41,270	\$43,940
	\$100M to \$200M	25	\$39,990	\$35,430	\$41,460	\$44,220	\$46,210
\$200M or more	75	\$43,520	\$40,350	\$43,500	\$46,950	\$50,000	
By number of members	1 - 999	19	\$40,280	\$30,460	\$41,560	\$47,840	\$51,200
	1,000 - 1,999	28	\$38,990	\$33,280	\$39,000	\$43,000	\$48,020
	2,000 - 4,999	47	\$36,970	\$33,190	\$37,420	\$39,470	\$45,960
	5,000 - 9,999	19	\$40,290	\$37,460	\$40,000	\$43,940	\$46,830
	10,000 - 19,999	28	\$40,280	\$35,360	\$41,000	\$44,800	\$46,040
	20,000 - 39,999	26	\$40,220	\$35,870	\$39,250	\$43,500	\$45,030
	40,000 - 49,999	10	\$45,620	\$40,670	\$41,730	\$50,170	\$61,610
	50,000 - 59,999	0					
	60,000 or more	36	\$44,150	\$41,600	\$43,790	\$47,700	\$49,550
Number of branch offices	1	73	\$38,960	\$33,280	\$38,480	\$43,020	\$48,500
	2	29	\$39,880	\$35,260	\$41,000	\$43,940	\$47,500
	3	20	\$38,360	\$31,340	\$37,100	\$44,800	\$47,380
	4	13	\$38,560	\$35,360	\$38,200	\$41,020	\$45,850
	5 or more	85	\$43,420	\$40,330	\$43,500	\$46,860	\$49,790

\* Insufficient data

**Table 14 - 2  
Incentives and Bonuses  
"Universal Employee"**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		214	85%	158	\$2,910
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	5	0%	0	
	\$5M to \$10M	16	50%	8	\$770
	\$10M to \$20M	21	83%	18	\$1,040
	\$20M to \$50M	37	75%	26	\$1,470
	\$50M to \$100M	25	63%	18	\$1,790
	\$100M to \$200M	23	88%	18	\$2,420
	\$200M to \$500M	30	82%	24	\$2,720
	\$500M to \$1B	26	89%	22	\$3,550
	\$1B to \$3B	23	94%	18	\$2,620
\$3B or more	8	79%	7	\$3,350	
By region	New England	11	84%	5	\$2,500
	Middle Atlantic	32	90%	24	\$1,750
	East North Central	40	78%	30	\$3,410
	West North Central	32	72%	22	\$2,840
	South Atlantic	18	96%	17	\$1,350
	East South Central	12	95%	9	\$4,780
	West South Central	28	92%	21	\$2,990
	Mountain Pacific	15 26	92% 79%	11 20	\$3,670 \$2,810
By number of full-time employees	1	2	0%	0	
	2 - 4	46	68%	29	\$1,020
	5 - 9	37	72%	28	\$1,280
	10 - 49	45	74%	32	\$2,300
	50 - 99	28	84%	23	\$1,430
	100 or more	57	87%	46	\$3,250
By number of services offered	1 - 2	7	64%	5	*
	3 - 4	6	50%	3	*
	5 - 6	5	25%	2	*
	7 - 8	10	54%	5	*
	9 - 10	14	87%	10	\$730
	11 - 12	16	82%	13	\$2,380
	13 - 20	153	85%	119	\$3,020
By amount of loans outstanding	\$500,000 to \$2M	3	0%	0	
	\$2M to \$5M	20	55%	10	\$640
	\$5M to \$20M	44	63%	30	\$1,270
	\$20M to \$50M	29	77%	24	\$1,530
	\$50M to \$100M	22	84%	16	\$2,070
	\$100M to \$200M	24	78%	19	\$4,030
\$200M or more	72	87%	59	\$3,010	
By number of members	1 - 999	19	41%	8	\$590
	1,000 - 1,999	27	81%	20	\$1,210
	2,000 - 4,999	46	69%	34	\$1,520
	5,000 - 9,999	19	74%	12	\$2,090
	10,000 - 19,999	27	77%	22	\$1,920
	20,000 - 39,999	26	85%	22	\$4,220
	40,000 - 49,999	10	80%	8	\$2,250
	50,000 - 59,999 60,000 or more	0 34	 87%	0 26	 \$2,990
Number of branch offices	1	70	65%	47	\$1,460
	2	28	83%	20	\$1,610
	3	20	69%	14	\$1,580
	4	13	75%	10	\$2,250
	5 or more	83	87%	67	\$3,110

\* Insufficient data

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

**Table 14 - 3**  
**Total Cash Compensation**  
**"Universal Employee"**

	N	average	25th percentile	median	75th percentile	90th percentile	
Overall	220	\$44,960	\$40,330	\$44,660	\$49,800	\$52,940	
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	5	*	*	*	*	
	\$5M to \$10M	16	\$36,290	\$29,980	\$34,390	\$39,350	\$52,580
	\$10M to \$20M	21	\$42,190	\$34,280	\$40,730	\$48,500	\$52,500
	\$20M to \$50M	39	\$37,400	\$31,200	\$38,210	\$42,120	\$46,900
	\$50M to \$100M	25	\$41,670	\$38,000	\$39,990	\$47,170	\$50,540
	\$100M to \$200M	24	\$41,930	\$36,110	\$42,160	\$45,500	\$47,410
	\$200M to \$500M	30	\$41,690	\$37,480	\$42,120	\$45,080	\$47,460
	\$500M to \$1B	28	\$45,030	\$39,700	\$45,280	\$50,170	\$52,590
	\$1B to \$3B	24	\$45,470	\$41,600	\$45,830	\$48,530	\$50,770
\$3B or more	8	\$47,970	\$44,660	\$46,640	\$52,940	\$54,800	
By region	New England	11	\$42,940	\$40,480	\$41,600	\$41,600	\$51,220
	Middle Atlantic	34	\$44,360	\$44,290	\$44,630	\$47,000	\$48,500
	East North Central	40	\$44,220	\$40,330	\$44,200	\$46,640	\$54,800
	West North Central	32	\$41,120	\$36,500	\$40,800	\$48,010	\$49,800
	South Atlantic	19	\$41,250	\$37,480	\$41,550	\$45,830	\$45,830
	East South Central	12	\$44,110	\$38,940	\$43,230	\$50,770	\$50,770
	West South Central	29	\$45,330	\$41,280	\$44,220	\$52,940	\$52,940
	Mountain	16	\$45,370	\$39,170	\$45,280	\$52,410	\$52,410
	Pacific	26	\$50,780	\$47,320	\$49,830	\$50,620	\$57,290
By number of full-time employees	1	2	*	*	*	*	
	2 - 4	46	\$39,440	\$31,800	\$38,250	\$43,630	\$51,450
	5 - 9	39	\$38,540	\$33,480	\$38,590	\$42,350	\$49,000
	10 - 49	46	\$41,180	\$36,150	\$41,280	\$44,800	\$48,460
	50 - 99	28	\$41,870	\$39,610	\$42,160	\$44,690	\$47,270
	100 or more	59	\$46,180	\$41,600	\$45,830	\$50,500	\$53,500
By number of services offered	1 - 2	7	*	*	*	*	
	3 - 4	6	*	*	*	*	
	5 - 6	6	*	*	*	*	
	7 - 8	10	\$34,940	\$30,220	\$30,850	\$41,740	*
	9 - 10	14	\$36,560	\$35,230	\$35,230	\$36,690	\$43,160
	11 - 12	17	\$41,180	\$38,210	\$44,170	\$44,220	\$48,500
	13 - 20	157	\$45,460	\$40,570	\$44,660	\$50,080	\$52,940
By amount of loans outstanding	\$500,000 to \$2M	3	*	*	*	*	
	\$2M to \$5M	20	\$36,030	\$30,200	\$31,800	\$43,630	\$49,510
	\$5M to \$20M	47	\$39,150	\$34,310	\$38,000	\$42,700	\$49,000
	\$20M to \$50M	29	\$40,680	\$34,350	\$39,500	\$44,660	\$52,000
	\$50M to \$100M	22	\$41,210	\$37,130	\$41,280	\$44,500	\$47,330
	\$100M to \$200M	25	\$42,960	\$37,360	\$44,800	\$47,460	\$48,460
\$200M or more	75	\$45,880	\$41,600	\$44,970	\$50,500	\$52,940	
By number of members	1 - 999	19	\$40,520	\$30,620	\$42,500	\$47,980	\$51,200
	1,000 - 1,999	28	\$39,880	\$34,280	\$39,170	\$43,750	\$48,670
	2,000 - 4,999	47	\$37,990	\$33,480	\$38,000	\$40,000	\$47,170
	5,000 - 9,999	19	\$41,850	\$39,690	\$41,280	\$47,330	\$47,380
	10,000 - 19,999	28	\$41,670	\$36,050	\$43,750	\$45,500	\$48,270
	20,000 - 39,999	26	\$43,660	\$37,480	\$42,120	\$48,460	\$52,410
	40,000 - 49,999	10	\$47,150	\$41,550	\$43,230	\$50,190	\$62,770
	50,000 - 59,999	0					
	60,000 or more	36	\$46,500	\$42,000	\$45,830	\$50,500	\$54,750
Number of branch offices	1	73	\$39,870	\$33,800	\$39,470	\$43,410	\$52,000
	2	29	\$41,090	\$35,260	\$42,350	\$45,840	\$48,500
	3	20	\$39,450	\$31,450	\$38,210	\$44,800	\$47,380
	4	13	\$40,260	\$36,110	\$40,480	\$43,500	\$45,850
	5 or more	85	\$45,870	\$41,600	\$45,080	\$50,410	\$52,940

\* 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**  
**"Universal Employee"**

		N	average minimum	average midpoint	average maximum
Overall		114	\$35,460	\$43,970	\$52,490
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	3	*	*	*
	\$5M to \$10M	3	*	*	*
	\$10M to \$20M	3	*	*	*
	\$20M to \$50M	11	\$34,440	\$40,230	\$46,010
	\$50M to \$100M	10	\$34,330	\$43,750	\$53,170
	\$100M to \$200M	13	\$35,060	\$42,790	\$50,520
	\$200M to \$500M	20	\$35,920	\$44,240	\$52,550
	\$500M to \$1B	22	\$36,490	\$46,900	\$57,320
	\$1B to \$3B	22	\$37,930	\$47,840	\$57,760
	\$3B or more	7	\$39,560	\$48,800	\$58,030

\* 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 reply 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 15 - 1**  
**Salaries**  
**Member Services Representative II / Sr.**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		266	\$46,760	\$39,500	\$45,550	\$50,220	\$65,170
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	3	*	*	*	*	*
	\$5M to \$10M	2	*	*	*	*	*
	\$10M to \$20M	16	\$35,330	\$29,850	\$35,130	\$38,000	\$49,390
	\$20M to \$50M	44	\$39,070	\$33,990	\$38,440	\$43,160	\$47,850
	\$50M to \$100M	44	\$39,440	\$34,480	\$39,390	\$42,670	\$48,500
	\$100M to \$200M	46	\$40,990	\$36,950	\$39,590	\$44,210	\$47,490
	\$200M to \$500M	39	\$39,310	\$35,000	\$38,480	\$42,000	\$46,590
	\$500M to \$1B	26	\$42,220	\$38,110	\$41,830	\$46,300	\$54,600
	\$1B to \$3B	33	\$47,510	\$43,970	\$46,690	\$49,400	\$54,430
\$3B or more	14	\$54,900	\$45,550	\$48,480	\$66,720	\$66,920	
By region	New England	14	\$46,080	\$40,700	\$46,850	\$48,490	\$58,280
	Middle Atlantic	22	\$44,200	\$40,480	\$44,470	\$48,480	\$48,530
	East North Central	59	\$42,460	\$39,000	\$45,540	\$45,790	\$48,060
	West North Central	33	\$40,290	\$37,000	\$40,970	\$41,070	\$44,630
	South Atlantic	35	\$45,650	\$42,420	\$47,540	\$47,920	\$52,100
	East South Central	19	\$39,810	\$34,320	\$38,700	\$41,250	\$54,600
	West South Central	31	\$39,260	\$38,000	\$38,110	\$39,850	\$45,450
	Mountain	18	\$45,220	\$39,420	\$45,150	\$52,940	\$61,060
	Pacific	35	\$57,930	\$49,230	\$61,950	\$66,920	\$66,920
By number of full-time employees	1	0					
	2 - 4	19	\$37,210	\$34,700	\$36,000	\$40,460	\$41,940
	5 - 9	48	\$39,640	\$32,780	\$38,440	\$44,910	\$53,830
	10 - 49	90	\$40,440	\$36,400	\$39,600	\$43,270	\$47,500
	50 - 99	36	\$39,540	\$35,000	\$37,220	\$42,650	\$48,510
	100 or more	73	\$49,490	\$43,460	\$46,850	\$57,650	\$66,920
By number of services offered	1 - 2	3	*	*	*	*	*
	3 - 4	2	*	*	*	*	*
	5 - 6	4	*	*	*	*	*
	7 - 8	4	*	*	*	*	*
	9 - 10	16	\$37,110	\$33,000	\$36,090	\$39,250	\$43,700
	11 - 12	30	\$39,740	\$33,890	\$41,600	\$42,420	\$49,520
	13 - 20	208	\$47,260	\$39,720	\$45,550	\$51,950	\$65,170
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	4	*	*	*	*	*
	\$5M to \$20M	45	\$36,780	\$31,200	\$35,360	\$40,660	\$47,570
	\$20M to \$50M	50	\$40,550	\$34,480	\$39,420	\$44,140	\$50,120
	\$50M to \$100M	36	\$40,340	\$37,000	\$39,600	\$42,950	\$46,490
	\$100M to \$200M	35	\$39,340	\$35,000	\$37,210	\$42,000	\$44,720
	\$200M or more	95	\$48,920	\$42,360	\$46,590	\$54,600	\$66,720
By number of members	1 - 999	4	*	*	*	*	*
	1,000 - 1,999	20	\$40,530	\$35,590	\$39,240	\$41,700	\$55,920
	2,000 - 4,999	59	\$39,930	\$33,020	\$39,000	\$43,950	\$52,700
	5,000 - 9,999	41	\$39,200	\$35,270	\$39,080	\$42,520	\$47,490
	10,000 - 19,999	46	\$39,750	\$36,000	\$39,510	\$42,000	\$45,000
	20,000 - 39,999	30	\$40,250	\$36,000	\$38,480	\$44,800	\$48,370
	40,000 - 49,999	9	\$38,660	\$30,000	\$38,680	\$40,650	\$58,510
	50,000 - 59,999	0					
	60,000 or more	48	\$51,330	\$45,550	\$47,920	\$58,080	\$66,920
Number of branch offices	1	74	\$39,740	\$34,030	\$39,120	\$43,460	\$50,120
	2	34	\$41,560	\$37,860	\$39,610	\$43,240	\$48,500
	3	24	\$38,310	\$35,360	\$37,260	\$41,600	\$44,800
	4	29	\$39,400	\$35,540	\$38,000	\$42,160	\$49,570
	5 or more	105	\$48,640	\$42,100	\$46,340	\$54,430	\$66,720

\* Insufficient data

**Table 15 - 2  
Incentives and Bonuses  
Member Services Representative II / Sr.**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		261	83%	201	\$3,270
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	3	0%	0	
	\$5M to \$10M	2	100%	2	*
	\$10M to \$20M	16	18%	3	*
	\$20M to \$50M	43	71%	33	\$1,470
	\$50M to \$100M	44	74%	33	\$1,420
	\$100M to \$200M	46	88%	40	\$2,200
	\$200M to \$500M	38	86%	33	\$2,300
	\$500M to \$1B	26	92%	21	\$3,960
	\$1B to \$3B	31	96%	27	\$3,460
\$3B or more	14	74%	10	\$4,100	
By region	New England	14	97%	13	\$2,670
	Middle Atlantic	22	66%	18	\$1,970
	East North Central	59	95%	46	\$3,280
	West North Central	33	91%	25	\$2,560
	South Atlantic	34	86%	25	\$3,630
	East South Central	17	74%	12	\$1,260
	West South Central	30	94%	26	\$3,030
	Mountain Pacific	18 35	87% 69%	9 27	\$2,830 \$4,140
By number of full-time employees	1	0		0	
	2 - 4	19	39%	7	\$2,350
	5 - 9	47	66%	33	\$1,330
	10 - 49	90	80%	72	\$1,890
	50 - 99	36	93%	31	\$2,170
	100 or more	71	84%	58	\$3,820
By number of services offered	1 - 2	3	0%	0	
	3 - 4	2	100%	2	*
	5 - 6	4	60%	2	*
	7 - 8	4	78%	2	*
	9 - 10	16	55%	8	\$2,150
	11 - 12	30	78%	21	\$3,750
	13 - 20	203	84%	166	\$3,260
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	4	0%	0	
	\$5M to \$20M	44	58%	25	\$1,340
	\$20M to \$50M	50	83%	41	\$1,510
	\$50M to \$100M	36	76%	29	\$2,150
	\$100M to \$200M	34	83%	28	\$1,930
	\$200M or more	93	85%	79	\$3,690
By number of members	1 - 999	4	37%	2	*
	1,000 - 1,999	19	53%	10	\$2,610
	2,000 - 4,999	59	66%	41	\$1,340
	5,000 - 9,999	41	75%	32	\$1,930
	10,000 - 19,999	45	88%	39	\$1,980
	20,000 - 39,999	29	98%	27	\$2,380
	40,000 - 49,999	9	80%	7	\$3,650
	50,000 - 59,999	0		0	
	60,000 or more	47	83%	36	\$3,750
Number of branch offices	1	74	69%	47	\$2,270
	2	33	78%	26	\$1,840
	3	23	73%	18	\$1,680
	4	29	97%	27	\$1,980
	5 or more	102	84%	84	\$3,630

\* Insufficient data

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

**Table 15 - 3**  
**Total Cash Compensation**  
**Member Services Representative II / Sr.**

	N	average	25th percentile	median	75th percentile	90th percentile	
Overall	266	\$49,240	\$41,010	\$48,250	\$53,130	\$66,920	
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	3	*	*	*	*	
	\$5M to \$10M	2	*	*	*	*	
	\$10M to \$20M	16	\$36,100	\$29,850	\$36,000	\$41,600	\$49,780
	\$20M to \$50M	44	\$40,080	\$35,410	\$39,920	\$44,600	\$48,440
	\$50M to \$100M	44	\$40,470	\$34,990	\$40,160	\$44,000	\$49,300
	\$100M to \$200M	46	\$42,870	\$37,700	\$41,610	\$45,900	\$49,180
	\$200M to \$500M	39	\$41,070	\$36,130	\$39,480	\$44,070	\$51,840
	\$500M to \$1B	26	\$45,410	\$40,170	\$45,170	\$49,730	\$55,620
	\$1B to \$3B	33	\$50,260	\$44,970	\$49,850	\$51,950	\$65,970
\$3B or more	14	\$57,870	\$50,600	\$51,320	\$66,920	\$69,920	
By region	New England	14	\$48,660	\$44,440	\$48,810	\$52,660	\$60,460
	Middle Atlantic	22	\$45,500	\$40,480	\$45,150	\$48,480	\$53,130
	East North Central	59	\$45,260	\$40,280	\$48,250	\$50,600	\$50,690
	West North Central	33	\$42,550	\$39,590	\$42,600	\$45,060	\$45,980
	South Atlantic	35	\$48,410	\$44,640	\$49,730	\$51,320	\$55,940
	East South Central	19	\$40,440	\$34,650	\$39,660	\$42,880	\$54,600
	West South Central	31	\$41,980	\$39,000	\$41,030	\$45,300	\$46,260
	Mountain	18	\$46,750	\$41,010	\$46,980	\$55,570	\$64,720
	Pacific	35	\$60,770	\$50,210	\$66,920	\$67,010	\$69,940
By number of full-time employees	1	0					
	2 - 4	19	\$38,110	\$35,280	\$38,000	\$41,740	\$43,490
	5 - 9	48	\$40,490	\$33,760	\$40,190	\$46,400	\$56,260
	10 - 49	90	\$41,920	\$37,670	\$40,600	\$45,400	\$49,180
	50 - 99	36	\$41,430	\$36,440	\$39,690	\$45,630	\$52,820
	100 or more	73	\$52,350	\$45,460	\$50,600	\$62,630	\$67,010
By number of services offered	1 - 2	3	*	*	*	*	
	3 - 4	2	*	*	*	*	
	5 - 6	4	*	*	*	*	
	7 - 8	4	*	*	*	*	
	9 - 10	16	\$38,300	\$34,070	\$38,630	\$40,480	\$43,700
	11 - 12	30	\$42,660	\$35,390	\$42,610	\$49,730	\$51,840
	13 - 20	208	\$49,750	\$41,200	\$48,250	\$54,600	\$66,920
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	4	*	*	*	*	
	\$5M to \$20M	45	\$37,520	\$31,620	\$36,030	\$41,630	\$48,190
	\$20M to \$50M	50	\$41,790	\$35,380	\$40,490	\$45,300	\$51,910
	\$50M to \$100M	36	\$41,960	\$38,790	\$41,730	\$44,920	\$48,180
	\$100M to \$200M	35	\$40,870	\$36,460	\$39,690	\$43,780	\$48,000
	\$200M or more	95	\$51,730	\$45,030	\$50,060	\$57,000	\$66,920
By number of members	1 - 999	4	*	*	*	*	
	1,000 - 1,999	20	\$41,740	\$35,780	\$40,620	\$43,220	\$57,010
	2,000 - 4,999	59	\$40,820	\$35,000	\$40,520	\$45,300	\$52,700
	5,000 - 9,999	41	\$40,640	\$35,600	\$39,980	\$44,300	\$49,180
	10,000 - 19,999	46	\$41,420	\$37,190	\$40,500	\$44,070	\$47,280
	20,000 - 39,999	30	\$42,290	\$36,930	\$42,000	\$45,710	\$52,820
	40,000 - 49,999	9	\$41,460	\$32,400	\$40,170	\$44,060	\$61,550
	50,000 - 59,999	0					
	60,000 or more	48	\$54,060	\$47,840	\$50,600	\$66,120	\$67,010
	Number of branch offices	1	74	\$41,230	\$34,530	\$40,670	\$46,310
2		34	\$42,940	\$39,500	\$41,090	\$44,300	\$49,930
3		24	\$39,520	\$36,260	\$38,880	\$41,900	\$46,300
4		29	\$41,290	\$37,170	\$39,390	\$44,710	\$52,820
5 or more		105	\$51,370	\$44,970	\$50,040	\$56,860	\$66,920

\* 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**  
**Member Services Representative II / Sr.**

		N	average minimum	average midpoint	average maximum
Overall		155	\$37,100	\$45,400	\$53,700
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	2	*	*	*
	\$20M to \$50M	11	\$34,280	\$40,460	\$46,640
	\$50M to \$100M	20	\$35,100	\$41,760	\$48,420
	\$100M to \$200M	27	\$34,240	\$40,980	\$47,710
	\$200M to \$500M	30	\$35,180	\$43,470	\$51,760
	\$500M to \$1B	23	\$37,870	\$47,410	\$56,950
	\$1B to \$3B	29	\$39,950	\$49,720	\$59,480
	\$3B or more	13	\$46,110	\$57,040	\$67,970

\* 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 reply to email or other electronic requests submitted by members, again providing professional, prompt, efficient, and accurate service and information.
- Reply 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 16 - 1**  
**Salaries**  
**Member Services Representative I**

	N	average	25th percentile	median	75th percentile	90th percentile	
Overall	338	\$40,090	\$35,460	\$39,160	\$43,160	\$51,090	
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	3	*	*	*	*	
	\$5M to \$10M	8	\$33,870	\$32,000	\$33,330	\$34,280	*
	\$10M to \$20M	16	\$33,200	\$31,200	\$33,020	\$34,320	\$38,800
	\$20M to \$50M	50	\$34,110	\$29,850	\$33,620	\$38,470	\$40,860
	\$50M to \$100M	56	\$35,740	\$31,240	\$35,190	\$39,560	\$43,500
	\$100M to \$200M	61	\$35,270	\$32,240	\$34,500	\$37,440	\$42,800
	\$200M to \$500M	55	\$37,360	\$33,640	\$37,000	\$40,280	\$44,540
	\$500M to \$1B	38	\$39,410	\$35,450	\$38,350	\$42,250	\$47,840
	\$1B to \$3B	37	\$42,010	\$37,400	\$40,810	\$44,260	\$49,090
\$3B or more	15	\$44,350	\$39,410	\$41,160	\$52,420	\$56,320	
By region	New England	19	\$41,880	\$38,350	\$41,000	\$43,500	\$50,290
	Middle Atlantic	27	\$38,040	\$33,640	\$38,900	\$41,690	\$44,000
	East North Central	81	\$39,960	\$35,500	\$38,100	\$41,600	\$55,600
	West North Central	37	\$36,780	\$33,700	\$37,260	\$39,190	\$41,050
	South Atlantic	39	\$40,040	\$39,410	\$39,410	\$42,500	\$44,830
	East South Central	23	\$33,570	\$31,830	\$33,850	\$35,000	\$36,760
	West South Central	50	\$36,030	\$34,540	\$36,440	\$38,000	\$43,370
	Mountain	23	\$41,750	\$38,000	\$42,800	\$45,580	\$49,090
	Pacific	40	\$47,020	\$41,000	\$46,810	\$52,420	\$55,830
By number of full-time employees	1	0					
	2 - 4	23	\$34,790	\$30,680	\$33,020	\$38,230	\$42,600
	5 - 9	53	\$34,740	\$31,890	\$34,320	\$37,770	\$41,130
	10 - 49	120	\$36,210	\$32,180	\$35,000	\$40,120	\$45,150
	50 - 99	52	\$36,870	\$32,800	\$36,570	\$40,150	\$43,100
	100 or more	91	\$41,930	\$37,000	\$39,990	\$45,280	\$52,420
By number of services offered	1 - 2	0					
	3 - 4	3	*	*	*	*	
	5 - 6	12	\$34,230	\$31,410	\$33,290	\$38,000	*
	7 - 8	2	*	*	*	*	*
	9 - 10	19	\$37,360	\$31,680	\$35,700	\$40,860	\$48,000
	11 - 12	27	\$36,550	\$30,990	\$37,220	\$40,810	\$42,990
	13 - 20	273	\$40,280	\$35,570	\$39,410	\$43,160	\$51,780
By amount of loans outstanding	\$500,000 to \$2M	2	*	*	*	*	
	\$2M to \$5M	6	*	*	*	*	
	\$5M to \$20M	52	\$32,780	\$30,430	\$33,280	\$34,320	\$37,810
	\$20M to \$50M	60	\$35,650	\$31,000	\$35,700	\$39,880	\$41,500
	\$50M to \$100M	51	\$35,650	\$32,240	\$35,000	\$37,440	\$42,600
	\$100M to \$200M	48	\$36,040	\$31,860	\$35,460	\$40,070	\$44,540
	\$200M or more	120	\$41,700	\$36,960	\$39,990	\$44,260	\$52,420
By number of members	1 - 999	6	*	*	*	*	
	1,000 - 1,999	19	\$35,310	\$31,560	\$33,190	\$39,520	\$44,240
	2,000 - 4,999	74	\$34,600	\$30,700	\$33,630	\$38,380	\$42,000
	5,000 - 9,999	53	\$36,970	\$33,080	\$35,220	\$40,600	\$45,410
	10,000 - 19,999	62	\$35,520	\$32,000	\$34,240	\$38,000	\$43,030
	20,000 - 39,999	44	\$37,930	\$35,450	\$38,270	\$40,280	\$43,400
	40,000 - 49,999	13	\$38,840	\$34,750	\$38,000	\$41,600	\$49,350
	50,000 - 59,999	0					
	60,000 or more	60	\$42,540	\$37,440	\$40,260	\$45,500	\$52,990
Number of branch offices	1	83	\$36,400	\$31,290	\$35,360	\$39,890	\$44,540
	2	53	\$36,920	\$33,050	\$35,700	\$41,000	\$45,150
	3	38	\$35,420	\$31,390	\$33,950	\$39,560	\$42,800
	4	28	\$35,850	\$32,500	\$35,190	\$38,900	\$43,100
	5 or more	135	\$41,170	\$36,590	\$39,590	\$43,830	\$52,420

\* Insufficient data

**Table 16 - 2  
Incentives and Bonuses  
Member Services Representative I**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		332	84%	240	\$2,400
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	3	0%	0	
	\$5M to \$10M	8	29%	2	*
	\$10M to \$20M	16	58%	8	\$860
	\$20M to \$50M	50	64%	33	\$1,300
	\$50M to \$100M	55	79%	39	\$1,270
	\$100M to \$200M	61	79%	48	\$1,420
	\$200M to \$500M	54	79%	42	\$2,660
	\$500M to \$1B	36	84%	28	\$2,180
	\$1B to \$3B	36	96%	29	\$2,950
\$3B or more	15	83%	10	\$2,550	
By region	New England	18	94%	14	\$2,990
	Middle Atlantic	27	77%	17	\$1,840
	East North Central	81	90%	64	\$2,230
	West North Central	36	77%	26	\$3,050
	South Atlantic	37	94%	27	\$3,200
	East South Central	22	65%	17	\$1,510
	West South Central	49	86%	32	\$1,970
	Mountain Pacific	23 40	82% 76%	12 32	\$2,080 \$2,300
By number of full-time employees	1	0		0	
	2 - 4	23	37%	8	\$1,160
	5 - 9	53	62%	33	\$920
	10 - 49	118	77%	90	\$1,540
	50 - 99	51	86%	41	\$1,810
	100 or more	87	88%	69	\$2,780
By number of services offered	1 - 2	0		0	
	3 - 4	3	100%	3	*
	5 - 6	12	17%	2	*
	7 - 8	2	100%	2	*
	9 - 10	19	61%	13	\$1,730
	11 - 12	27	47%	13	\$1,640
	13 - 20	267	86%	207	\$2,420
By amount of loans outstanding	\$500,000 to \$2M	2	0%	0	
	\$2M to \$5M	6	43%	2	*
	\$5M to \$20M	52	57%	28	\$980
	\$20M to \$50M	60	77%	44	\$1,450
	\$50M to \$100M	49	82%	40	\$1,290
	\$100M to \$200M	48	75%	34	\$1,640
	\$200M or more	115	88%	92	\$2,720
By number of members	1 - 999	6	0%	0	
	1,000 - 1,999	19	68%	12	\$1,240
	2,000 - 4,999	74	60%	45	\$1,040
	5,000 - 9,999	52	82%	41	\$1,840
	10,000 - 19,999	62	80%	48	\$1,210
	20,000 - 39,999	43	79%	34	\$2,180
	40,000 - 49,999	12	79%	10	\$5,200
	50,000 - 59,999 60,000 or more	0 57	 89%	0 44	 \$2,680
Number of branch offices	1	83	64%	49	\$1,770
	2	52	78%	39	\$1,600
	3	38	71%	27	\$1,330
	4	28	77%	22	\$1,510
	5 or more	131	88%	103	\$2,610

\* Insufficient data

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



**Table 16 - 3**  
**Total Cash Compensation**  
**Member Services Representative I**

	N	average	25th percentile	median	75th percentile	90th percentile	
Overall	338	\$41,930	\$36,550	\$40,760	\$45,280	\$52,420	
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	3	*	*	*	*	
	\$5M to \$10M	8	\$34,450	\$32,000	\$34,280	\$35,330	*
	\$10M to \$20M	16	\$33,700	\$31,390	\$33,520	\$35,120	\$39,690
	\$20M to \$50M	50	\$34,940	\$30,030	\$34,040	\$38,550	\$45,430
	\$50M to \$100M	56	\$36,730	\$32,180	\$35,700	\$40,840	\$43,720
	\$100M to \$200M	61	\$36,390	\$32,500	\$35,800	\$37,810	\$44,600
	\$200M to \$500M	55	\$39,430	\$33,990	\$39,650	\$44,200	\$48,000
	\$500M to \$1B	38	\$40,860	\$37,120	\$40,400	\$43,830	\$48,270
	\$1B to \$3B	37	\$44,550	\$39,120	\$43,350	\$48,450	\$54,490
\$3B or more	15	\$46,260	\$40,350	\$42,830	\$52,420	\$60,280	
By region	New England	19	\$44,620	\$39,880	\$43,600	\$47,000	\$50,350
	Middle Atlantic	27	\$39,440	\$33,640	\$40,350	\$43,740	\$46,830
	East North Central	81	\$41,740	\$36,620	\$39,270	\$44,030	\$59,430
	West North Central	37	\$39,130	\$34,390	\$38,620	\$43,560	\$48,550
	South Atlantic	39	\$42,570	\$39,990	\$42,670	\$44,450	\$47,840
	East South Central	23	\$34,450	\$32,400	\$33,850	\$35,450	\$38,030
	West South Central	50	\$37,550	\$35,000	\$37,360	\$41,610	\$45,470
	Mountain	23	\$43,160	\$40,390	\$43,000	\$48,450	\$49,950
	Pacific	40	\$48,760	\$43,350	\$48,350	\$52,420	\$64,460
By number of full-time employees	1	0					
	2 - 4	23	\$35,220	\$30,680	\$33,520	\$39,560	\$43,500
	5 - 9	53	\$35,300	\$33,220	\$35,250	\$38,380	\$41,240
	10 - 49	120	\$37,390	\$32,740	\$35,940	\$41,960	\$46,870
	50 - 99	52	\$38,380	\$33,700	\$37,500	\$42,100	\$45,240
	100 or more	91	\$44,080	\$38,500	\$42,670	\$48,400	\$54,980
By number of services offered	1 - 2	0					
	3 - 4	3	*	*	*	*	
	5 - 6	12	\$34,320	\$31,410	\$33,290	\$38,000	*
	7 - 8	2	*	*	*	*	*
	9 - 10	19	\$38,410	\$32,090	\$35,810	\$45,430	\$48,000
	11 - 12	27	\$37,320	\$32,130	\$39,470	\$41,400	\$45,330
	13 - 20	273	\$42,170	\$36,640	\$40,880	\$45,470	\$52,420
By amount of loans outstanding	\$500,000 to \$2M	2	*	*	*	*	
	\$2M to \$5M	6	*	*	*	*	
	\$5M to \$20M	52	\$33,330	\$30,600	\$33,630	\$35,330	\$39,520
	\$20M to \$50M	60	\$36,770	\$32,000	\$37,060	\$41,750	\$43,500
	\$50M to \$100M	51	\$36,700	\$32,920	\$35,700	\$37,570	\$45,620
	\$100M to \$200M	48	\$37,250	\$32,570	\$36,110	\$41,800	\$45,150
	\$200M or more	120	\$43,810	\$38,500	\$42,670	\$47,910	\$53,950
By number of members	1 - 999	6	*	*	*	*	
	1,000 - 1,999	19	\$36,150	\$31,970	\$34,060	\$39,520	\$46,340
	2,000 - 4,999	74	\$35,220	\$30,990	\$34,240	\$39,520	\$42,880
	5,000 - 9,999	53	\$38,460	\$33,280	\$36,990	\$42,110	\$46,830
	10,000 - 19,999	62	\$36,490	\$32,670	\$35,450	\$39,650	\$44,600
	20,000 - 39,999	44	\$39,640	\$36,250	\$39,960	\$43,530	\$45,500
	40,000 - 49,999	13	\$42,860	\$36,600	\$43,600	\$48,380	\$50,350
	50,000 - 59,999	0					
	60,000 or more	60	\$44,600	\$38,690	\$42,670	\$48,550	\$57,890
Number of branch offices	1	83	\$37,520	\$32,000	\$37,130	\$41,210	\$47,470
	2	53	\$38,160	\$33,630	\$35,700	\$42,900	\$46,830
	3	38	\$36,350	\$32,010	\$35,800	\$41,930	\$44,600
	4	28	\$37,010	\$32,800	\$36,110	\$40,400	\$44,140
	5 or more	135	\$43,220	\$37,540	\$42,670	\$47,650	\$53,950

\* 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**  
**Member Services Representative I**

		N	average minimum	average midpoint	average maximum
Overall		197	\$33,140	\$40,220	\$47,300
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	6	*	*	*
	\$20M to \$50M	13	\$28,970	\$33,520	\$38,070
	\$50M to \$100M	22	\$32,320	\$38,180	\$44,030
	\$100M to \$200M	39	\$30,440	\$36,680	\$42,930
	\$200M to \$500M	39	\$32,940	\$39,930	\$46,920
	\$500M to \$1B	32	\$34,160	\$42,890	\$51,630
	\$1B to \$3B	33	\$35,900	\$44,040	\$52,190
	\$3B or more	14	\$40,380	\$49,240	\$58,100

\* 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:** Accountable 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 accountable for the teller operations area by scheduling hours, assigning work, answering questions, solving problems, helping with complex transactions and 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 comprehend 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 17 - 1**  
**Salaries**  
**Head Teller**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	204	\$42,910	\$38,910	\$41,530	\$45,850	\$52,680
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	6	*	*	*	*	*
\$10M to \$20M	8	\$35,660	\$26,720	\$34,320	\$45,290	*
\$20M to \$50M	26	\$39,840	\$37,050	\$39,520	\$44,260	\$48,030
\$50M to \$100M	37	\$38,030	\$34,320	\$38,400	\$41,600	\$45,010
\$100M to \$200M	37	\$37,700	\$34,100	\$37,070	\$39,940	\$42,250
\$200M to \$500M	43	\$39,760	\$37,100	\$39,100	\$41,870	\$45,950
\$500M to \$1B	19	\$41,660	\$39,200	\$40,630	\$44,920	\$47,520
\$1B to \$3B	20	\$44,270	\$39,240	\$44,800	\$49,540	\$50,040
\$3B or more	7	\$47,320	\$41,530	\$45,660	\$54,860	\$55,140
By region						
New England	9	\$47,960	\$45,110	\$47,630	\$51,200	\$52,730
Middle Atlantic	20	\$43,700	\$40,210	\$45,660	\$45,660	\$45,660
East North Central	60	\$40,480	\$37,630	\$39,940	\$45,620	\$45,850
West North Central	23	\$40,050	\$38,000	\$38,910	\$40,530	\$46,190
South Atlantic	25	\$42,690	\$40,630	\$40,630	\$47,260	\$48,520
East South Central	19	\$36,060	\$34,000	\$34,370	\$39,520	\$44,670
West South Central	22	\$40,280	\$37,000	\$41,530	\$41,530	\$44,760
Mountain	13	\$41,280	\$39,130	\$39,520	\$44,600	\$50,790
Pacific	12	\$53,010	\$49,540	\$54,860	\$54,860	\$61,140
By number of full-time employees						
1	3	*	*	*	*	*
2 - 4	10	\$37,960	\$27,040	\$37,520	\$45,770	*
5 - 9	27	\$39,160	\$37,050	\$39,490	\$43,140	\$47,480
10 - 49	78	\$38,820	\$34,690	\$39,000	\$41,500	\$46,160
50 - 99	39	\$39,320	\$37,220	\$38,970	\$41,630	\$45,690
100 or more	46	\$45,140	\$40,630	\$44,800	\$47,740	\$54,860
By number of services offered						
1 - 2	2	*	*	*	*	*
3 - 4	0					
5 - 6	2	*	*	*	*	*
7 - 8	1	*	*	*	*	*
9 - 10	7	\$44,880	\$41,140	\$47,060	\$48,030	*
11 - 12	28	\$36,940	\$31,940	\$37,320	\$39,940	\$45,410
13 - 20	163	\$43,190	\$38,910	\$41,530	\$45,850	\$54,860
By amount of loans outstanding						
\$500,000 to \$2M	2	*	*	*	*	*
\$2M to \$5M	8	\$31,390	\$24,880	\$27,040	\$39,680	*
\$5M to \$20M	25	\$39,270	\$34,280	\$37,830	\$44,510	\$48,030
\$20M to \$50M	39	\$38,950	\$34,320	\$39,520	\$43,410	\$47,320
\$50M to \$100M	26	\$37,170	\$34,000	\$36,740	\$39,780	\$43,310
\$100M to \$200M	35	\$39,450	\$36,050	\$38,900	\$41,580	\$46,160
\$200M or more	69	\$44,500	\$40,040	\$43,650	\$47,440	\$54,860
By number of members						
1 - 999	4	*	*	*	*	*
1,000 - 1,999	12	\$39,000	\$27,040	\$42,040	\$45,550	*
2,000 - 4,999	32	\$39,010	\$34,650	\$38,890	\$43,400	\$47,100
5,000 - 9,999	39	\$38,360	\$32,680	\$39,000	\$41,590	\$45,620
10,000 - 19,999	43	\$38,480	\$35,000	\$37,700	\$39,780	\$45,560
20,000 - 39,999	30	\$40,160	\$37,010	\$39,960	\$42,460	\$46,170
40,000 - 49,999	9	\$40,610	\$37,750	\$40,000	\$41,500	\$50,130
50,000 - 59,999	0					
60,000 or more	30	\$45,770	\$41,530	\$45,660	\$49,260	\$54,860
Number of branch offices						
1	40	\$39,550	\$35,400	\$39,520	\$45,230	\$49,560
2	36	\$38,870	\$34,320	\$39,010	\$43,260	\$45,140
3	27	\$38,630	\$34,320	\$38,000	\$42,390	\$45,000
4	21	\$38,540	\$34,000	\$37,700	\$41,770	\$49,550
5 or more	79	\$44,100	\$39,520	\$42,870	\$47,260	\$54,860

\* Insufficient data

**Table 17 - 2  
Incentives and Bonuses  
Head Teller**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		201	83%	141	\$1,970
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	6	50%	3	*
	\$10M to \$20M	8	20%	2	*
	\$20M to \$50M	26	50%	13	\$1,270
	\$50M to \$100M	36	75%	28	\$1,450
	\$100M to \$200M	36	69%	25	\$1,900
	\$200M to \$500M	43	78%	34	\$1,970
	\$500M to \$1B	18	86%	14	\$2,180
	\$1B to \$3B	20	89%	15	\$2,450
	\$3B or more	7	94%	7	\$1,800
By region	New England	9	93%	7	\$3,460
	Middle Atlantic	20	87%	14	\$970
	East North Central	60	81%	43	\$1,850
	West North Central	22	93%	18	\$1,720
	South Atlantic	25	83%	18	\$1,950
	East South Central	19	56%	10	\$1,850
	West South Central	22	91%	16	\$2,470
	Mountain Pacific	13 11	81% 79%	7 7	\$2,100 \$2,370
By number of full-time employees	1	3	0%	0	
	2 - 4	10	54%	6	*
	5 - 9	27	53%	15	\$1,120
	10 - 49	76	71%	55	\$1,730
	50 - 99	39	73%	30	\$1,940
	100 or more	45	92%	36	\$2,050
By number of services offered	1 - 2	2	0%	0	
	3 - 4	0		0	
	5 - 6	2	0%	0	
	7 - 8	1	100%	1	*
	9 - 10	7	100%	7	\$1,330
	11 - 12	28	54%	15	\$1,730
	13 - 20	160	85%	119	\$1,980
By amount of loans outstanding	\$500,000 to \$2M	2	0%	0	
	\$2M to \$5M	8	20%	2	*
	\$5M to \$20M	25	49%	13	\$1,440
	\$20M to \$50M	39	78%	30	\$1,510
	\$50M to \$100M	24	80%	19	\$1,880
	\$100M to \$200M	35	66%	25	\$1,830
	\$200M or more	68	89%	53	\$2,040
By number of members	1 - 999	4	64%	3	*
	1,000 - 1,999	12	35%	4	*
	2,000 - 4,999	32	60%	20	\$1,070
	5,000 - 9,999	37	76%	27	\$1,730
	10,000 - 19,999	43	58%	30	\$1,880
	20,000 - 39,999	30	79%	23	\$2,040
	40,000 - 49,999	9	92%	7	\$2,880
	50,000 - 59,999 60,000 or more	0 28	 93%	0 23	 \$1,910
Number of branch offices	1	39	64%	24	\$1,750
	2	35	65%	22	\$1,550
	3	27	66%	18	\$1,470
	4	21	60%	16	\$1,820
	5 or more	78	89%	61	\$2,030

\* Insufficient data

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

**Table 17 - 3**  
**Total Cash Compensation**  
**Head Teller**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	204	\$44,490	\$40,100	\$44,280	\$48,460	\$55,870
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	6	*	*	*	*	*
\$10M to \$20M	8	\$36,360	\$26,720	\$34,320	\$46,510	*
\$20M to \$50M	26	\$40,480	\$37,050	\$39,580	\$44,510	\$48,630
\$50M to \$100M	37	\$39,060	\$35,100	\$38,900	\$43,240	\$46,650
\$100M to \$200M	37	\$38,970	\$35,100	\$39,460	\$42,230	\$43,880
\$200M to \$500M	43	\$41,260	\$37,700	\$40,980	\$43,200	\$46,870
\$500M to \$1B	19	\$43,420	\$40,220	\$43,000	\$45,390	\$49,250
\$1B to \$3B	20	\$46,190	\$40,100	\$46,300	\$49,540	\$53,540
\$3B or more	7	\$49,010	\$44,530	\$46,160	\$55,870	\$59,550
By region						
New England	9	\$51,170	\$46,870	\$49,630	\$57,850	\$58,200
Middle Atlantic	20	\$44,540	\$42,440	\$46,160	\$46,160	\$46,300
East North Central	60	\$41,940	\$38,770	\$41,500	\$47,220	\$48,460
West North Central	23	\$41,560	\$40,100	\$40,100	\$43,300	\$48,440
South Atlantic	25	\$44,250	\$41,700	\$41,730	\$49,480	\$51,610
East South Central	19	\$37,010	\$34,160	\$35,700	\$39,520	\$45,880
West South Central	22	\$42,470	\$37,780	\$44,530	\$44,530	\$47,200
Mountain	13	\$42,460	\$39,520	\$40,130	\$46,280	\$54,950
Pacific	12	\$54,870	\$49,750	\$55,870	\$61,540	\$62,460
By number of full-time employees						
1	3	*	*	*	*	*
2 - 4	10	\$39,050	\$27,040	\$38,020	\$49,150	*
5 - 9	27	\$39,750	\$37,050	\$39,520	\$43,870	\$48,510
10 - 49	78	\$40,010	\$35,620	\$39,990	\$43,300	\$48,720
50 - 99	39	\$40,700	\$37,860	\$40,700	\$43,100	\$46,730
100 or more	46	\$46,940	\$41,820	\$46,160	\$49,880	\$55,870
By number of services offered						
1 - 2	2	*	*	*	*	*
3 - 4	0					
5 - 6	2	*	*	*	*	*
7 - 8	1	*	*	*	*	*
9 - 10	7	\$46,210	\$41,980	\$48,090	\$49,620	*
11 - 12	28	\$37,880	\$32,140	\$37,860	\$41,300	\$49,070
13 - 20	163	\$44,810	\$40,110	\$44,530	\$48,460	\$55,870
By amount of loans outstanding						
\$500,000 to \$2M	2	*	*	*	*	*
\$2M to \$5M	8	\$31,590	\$24,880	\$27,040	\$40,330	*
\$5M to \$20M	25	\$39,980	\$34,300	\$38,490	\$44,520	\$49,230
\$20M to \$50M	39	\$40,130	\$35,180	\$40,100	\$44,490	\$48,980
\$50M to \$100M	26	\$38,580	\$34,000	\$39,460	\$42,630	\$44,490
\$100M to \$200M	35	\$40,650	\$36,420	\$40,860	\$43,030	\$46,590
\$200M or more	69	\$46,240	\$41,700	\$44,530	\$49,480	\$55,870
By number of members						
1 - 999	4	*	*	*	*	*
1,000 - 1,999	12	\$39,900	\$27,040	\$42,200	\$47,850	*
2,000 - 4,999	32	\$39,650	\$35,090	\$39,520	\$44,370	\$47,830
5,000 - 9,999	39	\$39,610	\$33,200	\$39,630	\$43,300	\$49,090
10,000 - 19,999	43	\$39,560	\$36,430	\$39,000	\$41,500	\$46,870
20,000 - 39,999	30	\$41,740	\$38,010	\$41,410	\$44,760	\$47,910
40,000 - 49,999	9	\$43,250	\$40,980	\$41,820	\$43,880	\$53,950
50,000 - 59,999	0					
60,000 or more	30	\$47,460	\$42,870	\$46,160	\$51,500	\$55,870
Number of branch offices						
1	40	\$40,610	\$35,400	\$39,620	\$47,290	\$52,450
2	36	\$39,830	\$35,880	\$40,040	\$43,920	\$46,730
3	27	\$39,610	\$34,820	\$39,000	\$43,820	\$45,830
4	21	\$39,630	\$34,000	\$37,700	\$45,390	\$50,720
5 or more	79	\$45,840	\$41,260	\$44,530	\$48,470	\$55,870

\* 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  
Head Teller**

		N	average minimum	average midpoint	average maximum
Overall		98	\$35,650	\$43,750	\$51,840
By credit union asset size					
	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	2	*	*	*
	\$10M to \$20M	0			
	\$20M to \$50M	2	*	*	*
	\$50M to \$100M	11	\$33,280	\$40,060	\$46,840
	\$100M to \$200M	17	\$34,000	\$40,980	\$47,970
	\$200M to \$500M	27	\$34,900	\$42,340	\$49,770
	\$500M to \$1B	15	\$37,510	\$46,950	\$56,390
	\$1B to \$3B	18	\$37,270	\$46,290	\$55,320
	\$3B or more	7	\$40,730	\$50,540	\$60,360

\* 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 18 - 1**  
**Salaries**  
**Teller II / Sr.**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	189	\$40,700	\$35,320	\$39,520	\$44,340	\$56,140
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	3	*	*	*	*	*
\$5M to \$10M	0					
\$10M to \$20M	5	*	*	*	*	*
\$20M to \$50M	18	\$33,680	\$30,420	\$32,760	\$37,000	\$41,670
\$50M to \$100M	27	\$35,950	\$33,730	\$36,340	\$37,860	\$41,140
\$100M to \$200M	29	\$36,000	\$32,240	\$34,230	\$40,090	\$46,000
\$200M to \$500M	37	\$37,080	\$34,620	\$37,200	\$39,520	\$43,200
\$500M to \$1B	30	\$37,170	\$34,580	\$37,330	\$39,980	\$41,030
\$1B to \$3B	29	\$39,480	\$35,310	\$39,000	\$43,150	\$45,650
\$3B or more	11	\$46,890	\$40,550	\$45,290	\$56,140	\$56,140
By region						
New England	10	\$38,390	\$33,850	\$36,550	\$39,590	\$45,710
Middle Atlantic	14	\$38,410	\$35,200	\$38,010	\$41,140	\$47,850
East North Central	46	\$36,540	\$34,590	\$36,580	\$39,000	\$41,030
West North Central	17	\$36,780	\$34,560	\$36,000	\$38,930	\$42,100
South Atlantic	27	\$46,490	\$40,550	\$45,650	\$56,140	\$56,140
East South Central	14	\$35,440	\$33,180	\$36,400	\$37,200	\$37,200
West South Central	21	\$36,760	\$34,420	\$37,820	\$40,000	\$43,370
Mountain	17	\$39,600	\$36,730	\$40,000	\$43,150	\$44,140
Pacific	23	\$44,100	\$40,490	\$45,290	\$45,290	\$53,550
By number of full-time employees						
1	0					
2 - 4	10	\$27,480	\$21,280	\$23,630	\$32,000	*
5 - 9	11	\$33,430	\$31,530	\$32,780	\$36,950	\$37,270
10 - 49	65	\$36,110	\$33,450	\$35,160	\$38,770	\$42,010
50 - 99	33	\$37,140	\$34,580	\$37,200	\$39,520	\$43,200
100 or more	70	\$42,100	\$36,580	\$40,150	\$45,290	\$56,140
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	3	*	*	*	*	*
7 - 8	2	*	*	*	*	*
9 - 10	5	*	*	*	*	*
11 - 12	17	\$34,400	\$30,830	\$33,280	\$37,450	\$41,090
13 - 20	163	\$40,950	\$36,000	\$39,550	\$45,130	\$56,140
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	4	*	*	*	*	*
\$5M to \$20M	20	\$32,810	\$29,440	\$32,580	\$36,700	\$41,530
\$20M to \$50M	29	\$35,690	\$33,630	\$35,420	\$37,740	\$41,140
\$50M to \$100M	20	\$35,180	\$32,240	\$33,910	\$37,440	\$40,530
\$100M to \$200M	26	\$37,610	\$32,770	\$37,400	\$42,080	\$45,110
\$200M or more	91	\$41,680	\$36,550	\$40,000	\$45,290	\$56,140
By number of members						
1 - 999	3	*	*	*	*	*
1,000 - 1,999	8	\$31,750	\$28,690	\$32,000	\$34,650	*
2,000 - 4,999	21	\$35,160	\$33,310	\$36,670	\$37,450	\$41,800
5,000 - 9,999	28	\$35,510	\$33,580	\$34,740	\$37,860	\$40,940
10,000 - 19,999	37	\$36,820	\$32,590	\$35,320	\$40,680	\$45,000
20,000 - 39,999	27	\$37,200	\$34,940	\$37,200	\$38,930	\$43,200
40,000 - 49,999	10	\$36,320	\$32,860	\$33,580	\$40,140	\$40,150
50,000 - 59,999	0					
60,000 or more	46	\$42,900	\$37,330	\$40,550	\$45,290	\$56,140
Number of branch offices						
1	30	\$35,560	\$33,240	\$37,000	\$38,810	\$41,970
2	26	\$35,750	\$33,660	\$35,320	\$39,850	\$41,140
3	18	\$36,100	\$31,200	\$34,460	\$38,370	\$46,000
4	22	\$37,400	\$33,480	\$37,010	\$42,080	\$44,380
5 or more	93	\$41,420	\$36,400	\$40,000	\$45,290	\$56,140

\* Insufficient data

**Table 18 - 2  
Incentives and Bonuses  
Teller II / Sr.**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		186	74%	136	\$1,590
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	3	0%	0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	5	67%	3	*
	\$20M to \$50M	18	38%	7	\$1,070
	\$50M to \$100M	27	75%	17	\$1,500
	\$100M to \$200M	29	81%	22	\$1,370
	\$200M to \$500M	37	85%	31	\$2,420
	\$500M to \$1B	29	79%	25	\$2,100
	\$1B to \$3B	28	83%	24	\$1,230
\$3B or more	10	61%	7	\$1,050	
By region	New England	10	91%	8	\$3,580
	Middle Atlantic	14	69%	8	\$1,780
	East North Central	45	81%	30	\$1,220
	West North Central	16	70%	12	\$1,490
	South Atlantic	27	44%	19	\$1,610
	East South Central	14	60%	7	\$4,260
	West South Central	20	100%	19	\$1,190
	Mountain Pacific	17 23	98% 82%	15 18	\$1,710 \$1,120
By number of full-time employees	1	0		0	
	2 - 4	10	32%	3	*
	5 - 9	11	52%	6	\$2,310
	10 - 49	65	76%	45	\$1,340
	50 - 99	33	88%	26	\$2,490
	100 or more	67	72%	56	\$1,450
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	3	0%	0	
	7 - 8	2	100%	2	*
	9 - 10	5	81%	3	*
	11 - 12	17	76%	10	\$1,940
	13 - 20	160	74%	120	\$1,580
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	4	0%	0	
	\$5M to \$20M	20	39%	9	\$1,380
	\$20M to \$50M	29	77%	18	\$1,400
	\$50M to \$100M	20	76%	16	\$1,490
	\$100M to \$200M	26	82%	19	\$1,770
\$200M or more	88	73%	73	\$1,590	
By number of members	1 - 999	3	0%	0	
	1,000 - 1,999	8	55%	4	*
	2,000 - 4,999	21	64%	12	\$750
	5,000 - 9,999	28	75%	18	\$1,510
	10,000 - 19,999	37	83%	27	\$1,510
	20,000 - 39,999	27	81%	21	\$2,500
	40,000 - 49,999	10	100%	10	\$3,650
	50,000 - 59,999	0		0	
60,000 or more	43	68%	33	\$1,140	
Number of branch offices	1	30	61%	14	\$1,520
	2	26	81%	18	\$1,380
	3	18	83%	12	\$1,120
	4	22	84%	17	\$1,490
	5 or more	90	73%	73	\$1,630

\* Insufficient data

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

**Table 18 - 3**  
**Total Cash Compensation**  
**Teller II / Sr.**

	N	average	25th percentile	median	75th percentile	90th percentile	
Overall	189	\$41,790	\$36,400	\$41,000	\$45,750	\$56,140	
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	3	*	*	*	*	
	\$5M to \$10M	0					
	\$10M to \$20M	5	*	*	*	*	
	\$20M to \$50M	18	\$34,080	\$30,980	\$33,660	\$37,000	\$42,020
	\$50M to \$100M	27	\$37,060	\$34,240	\$36,880	\$38,900	\$42,050
	\$100M to \$200M	29	\$36,960	\$32,590	\$35,280	\$41,030	\$46,000
	\$200M to \$500M	37	\$39,070	\$35,640	\$38,050	\$43,900	\$45,300
	\$500M to \$1B	30	\$38,780	\$36,000	\$37,680	\$41,500	\$43,780
	\$1B to \$3B	29	\$40,320	\$37,620	\$40,000	\$43,940	\$45,650
\$3B or more	11	\$47,510	\$41,770	\$46,030	\$56,140	\$56,140	
By region	New England	10	\$41,660	\$38,050	\$40,480	\$43,780	\$46,940
	Middle Atlantic	14	\$39,640	\$35,200	\$40,030	\$42,050	\$47,850
	East North Central	46	\$37,490	\$35,040	\$37,170	\$40,000	\$42,220
	West North Central	17	\$37,720	\$35,190	\$36,000	\$40,630	\$44,050
	South Atlantic	27	\$47,140	\$41,770	\$45,650	\$56,140	\$56,140
	East South Central	14	\$38,000	\$35,880	\$36,400	\$43,900	\$43,900
	West South Central	21	\$37,650	\$34,940	\$37,820	\$41,000	\$44,370
	Mountain	17	\$41,240	\$37,860	\$41,500	\$44,900	\$46,990
	Pacific	23	\$44,980	\$42,490	\$46,000	\$46,030	\$54,290
By number of full-time employees	1	0					
	2 - 4	10	\$28,160	\$21,280	\$27,630	\$32,000	*
	5 - 9	11	\$34,640	\$31,700	\$36,670	\$37,090	\$38,900
	10 - 49	65	\$37,130	\$34,180	\$36,040	\$40,600	\$43,730
	50 - 99	33	\$39,130	\$35,640	\$38,050	\$43,900	\$46,000
	100 or more	70	\$43,060	\$37,500	\$41,770	\$46,030	\$56,140
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	3	*	*	*	*	*
	7 - 8	2	*	*	*	*	*
	9 - 10	5	*	*	*	*	*
	11 - 12	17	\$35,880	\$32,440	\$36,670	\$38,840	\$42,310
	13 - 20	163	\$42,040	\$36,570	\$41,470	\$46,030	\$56,140
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	4	*	*	*	*	
	\$5M to \$20M	20	\$33,350	\$30,090	\$32,780	\$36,700	\$41,930
	\$20M to \$50M	29	\$36,750	\$34,240	\$36,460	\$38,900	\$42,050
	\$50M to \$100M	20	\$36,320	\$33,440	\$34,610	\$38,680	\$42,980
	\$100M to \$200M	26	\$38,850	\$32,810	\$37,400	\$43,730	\$46,200
	\$200M or more	91	\$42,770	\$37,170	\$41,770	\$46,030	\$56,140
By number of members	1 - 999	3	*	*	*	*	
	1,000 - 1,999	8	\$32,860	\$30,020	\$32,000	\$35,940	*
	2,000 - 4,999	21	\$35,640	\$33,310	\$36,670	\$38,840	\$42,050
	5,000 - 9,999	28	\$36,620	\$34,240	\$35,350	\$39,720	\$42,050
	10,000 - 19,999	37	\$37,900	\$33,440	\$36,820	\$42,880	\$45,750
	20,000 - 39,999	27	\$39,220	\$36,570	\$38,050	\$43,880	\$45,300
	40,000 - 49,999	10	\$39,970	\$36,760	\$40,970	\$43,290	\$43,780
	50,000 - 59,999	0					
	60,000 or more	46	\$43,610	\$37,500	\$41,770	\$46,030	\$56,140
Number of branch offices	1	30	\$36,460	\$33,420	\$37,000	\$41,650	\$43,830
	2	26	\$36,870	\$34,030	\$36,600	\$41,000	\$42,350
	3	18	\$36,700	\$31,400	\$35,280	\$40,600	\$46,000
	4	22	\$38,650	\$34,580	\$38,690	\$43,730	\$45,440
	5 or more	93	\$42,530	\$37,170	\$41,500	\$46,030	\$56,140

\* 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  
Teller II / Sr.**

		N	average minimum	average midpoint	average maximum
Overall		121	\$31,960	\$39,270	\$46,580
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	3	*	*	*
	\$20M to \$50M	4	*	*	*
	\$50M to \$100M	13	\$28,960	\$35,060	\$41,160
	\$100M to \$200M	13	\$29,640	\$36,170	\$42,710
	\$200M to \$500M	25	\$31,700	\$38,260	\$44,830
	\$500M to \$1B	26	\$31,700	\$39,580	\$47,450
	\$1B to \$3B	27	\$34,210	\$42,650	\$51,090
	\$3B or more	9	\$38,260	\$47,060	\$55,870

\* Insufficient data

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

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## 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**

- Build relationships and enhance member experience, respond to member requests in a friendly, helpful and positive manner
- Process transactions in a prompt, efficient, confidential and accurate manner
- 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.
- 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 19 - 1**  
**Salaries**  
**Teller I**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	289	\$36,680	\$32,240	\$36,270	\$41,280	\$44,490
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	2	*	*	*	*	*
\$10M to \$20M	10	\$31,830	\$26,450	\$32,030	\$39,520	*
\$20M to \$50M	44	\$32,880	\$30,210	\$32,240	\$34,530	\$39,000
\$50M to \$100M	47	\$32,520	\$30,150	\$33,340	\$35,360	\$37,440
\$100M to \$200M	50	\$31,490	\$28,510	\$31,150	\$34,880	\$38,000
\$200M to \$500M	55	\$33,740	\$31,700	\$33,900	\$35,980	\$37,000
\$500M to \$1B	32	\$33,900	\$31,270	\$33,070	\$35,870	\$39,880
\$1B to \$3B	35	\$35,820	\$33,570	\$35,620	\$38,700	\$40,630
\$3B or more	15	\$40,810	\$37,780	\$44,490	\$44,490	\$44,490
By region						
New England	15	\$37,770	\$35,360	\$37,330	\$40,630	\$47,030
Middle Atlantic	23	\$35,510	\$32,040	\$35,170	\$37,160	\$41,580
East North Central	72	\$34,280	\$31,700	\$34,820	\$37,400	\$40,280
West North Central	32	\$32,850	\$31,720	\$33,000	\$36,000	\$36,730
South Atlantic	38	\$40,620	\$36,610	\$44,490	\$44,490	\$44,490
East South Central	29	\$30,570	\$28,570	\$29,140	\$33,810	\$35,050
West South Central	39	\$32,370	\$29,560	\$31,950	\$34,040	\$39,880
Mountain	19	\$35,630	\$33,160	\$34,590	\$38,980	\$39,230
Pacific	22	\$39,250	\$36,740	\$38,700	\$39,950	\$48,520
By number of full-time employees						
1	0					
2 - 4	7	\$29,350	\$19,970	\$27,340	\$32,240	*
5 - 9	38	\$33,760	\$30,870	\$32,240	\$36,400	\$39,520
10 - 49	114	\$32,280	\$29,000	\$32,240	\$35,360	\$37,960
50 - 99	45	\$34,330	\$32,190	\$34,330	\$36,340	\$37,540
100 or more	83	\$37,960	\$33,610	\$37,780	\$44,490	\$44,490
By number of services offered						
1 - 2	2	*	*	*	*	*
3 - 4	0					
5 - 6	2	*	*	*	*	*
7 - 8	4	*	*	*	*	*
9 - 10	16	\$32,510	\$30,170	\$31,720	\$35,520	\$39,150
11 - 12	26	\$33,270	\$31,150	\$32,000	\$35,800	\$39,520
13 - 20	239	\$36,830	\$32,660	\$36,350	\$42,640	\$44,490
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	2	*	*	*	*	*
\$5M to \$20M	46	\$32,920	\$30,000	\$32,240	\$36,310	\$39,520
\$20M to \$50M	52	\$32,130	\$29,200	\$32,000	\$35,200	\$37,440
\$50M to \$100M	34	\$31,730	\$29,000	\$31,130	\$34,320	\$37,440
\$100M to \$200M	45	\$32,640	\$29,700	\$33,380	\$36,200	\$37,540
\$200M or more	111	\$37,860	\$33,910	\$37,330	\$44,490	\$44,490
By number of members						
1 - 999	0					
1,000 - 1,999	12	\$31,510	\$23,820	\$31,020	\$33,780	*
2,000 - 4,999	56	\$33,700	\$31,210	\$33,280	\$36,310	\$39,520
5,000 - 9,999	46	\$31,270	\$29,120	\$31,160	\$34,530	\$36,920
10,000 - 19,999	58	\$32,340	\$29,000	\$32,320	\$35,980	\$38,360
20,000 - 39,999	41	\$34,150	\$32,660	\$34,000	\$35,750	\$37,080
40,000 - 49,999	11	\$34,230	\$32,000	\$34,370	\$36,350	\$36,630
50,000 - 59,999	0					
60,000 or more	53	\$38,790	\$34,960	\$38,840	\$44,490	\$44,490
Number of branch offices						
1	60	\$34,370	\$31,720	\$34,230	\$38,220	\$39,520
2	42	\$31,740	\$30,160	\$32,000	\$35,130	\$37,270
3	31	\$32,950	\$31,000	\$33,340	\$35,290	\$37,960
4	27	\$33,460	\$30,270	\$34,000	\$36,340	\$38,000
5 or more	128	\$37,370	\$33,160	\$36,740	\$44,490	\$44,490

\* Insufficient data

**Table 19 - 2  
Incentives and Bonuses  
Teller I**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		279	65%	196	\$1,390
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	2	100%	2	*
	\$10M to \$20M	10	33%	3	*
	\$20M to \$50M	41	48%	18	\$690
	\$50M to \$100M	46	77%	34	\$940
	\$100M to \$200M	49	88%	40	\$1,390
	\$200M to \$500M	53	78%	39	\$1,640
	\$500M to \$1B	30	85%	24	\$1,370
	\$1B to \$3B	34	83%	24	\$1,450
\$3B or more	15	41%	11	\$1,340	
By region	New England	15	85%	14	\$1,340
	Middle Atlantic	23	92%	19	\$1,570
	East North Central	71	81%	42	\$1,870
	West North Central	30	80%	21	\$1,160
	South Atlantic	37	35%	25	\$1,310
	East South Central	27	57%	17	\$1,570
	West South Central	37	90%	28	\$1,000
	Mountain Pacific	17 22	92% 87%	13 16	\$1,080 \$1,150
By number of full-time employees	1	0		0	
	2 - 4	7	28%	2	*
	5 - 9	37	59%	20	\$970
	10 - 49	111	78%	79	\$1,310
	50 - 99	44	78%	34	\$1,450
	100 or more	80	61%	61	\$1,410
By number of services offered	1 - 2	2	0%	0	
	3 - 4	0		0	
	5 - 6	1	0%	0	
	7 - 8	4	64%	3	*
	9 - 10	16	80%	10	\$710
	11 - 12	25	67%	12	\$1,320
	13 - 20	231	65%	171	\$1,400
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	2	100%	2	*
	\$5M to \$20M	45	52%	20	\$850
	\$20M to \$50M	51	75%	34	\$900
	\$50M to \$100M	32	86%	27	\$1,990
	\$100M to \$200M	44	73%	32	\$1,080
	\$200M or more	106	62%	81	\$1,450
By number of members	1 - 999	0		0	
	1,000 - 1,999	12	43%	5	*
	2,000 - 4,999	55	61%	29	\$830
	5,000 - 9,999	43	80%	33	\$1,720
	10,000 - 19,999	56	81%	43	\$1,120
	20,000 - 39,999	40	75%	29	\$1,290
	40,000 - 49,999	11	81%	10	\$1,990
	50,000 - 59,999	0		0	
	60,000 or more	50	56%	37	\$1,410
Number of branch offices	1	59	64%	31	\$1,020
	2	41	77%	29	\$2,110
	3	30	69%	21	\$1,210
	4	27	85%	21	\$1,140
	5 or more	122	63%	93	\$1,390

\* Insufficient data

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



**Table 19 - 3**  
**Total Cash Compensation**  
**Teller I**

	N	average	25th percentile	median	75th percentile	90th percentile	
Overall	289	\$37,490	\$33,060	\$37,150	\$42,740	\$44,490	
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	2	*	*	*	*	
	\$10M to \$20M	10	\$32,650	\$28,790	\$32,030	\$39,520	*
	\$20M to \$50M	44	\$33,160	\$30,370	\$33,300	\$34,530	\$39,000
	\$50M to \$100M	47	\$33,230	\$30,420	\$33,600	\$36,010	\$39,220
	\$100M to \$200M	50	\$32,660	\$28,970	\$31,950	\$36,000	\$40,130
	\$200M to \$500M	55	\$34,870	\$32,160	\$35,140	\$36,890	\$39,470
	\$500M to \$1B	32	\$34,920	\$32,170	\$34,000	\$37,300	\$39,970
	\$1B to \$3B	35	\$36,820	\$34,310	\$36,990	\$39,950	\$42,640
\$3B or more	15	\$41,320	\$38,390	\$44,490	\$44,490	\$44,490	
By region	New England	15	\$38,800	\$35,970	\$37,360	\$42,740	\$48,270
	Middle Atlantic	23	\$36,950	\$33,930	\$37,810	\$38,570	\$42,080
	East North Central	72	\$35,600	\$32,450	\$35,200	\$38,980	\$42,670
	West North Central	32	\$33,710	\$31,750	\$34,000	\$36,000	\$37,770
	South Atlantic	38	\$41,060	\$37,900	\$44,490	\$44,490	\$44,490
	East South Central	29	\$31,400	\$29,000	\$29,140	\$35,260	\$36,870
	West South Central	39	\$33,060	\$30,420	\$32,180	\$35,500	\$39,880
	Mountain	19	\$36,300	\$33,860	\$34,660	\$39,900	\$41,000
	Pacific	22	\$40,240	\$37,150	\$39,600	\$40,730	\$50,920
By number of full-time employees	1	0					
	2 - 4	7	\$29,650	\$19,970	\$27,340	\$33,670	*
	5 - 9	38	\$34,300	\$31,680	\$33,300	\$37,100	\$39,520
	10 - 49	114	\$33,260	\$29,250	\$33,290	\$36,520	\$39,520
	50 - 99	45	\$35,330	\$33,500	\$35,640	\$37,350	\$40,640
	100 or more	83	\$38,720	\$34,320	\$38,500	\$44,490	\$44,490
By number of services offered	1 - 2	2	*	*	*	*	
	3 - 4	0					
	5 - 6	2	*	*	*	*	
	7 - 8	4	*	*	*	*	
	9 - 10	16	\$33,080	\$30,390	\$32,180	\$35,820	\$41,650
	11 - 12	26	\$34,140	\$31,600	\$33,620	\$39,170	\$40,560
	13 - 20	239	\$37,640	\$33,320	\$37,150	\$44,490	\$44,490
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	2	*	*	*	*	
	\$5M to \$20M	46	\$33,340	\$30,370	\$33,490	\$36,810	\$39,520
	\$20M to \$50M	52	\$32,780	\$30,030	\$32,760	\$35,950	\$37,940
	\$50M to \$100M	34	\$33,310	\$29,000	\$31,960	\$35,820	\$39,770
	\$100M to \$200M	45	\$33,420	\$30,150	\$34,610	\$36,520	\$38,280
\$200M or more	111	\$38,650	\$34,500	\$38,390	\$44,490	\$44,490	
By number of members	1 - 999	0					
	1,000 - 1,999	12	\$31,770	\$23,820	\$31,020	\$34,020	*
	2,000 - 4,999	56	\$34,190	\$31,950	\$33,780	\$36,810	\$39,520
	5,000 - 9,999	46	\$32,580	\$29,800	\$31,810	\$35,780	\$37,550
	10,000 - 19,999	58	\$33,210	\$29,160	\$33,850	\$37,000	\$40,000
	20,000 - 39,999	41	\$34,980	\$33,070	\$35,100	\$36,470	\$37,950
	40,000 - 49,999	11	\$35,850	\$33,230	\$36,000	\$37,390	\$40,640
	50,000 - 59,999	0					
	60,000 or more	53	\$39,470	\$36,210	\$39,900	\$44,490	\$44,490
Number of branch offices	1	60	\$34,970	\$32,000	\$34,740	\$38,620	\$40,230
	2	42	\$33,340	\$30,390	\$33,570	\$35,500	\$39,770
	3	31	\$33,740	\$31,010	\$34,260	\$36,010	\$39,330
	4	27	\$34,430	\$30,900	\$35,000	\$37,780	\$39,490
	5 or more	128	\$38,140	\$33,900	\$37,900	\$44,490	\$44,490

\* 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**  
**Teller I**

		N	average minimum	average midpoint	average maximum
Overall		161	\$29,840	\$36,150	\$42,470
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	12	\$29,380	\$34,450	\$39,530
	\$50M to \$100M	16	\$29,700	\$34,960	\$40,220
	\$100M to \$200M	24	\$27,660	\$33,340	\$39,010
	\$200M to \$500M	39	\$29,130	\$34,970	\$40,820
	\$500M to \$1B	26	\$29,970	\$37,300	\$44,620
	\$1B to \$3B	32	\$30,740	\$37,810	\$44,870
	\$3B or more	12	\$34,260	\$41,800	\$49,330

\* 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 20 - 1  
Salaries  
Share Draft Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		29	\$45,690	\$41,390	\$44,710	\$49,550	\$53,420
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	3	*	*	*	*	*
	\$200M to \$500M	7	\$45,070	\$40,060	\$45,740	\$49,540	\$54,000
	\$500M to \$1B	6	\$45,940	\$40,730	\$47,620	\$51,580	*
	\$1B to \$3B	6	\$46,940	\$43,410	\$47,460	\$52,820	\$53,750
\$3B or more	4	\$47,400	\$44,550	\$44,550	\$48,400	*	
By region	New England	3	*	*	*	*	*
	Middle Atlantic	4	*	*	*	*	*
	East North Central	4	\$43,850	\$39,580	\$43,460	\$49,280	*
	West North Central	2	*	*	*	*	*
	South Atlantic	6	\$40,480	\$38,040	\$39,630	\$41,390	*
	East South Central	1	*	*	*	*	*
	West South Central	1	*	*	*	*	*
	Mountain	3	\$47,390	\$48,190	\$48,400	\$48,400	*
Pacific	5	\$48,040	\$44,550	\$44,550	\$50,510	*	
By number of full-time employees	1	0					
	2 - 4	2	*	*	*	*	*
	5 - 9	1	*	*	*	*	*
	10 - 49	2	*	*	*	*	*
	50 - 99	7	\$44,100	\$38,010	\$45,040	\$49,650	\$54,000
	100 or more	17	\$46,810	\$43,410	\$47,250	\$50,710	\$53,420
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	26	\$46,250	\$41,430	\$45,040	\$50,110	\$53,420
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	3	*	*	*	*	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	1	*	*	*	*	*
	\$100M to \$200M	4	\$43,570	\$37,480	\$47,990	\$49,540	*
	\$200M or more	20	\$46,690	\$43,410	\$46,590	\$50,720	\$53,420
By number of members	1 - 999	0					
	1,000 - 1,999	2	*	*	*	*	*
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	4	\$43,430	\$36,940	\$47,760	\$49,540	*
	20,000 - 39,999	5	\$44,390	\$37,780	\$45,040	\$52,840	*
	40,000 - 49,999	3	\$45,330	\$39,800	\$43,470	\$52,000	*
	50,000 - 59,999	0					
	60,000 or more	11	\$47,120	\$43,420	\$47,260	\$50,440	\$53,420
Number of branch offices	1	2	*	*	*	*	*
	2	1	*	*	*	*	*
	3	1	*	*	*	*	*
	4	2	*	*	*	*	*
	5 or more	24	\$46,060	\$41,390	\$44,880	\$49,660	\$53,420

\* Insufficient data

**Table 20 - 2  
Incentives and Bonuses  
Share Draft Clerk**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		27	88%	22	\$2,500
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 \$50M	1	0%	0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	3	100%	3	*
	\$200M to \$500M	7	87%	6	\$2,310
	\$500M to \$1B	4	100%	3	\$2,970
	\$1B to \$3B	6	76%	5	\$2,590
\$3B or more	4	100%	4	\$2,560	
By region	New England	3	100%	3	*
	Middle Atlantic	4	100%	4	*
	East North Central	3	56%	2	*
	West North Central	2	81%	2	*
	South Atlantic	5	58%	3	*
	East South Central	1	100%	1	*
	West South Central	1	100%	1	*
	Mountain Pacific	3 5	100% 100%	3 4	* \$2,110
By number of full-time employees	1	0		0	
	2 - 4	2	100%	2	*
	5 - 9	1	0%	0	
	10 - 49	2	100%	2	*
	50 - 99	6	82%	5	\$2,550
	100 or more	15	89%	13	\$2,610
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	24	87%	20	\$2,540
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	3	57%	2	*
	\$20M to \$50M	1	100%	1	*
	\$50M to \$100M	1	100%	1	*
	\$100M to \$200M	4	73%	3	*
	\$200M or more	18	90%	16	\$2,640
By number of members	1 - 999	0		0	
	1,000 - 1,999	2	100%	2	*
	2,000 - 4,999	1	0%	0	
	5,000 - 9,999	1	100%	1	*
	10,000 - 19,999	4	100%	4	\$1,490
	20,000 - 39,999	5	78%	3	\$3,920
	40,000 - 49,999	3	100%	3	*
	50,000 - 59,999 60,000 or more	0 11	 88%	0 9	 \$2,400
Number of branch offices	1	2	100%	2	*
	2	1	0%	0	
	3	1	100%	1	*
	4	2	100%	2	*
	5 or more	22	88%	18	\$2,580

\* Insufficient data

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

**Table 20 - 3**  
**Total Cash Compensation**  
**Share Draft Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		29	\$47,730	\$43,420	\$46,730	\$52,100	\$56,390
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	3	*	*	*	*	*
	\$200M to \$500M	7	\$47,080	\$41,700	\$47,960	\$51,290	\$56,000
	\$500M to \$1B	6	\$47,540	\$41,320	\$49,830	\$52,310	*
	\$1B to \$3B	6	\$48,900	\$43,460	\$49,830	\$56,270	\$56,650
\$3B or more	4	\$49,960	\$45,650	\$45,830	\$51,300	*	
By region	New England	3	*	*	*	*	*
	Middle Atlantic	4	*	*	*	*	*
	East North Central	4	\$44,500	\$40,510	\$43,460	\$50,160	*
	West North Central	2	*	*	*	*	*
	South Atlantic	6	\$42,080	\$38,040	\$41,310	\$45,830	*
	East South Central	1	*	*	*	*	*
	West South Central	1	*	*	*	*	*
	Mountain	3	\$50,160	\$49,470	\$51,300	\$51,300	*
Pacific	5	\$49,950	\$45,650	\$45,650	\$54,060	*	
By number of full-time employees	1	0					
	2 - 4	2	*	*	*	*	*
	5 - 9	1	*	*	*	*	*
	10 - 49	2	*	*	*	*	*
	50 - 99	7	\$46,030	\$40,960	\$47,900	\$50,340	\$56,000
	100 or more	17	\$48,980	\$45,100	\$48,030	\$54,040	\$56,390
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	26	\$48,310	\$44,010	\$47,740	\$52,240	\$56,390
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	3	*	*	*	*	*
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	1	*	*	*	*	*
	\$100M to \$200M	4	\$44,330	\$37,530	\$48,050	\$51,230	*
\$200M or more	20	\$48,890	\$45,100	\$48,040	\$54,070	\$56,390	
By number of members	1 - 999	0					
	1,000 - 1,999	2	*	*	*	*	*
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	4	\$44,910	\$40,380	\$48,970	\$51,160	*
	20,000 - 39,999	5	\$47,140	\$40,200	\$47,910	\$56,000	*
	40,000 - 49,999	3	\$47,240	\$40,550	\$44,320	\$56,100	*
	50,000 - 59,999	0					
	60,000 or more	11	\$49,120	\$45,650	\$48,130	\$52,150	\$56,390
Number of branch offices	1	2	*	*	*	*	*
	2	1	*	*	*	*	*
	3	1	*	*	*	*	*
	4	2	*	*	*	*	*
	5 or more	24	\$48,170	\$44,470	\$47,250	\$52,140	\$56,390

\* 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  
Share Draft Clerk**

		N	average minimum	average midpoint	average maximum
Overall		20	\$36,920	\$46,020	\$55,130
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	2	*	*	*
	\$20M to \$50M	0			
	\$50M to \$100M	0			
	\$100M to \$200M	1	*	*	*
	\$200M to \$500M	3	\$36,710	\$44,860	\$53,000
	\$500M to \$1B	5	\$37,750	\$47,360	\$56,960
	\$1B to \$3B	6	\$36,150	\$46,110	\$56,060
\$3B or more	4	\$43,410	\$54,930	\$66,440	

\* 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 21 - 1**  
**Salaries**  
**EFT / ACH Clerk**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	129	\$46,670	\$41,670	\$46,290	\$50,390	\$55,420
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	6	\$38,420	\$35,200	\$37,300	\$41,080	*
\$50M to \$100M	12	\$43,980	\$38,310	\$45,850	\$50,550	\$53,460
\$100M to \$200M	25	\$46,260	\$40,000	\$42,720	\$49,550	\$64,020
\$200M to \$500M	27	\$44,600	\$38,810	\$44,980	\$46,970	\$54,010
\$500M to \$1B	20	\$47,010	\$43,530	\$45,960	\$48,730	\$54,560
\$1B to \$3B	25	\$47,360	\$44,670	\$47,400	\$50,240	\$51,610
\$3B or more	12	\$48,510	\$43,000	\$49,580	\$52,640	\$56,110
By region						
New England	7	\$49,670	\$47,370	\$49,130	\$54,570	\$57,770
Middle Atlantic	15	\$45,630	\$43,000	\$45,960	\$49,180	\$50,260
East North Central	28	\$43,860	\$39,520	\$44,770	\$47,720	\$51,770
West North Central	11	\$42,040	\$40,000	\$42,070	\$44,400	\$45,210
South Atlantic	18	\$51,020	\$48,990	\$50,390	\$56,110	\$56,110
East South Central	10	\$44,280	\$40,000	\$41,080	\$49,320	\$55,080
West South Central	8	\$40,180	\$36,400	\$38,990	\$43,000	\$48,960
Mountain	14	\$45,680	\$41,680	\$46,170	\$48,730	\$49,570
Pacific	19	\$50,350	\$46,050	\$49,580	\$51,610	\$60,640
By number of full-time employees						
1	0					
2 - 4	2	*	*	*	*	*
5 - 9	5	*	*	*	*	*
10 - 49	40	\$45,410	\$40,000	\$45,830	\$49,200	\$54,570
50 - 99	28	\$44,730	\$40,000	\$43,740	\$46,260	\$56,000
100 or more	55	\$47,730	\$43,080	\$48,140	\$50,400	\$56,110
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	1	*	*	*	*	*
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	8	\$41,100	\$35,200	\$41,380	\$45,290	*
13 - 20	118	\$47,010	\$42,120	\$47,100	\$50,390	\$56,000
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	5	*	*	*	*	*
\$20M to \$50M	13	\$44,920	\$41,210	\$45,830	\$51,060	\$53,400
\$50M to \$100M	16	\$45,960	\$39,880	\$45,480	\$48,660	\$63,400
\$100M to \$200M	23	\$44,800	\$40,000	\$43,070	\$47,060	\$55,890
\$200M or more	71	\$47,470	\$43,000	\$47,530	\$50,390	\$56,110
By number of members						
1 - 999	0					
1,000 - 1,999	4	*	*	*	*	*
2,000 - 4,999	8	\$43,090	\$35,200	\$42,730	\$49,640	*
5,000 - 9,999	11	\$43,660	\$38,110	\$45,870	\$49,010	\$52,590
10,000 - 19,999	29	\$46,320	\$40,000	\$46,000	\$50,000	\$59,070
20,000 - 39,999	25	\$43,810	\$38,810	\$43,000	\$47,080	\$49,680
40,000 - 49,999	6	\$46,840	\$42,410	\$46,090	\$49,700	*
50,000 - 59,999	0					
60,000 or more	39	\$47,940	\$43,280	\$48,990	\$50,450	\$56,110
Number of branch offices						
1	9	\$39,800	\$35,200	\$37,300	\$42,120	*
2	13	\$44,720	\$41,400	\$45,760	\$49,530	\$52,600
3	12	\$44,130	\$39,530	\$42,710	\$49,450	\$56,000
4	13	\$47,380	\$41,680	\$46,030	\$49,470	\$64,720
5 or more	83	\$47,190	\$42,330	\$47,360	\$50,390	\$56,110

\* Insufficient data

**Table 21 - 2  
Incentives and Bonuses  
EFT / ACH Clerk**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		125	79%	96	\$2,410
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	2	0%	0	
	\$20M to \$50M	6	100%	6	\$1,240
	\$50M to \$100M	12	75%	9	\$2,280
	\$100M to \$200M	25	82%	20	\$2,290
	\$200M to \$500M	27	66%	17	\$2,210
	\$500M to \$1B	18	90%	15	\$2,650
	\$1B to \$3B	25	88%	20	\$2,340
\$3B or more	12	71%	9	\$2,710	
By region	New England	7	94%	7	\$2,040
	Middle Atlantic	15	70%	12	\$1,720
	East North Central	27	75%	18	\$2,670
	West North Central	11	92%	9	\$1,760
	South Atlantic	17	60%	12	\$3,520
	East South Central	10	93%	8	\$2,440
	West South Central	8	83%	6	\$1,120
	Mountain Pacific	13 18	94% 88%	11 13	\$3,070 \$1,940
By number of full-time employees	1	0		0	
	2 - 4	2	0%	0	
	5 - 9	5	86%	4	*
	10 - 49	39	82%	31	\$2,320
	50 - 99	26	67%	18	\$1,950
	100 or more	54	81%	43	\$2,560
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	1	100%	1	*
	7 - 8	0		0	
	9 - 10	1	100%	1	*
	11 - 12	8	72%	6	\$1,960
	13 - 20	115	79%	88	\$2,460
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	12	68%	8	\$2,140
	\$50M to \$100M	16	73%	13	\$2,620
	\$100M to \$200M	23	76%	17	\$2,210
	\$200M or more	70	80%	55	\$2,490
By number of members	1 - 999	0		0	
	1,000 - 1,999	4	75%	2	*
	2,000 - 4,999	8	89%	7	\$2,010
	5,000 - 9,999	11	75%	8	\$2,300
	10,000 - 19,999	27	76%	21	\$2,140
	20,000 - 39,999	24	74%	17	\$2,550
	40,000 - 49,999	6	82%	5	\$2,140
	50,000 - 59,999 60,000 or more	0 39	 79%	0 30	 \$2,510
Number of branch offices	1	9	100%	9	\$1,440
	2	13	87%	11	\$2,320
	3	10	77%	8	\$2,890
	4	13	56%	7	\$2,370
	5 or more	81	79%	62	\$2,460

\* Insufficient data

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

**Table 21 - 3**  
**Total Cash Compensation**  
**EFT / ACH Clerk**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	129	\$48,500	\$43,230	\$48,840	\$52,850	\$56,110
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	6	\$39,660	\$36,400	\$38,300	\$43,280	*
\$50M to \$100M	12	\$45,560	\$40,800	\$46,840	\$50,990	\$56,590
\$100M to \$200M	25	\$48,050	\$40,830	\$45,510	\$50,550	\$65,980
\$200M to \$500M	27	\$45,940	\$41,790	\$45,970	\$49,060	\$57,050
\$500M to \$1B	20	\$49,280	\$44,650	\$48,250	\$54,650	\$56,610
\$1B to \$3B	25	\$49,310	\$45,950	\$49,140	\$52,700	\$54,320
\$3B or more	12	\$50,420	\$43,500	\$50,800	\$54,920	\$56,110
By region						
New England	7	\$51,580	\$48,190	\$51,280	\$56,500	\$59,800
Middle Atlantic	15	\$46,840	\$43,500	\$49,030	\$50,530	\$51,500
East North Central	28	\$45,780	\$42,070	\$45,290	\$49,530	\$52,820
West North Central	11	\$43,660	\$41,200	\$43,060	\$45,990	\$47,760
South Atlantic	18	\$53,130	\$48,990	\$54,900	\$56,110	\$60,050
East South Central	10	\$46,540	\$40,500	\$44,110	\$50,870	\$58,980
West South Central	8	\$40,980	\$37,100	\$39,870	\$43,000	\$49,660
Mountain	14	\$48,400	\$43,970	\$48,370	\$52,540	\$54,650
Pacific	19	\$51,900	\$46,110	\$50,800	\$54,320	\$62,930
By number of full-time employees						
1	0					
2 - 4	2	*	*	*	*	*
5 - 9	5	*	*	*	*	*
10 - 49	40	\$47,150	\$41,410	\$46,030	\$50,440	\$60,930
50 - 99	28	\$45,960	\$41,640	\$45,840	\$48,460	\$56,190
100 or more	55	\$49,760	\$44,750	\$49,430	\$54,370	\$56,110
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	1	*	*	*	*	*
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	8	\$42,500	\$36,400	\$41,380	\$47,630	*
13 - 20	118	\$48,860	\$43,500	\$48,990	\$52,940	\$56,110
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	5	*	*	*	*	*
\$20M to \$50M	13	\$46,270	\$42,650	\$48,370	\$51,340	\$56,580
\$50M to \$100M	16	\$47,870	\$41,730	\$45,850	\$49,860	\$65,900
\$100M to \$200M	23	\$46,270	\$41,300	\$45,160	\$49,240	\$55,920
\$200M or more	71	\$49,410	\$44,050	\$49,180	\$53,520	\$56,110
By number of members						
1 - 999	0					
1,000 - 1,999	4	*	*	*	*	*
2,000 - 4,999	8	\$44,870	\$36,400	\$44,840	\$51,970	*
5,000 - 9,999	11	\$45,390	\$38,340	\$47,530	\$50,110	\$60,550
10,000 - 19,999	29	\$47,720	\$41,200	\$46,030	\$51,520	\$63,500
20,000 - 39,999	25	\$45,640	\$41,200	\$43,230	\$48,510	\$54,650
40,000 - 49,999	6	\$48,610	\$42,410	\$47,550	\$54,370	*
50,000 - 59,999	0					
60,000 or more	39	\$49,860	\$45,120	\$50,270	\$54,320	\$56,110
Number of branch offices						
1	9	\$41,240	\$36,640	\$38,300	\$44,120	*
2	13	\$46,740	\$42,630	\$46,950	\$50,610	\$57,620
3	12	\$45,890	\$39,580	\$45,680	\$52,480	\$56,000
4	13	\$48,380	\$43,320	\$46,030	\$49,570	\$67,950
5 or more	83	\$49,080	\$43,500	\$49,140	\$52,940	\$56,110

\* 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  
EFT / ACH Clerk**

		N	average minimum	average midpoint	average maximum
Overall		86	\$38,600	\$48,220	\$57,840
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	1	*	*	*
	\$50M to \$100M	4	*	*	*
	\$100M to \$200M	13	\$37,010	\$44,830	\$52,650
	\$200M to \$500M	17	\$40,060	\$48,320	\$56,590
	\$500M to \$1B	15	\$37,320	\$47,050	\$56,780
	\$1B to \$3B	24	\$38,420	\$48,970	\$59,510
	\$3B or more	12	\$41,500	\$53,220	\$64,940

\* 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 assistance 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**

- Provides a variety of administrative activities necessary to assist management including research, report preparation, informational request, and clerical support.
- Assists management with board material preparation, record and distribute board attendance and minutes.
- 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.
- Maintains and updates administrative records, policies, procedures, central fills and reports.
- Coordinates and assists with preparation for all meetings involving the CEO.
- Maintains the schedule and calendar for CEO and executive staff.
- Use computer programs, duplicate, and disseminate materials for board meeting, including agendas, minutes, and committee reports.
- 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 22 - 1**  
**Salaries**  
**Executive Secretary / Administrative Assistant**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	173	\$63,620	\$51,290	\$62,070	\$73,060	\$84,940
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	6	\$44,810	\$40,380	\$45,630	\$49,170	*
\$50M to \$100M	12	\$52,330	\$46,260	\$52,610	\$60,220	\$68,040
\$100M to \$200M	18	\$47,220	\$39,880	\$45,580	\$52,000	\$70,780
\$200M to \$500M	40	\$57,230	\$46,850	\$55,980	\$67,110	\$74,240
\$500M to \$1B	38	\$65,320	\$59,250	\$64,520	\$70,030	\$80,000
\$1B to \$3B	41	\$66,500	\$55,230	\$62,070	\$73,900	\$92,630
\$3B or more	17	\$81,450	\$72,850	\$79,410	\$88,760	\$103,360
By region						
New England	11	\$63,330	\$55,490	\$65,990	\$72,490	\$81,060
Middle Atlantic	9	\$63,460	\$50,420	\$64,450	\$76,300	\$91,730
East North Central	36	\$61,180	\$54,210	\$57,550	\$72,140	\$78,100
West North Central	13	\$59,270	\$47,400	\$58,350	\$69,000	\$83,300
South Atlantic	26	\$62,460	\$46,480	\$62,450	\$73,650	\$89,950
East South Central	12	\$53,950	\$42,960	\$55,800	\$66,380	\$72,030
West South Central	23	\$65,090	\$52,000	\$62,770	\$72,310	\$91,040
Mountain	16	\$59,910	\$49,790	\$57,000	\$66,740	\$82,660
Pacific	26	\$74,810	\$60,840	\$73,220	\$89,160	\$104,770
By number of full-time employees						
1	0					
2 - 4	1	*	*	*	*	*
5 - 9	4	*	*	*	*	*
10 - 49	33	\$50,970	\$43,610	\$49,740	\$59,130	\$68,250
50 - 99	34	\$55,850	\$45,000	\$53,780	\$67,450	\$74,660
100 or more	100	\$69,090	\$57,480	\$66,610	\$76,680	\$90,100
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	1	*	*	*	*	*
9 - 10	1	*	*	*	*	*
11 - 12	5	\$57,350	\$45,330	\$60,040	\$70,420	*
13 - 20	166	\$63,940	\$51,530	\$62,740	\$73,290	\$86,850
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	1	*	*	*	*	*
\$5M to \$20M	2	*	*	*	*	*
\$20M to \$50M	10	\$50,470	\$45,510	\$50,820	\$57,970	\$66,200
\$50M to \$100M	13	\$50,650	\$44,060	\$47,000	\$59,790	\$70,740
\$100M to \$200M	27	\$50,880	\$40,800	\$49,840	\$57,200	\$72,360
\$200M or more	119	\$68,000	\$55,800	\$65,560	\$76,250	\$89,830
By number of members						
1 - 999	0					
1,000 - 1,999	4	*	*	*	*	*
2,000 - 4,999	4	*	*	*	*	*
5,000 - 9,999	15	\$49,730	\$41,210	\$47,010	\$57,470	\$73,170
10,000 - 19,999	28	\$50,140	\$40,990	\$47,250	\$55,490	\$70,100
20,000 - 39,999	31	\$58,660	\$46,620	\$59,140	\$66,450	\$79,420
40,000 - 49,999	14	\$66,070	\$59,340	\$64,480	\$73,630	\$79,300
50,000 - 59,999	0					
60,000 or more	63	\$71,190	\$57,000	\$69,920	\$80,000	\$92,510
Number of branch offices						
1	6	\$51,320	\$46,290	\$46,940	\$54,510	*
2	9	\$56,690	\$48,890	\$57,690	\$65,470	\$74,540
3	15	\$45,100	\$39,930	\$44,980	\$49,890	\$56,090
4	13	\$56,200	\$45,050	\$49,210	\$71,030	\$80,020
5 or more	130	\$66,650	\$55,480	\$64,470	\$74,030	\$89,510

\* Insufficient data

**Table 22 - 2  
Incentives and Bonuses  
Executive Secretary / Administrative Assistant**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		167	78%	125	\$3,860
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 \$50M	6	40%	2	*
	\$50M to \$100M	11	82%	9	\$1,300
	\$100M to \$200M	18	59%	11	\$2,260
	\$200M to \$500M	38	76%	29	\$3,400
	\$500M to \$1B	36	72%	26	\$4,000
	\$1B to \$3B	40	87%	33	\$4,220
\$3B or more	17	88%	14	\$5,210	
By region	New England	10	91%	9	\$2,570
	Middle Atlantic	9	68%	6	\$3,380
	East North Central	35	76%	24	\$3,970
	West North Central	13	87%	11	\$4,050
	South Atlantic	26	75%	19	\$3,200
	East South Central	12	70%	8	\$4,840
	West South Central	21	79%	16	\$3,860
	Mountain Pacific	15 26	90% 76%	12 20	\$3,390 \$4,860
By number of full-time employees	1	0		0	
	2 - 4	1	0%	0	
	5 - 9	4	33%	1	*
	10 - 49	32	65%	22	\$2,050
	50 - 99	32	86%	27	\$2,990
	100 or more	97	82%	75	\$4,450
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	1	0%	0	
	9 - 10	1	100%	1	*
	11 - 12	4	78%	3	*
	13 - 20	161	79%	120	\$3,870
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	1	0%	0	
	\$5M to \$20M	2	44%	1	*
	\$20M to \$50M	9	67%	6	\$1,260
	\$50M to \$100M	13	72%	9	\$2,410
	\$100M to \$200M	26	71%	19	\$2,580
	\$200M or more	116	82%	89	\$4,310
By number of members	1 - 999	0		0	
	1,000 - 1,999	4	33%	1	*
	2,000 - 4,999	4	72%	3	*
	5,000 - 9,999	15	63%	9	\$1,570
	10,000 - 19,999	26	72%	19	\$2,780
	20,000 - 39,999	30	76%	22	\$3,590
	40,000 - 49,999	14	62%	10	\$3,210
	50,000 - 59,999 60,000 or more	0 61	 88%	0 49	 \$4,560
Number of branch offices	1	6	45%	3	*
	2	9	69%	6	\$3,780
	3	13	52%	7	\$2,240
	4	13	64%	9	\$1,330
	5 or more	126	83%	99	\$4,140

\* Insufficient data

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

**Table 22 - 3**  
**Total Cash Compensation**  
**Executive Secretary / Administrative Assistant**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	173	\$66,450	\$52,570	\$64,190	\$76,330	\$91,830
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	6	\$45,490	\$40,380	\$46,900	\$50,140	*
\$50M to \$100M	12	\$53,310	\$47,000	\$53,220	\$61,280	\$70,790
\$100M to \$200M	18	\$48,550	\$40,450	\$46,480	\$52,430	\$73,560
\$200M to \$500M	40	\$59,640	\$47,780	\$58,710	\$70,830	\$77,530
\$500M to \$1B	38	\$67,900	\$59,540	\$66,760	\$73,240	\$88,670
\$1B to \$3B	41	\$69,920	\$58,420	\$67,060	\$75,810	\$97,960
\$3B or more	17	\$85,930	\$77,220	\$84,410	\$92,400	\$111,220
By region						
New England	11	\$65,460	\$57,150	\$67,970	\$75,710	\$84,800
Middle Atlantic	9	\$65,760	\$53,160	\$64,450	\$80,200	\$94,610
East North Central	36	\$63,980	\$55,150	\$60,810	\$74,940	\$83,470
West North Central	13	\$62,790	\$52,420	\$59,370	\$73,800	\$88,250
South Atlantic	26	\$64,750	\$48,290	\$64,320	\$76,350	\$92,400
East South Central	12	\$57,320	\$44,240	\$61,110	\$69,160	\$74,220
West South Central	23	\$67,610	\$53,510	\$63,850	\$74,040	\$98,920
Mountain	16	\$62,550	\$50,970	\$58,620	\$69,840	\$90,600
Pacific	26	\$78,530	\$66,070	\$74,670	\$95,540	\$108,360
By number of full-time employees						
1	0					
2 - 4	1	*	*	*	*	*
5 - 9	4	*	*	*	*	*
10 - 49	33	\$52,260	\$43,840	\$50,230	\$60,140	\$71,670
50 - 99	34	\$58,200	\$46,750	\$57,620	\$70,390	\$76,830
100 or more	100	\$72,480	\$59,390	\$68,280	\$81,360	\$97,690
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	1	*	*	*	*	*
9 - 10	1	*	*	*	*	*
11 - 12	5	\$60,490	\$46,410	\$62,310	\$77,420	*
13 - 20	166	\$66,790	\$52,890	\$64,450	\$76,490	\$92,220
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	1	*	*	*	*	*
\$5M to \$20M	2	*	*	*	*	*
\$20M to \$50M	10	\$51,240	\$46,760	\$51,630	\$58,070	\$66,590
\$50M to \$100M	13	\$52,380	\$44,380	\$47,880	\$62,640	\$73,790
\$100M to \$200M	27	\$52,620	\$43,870	\$51,630	\$60,780	\$74,390
\$200M or more	119	\$71,280	\$58,830	\$67,860	\$78,760	\$95,540
By number of members						
1 - 999	0					
1,000 - 1,999	4	*	*	*	*	*
2,000 - 4,999	4	*	*	*	*	*
5,000 - 9,999	15	\$50,720	\$43,490	\$48,450	\$58,620	\$74,720
10,000 - 19,999	28	\$52,020	\$44,170	\$48,870	\$57,410	\$70,140
20,000 - 39,999	31	\$61,210	\$48,180	\$60,510	\$70,630	\$82,530
40,000 - 49,999	14	\$67,980	\$62,860	\$67,820	\$73,920	\$83,310
50,000 - 59,999	0					
60,000 or more	63	\$74,890	\$59,460	\$71,950	\$84,920	\$98,480
Number of branch offices						
1	6	\$52,690	\$46,290	\$48,750	\$56,570	*
2	9	\$59,300	\$48,890	\$62,750	\$70,230	\$74,540
3	15	\$46,150	\$40,410	\$46,100	\$50,340	\$56,940
4	13	\$57,040	\$45,640	\$51,130	\$71,030	\$80,830
5 or more	130	\$69,860	\$58,210	\$67,500	\$77,940	\$95,190

\* 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**  
**Executive Secretary / Administrative Assistant**

	N	average minimum	average midpoint	average maximum
Overall	131	\$50,880	\$64,420	\$77,970
By credit union asset size				
\$1M to \$2M	0			
\$2M to \$5M	0			
\$5M to \$10M	0			
\$10M to \$20M	0			
\$20M to \$50M	1	*	*	*
\$50M to \$100M	5	\$46,870	\$57,980	\$69,090
\$100M to \$200M	13	\$41,870	\$52,510	\$63,150
\$200M to \$500M	27	\$45,300	\$57,570	\$69,840
\$500M to \$1B	30	\$50,210	\$63,250	\$76,300
\$1B to \$3B	37	\$52,530	\$67,240	\$81,940
\$3B or more	17	\$66,430	\$83,970	\$101,510

\* 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**

- Greet members/vendors, assess their needs and assists and direct to appropriate person.
- 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 assist various departments as needed.
- May serve a notary.

**Table 23 - 1  
Salaries  
Receptionist**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	100	\$37,530	\$31,970	\$36,410	\$41,450	\$46,560
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	2	*	*	*	*	*
\$50M to \$100M	5	\$30,030	\$26,790	\$28,900	\$34,170	*
\$100M to \$200M	18	\$32,510	\$28,650	\$30,290	\$38,020	\$42,280
\$200M to \$500M	22	\$36,440	\$32,970	\$35,200	\$37,520	\$48,110
\$500M to \$1B	20	\$36,550	\$31,970	\$34,560	\$41,980	\$48,080
\$1B to \$3B	22	\$39,920	\$35,150	\$38,780	\$41,920	\$50,830
\$3B or more	9	\$41,300	\$38,480	\$41,450	\$41,450	\$48,780
By region						
New England	5	\$40,390	\$36,130	\$42,060	\$45,530	*
Middle Atlantic	4	\$36,930	\$31,970	\$38,260	\$40,550	*
East North Central	34	\$36,900	\$33,000	\$37,440	\$39,090	\$45,430
West North Central	9	\$35,360	\$29,540	\$34,440	\$39,610	\$47,210
South Atlantic	12	\$36,420	\$32,950	\$34,580	\$43,830	\$48,370
East South Central	7	\$35,630	\$31,780	\$34,560	\$39,410	\$41,860
West South Central	15	\$36,360	\$30,620	\$38,010	\$41,450	\$41,560
Mountain	6	\$37,520	\$35,360	\$35,730	\$41,600	*
Pacific	8	\$49,680	\$37,940	\$50,690	\$62,440	\$62,440
By number of full-time employees						
1	0					
2 - 4	2	*	*	*	*	*
5 - 9	1	*	*	*	*	*
10 - 49	26	\$32,350	\$28,760	\$30,160	\$36,550	\$39,080
50 - 99	21	\$36,820	\$33,070	\$35,360	\$39,220	\$43,500
100 or more	51	\$39,140	\$34,560	\$38,780	\$41,590	\$48,560
By number of services offered						
1 - 2	0					
3 - 4	2	*	*	*	*	*
5 - 6	0					
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	7	\$33,030	\$28,900	\$32,770	\$37,390	*
13 - 20	91	\$37,690	\$32,030	\$36,660	\$41,450	\$46,550
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	4	*	*	*	*	*
\$20M to \$50M	3	*	*	*	*	*
\$50M to \$100M	11	\$31,970	\$28,800	\$32,290	\$35,350	\$37,160
\$100M to \$200M	20	\$34,950	\$29,930	\$34,850	\$38,330	\$48,510
\$200M or more	62	\$38,850	\$34,560	\$38,460	\$41,560	\$47,760
By number of members						
1 - 999	0					
1,000 - 1,999	2	*	*	*	*	*
2,000 - 4,999	2	*	*	*	*	*
5,000 - 9,999	8	\$30,940	\$28,570	\$29,550	\$34,500	*
10,000 - 19,999	23	\$34,190	\$29,540	\$33,000	\$38,140	\$45,830
20,000 - 39,999	18	\$37,360	\$33,330	\$35,380	\$38,470	\$47,940
40,000 - 49,999	7	\$39,150	\$35,110	\$38,670	\$43,690	\$47,740
50,000 - 59,999	0					
60,000 or more	32	\$39,870	\$34,700	\$39,400	\$41,600	\$49,340
Number of branch offices						
1	9	\$34,950	\$24,270	\$34,590	\$45,860	*
2	7	\$34,050	\$28,250	\$32,160	\$41,070	*
3	10	\$32,970	\$28,860	\$33,390	\$36,400	\$40,010
4	9	\$33,640	\$30,130	\$33,860	\$36,420	\$41,280
5 or more	66	\$38,800	\$34,330	\$38,200	\$41,530	\$48,720

\* Insufficient data

**Table 23 - 2  
Incentives and Bonuses  
Receptionist**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		98	81%	70	\$2,030
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	2	0%	0	
	\$20M to \$50M	2	50%	1	*
	\$50M to \$100M	5	67%	4	*
	\$100M to \$200M	18	83%	14	\$1,110
	\$200M to \$500M	21	72%	15	\$1,880
	\$500M to \$1B	20	86%	14	\$2,060
	\$1B to \$3B	20	82%	13	\$2,450
\$3B or more	9	95%	7	\$2,350	
By region	New England	5	82%	4	\$1,850
	Middle Atlantic	4	100%	4	\$2,840
	East North Central	33	69%	20	\$1,980
	West North Central	9	83%	7	\$1,680
	South Atlantic	12	91%	10	\$1,120
	East South Central	7	78%	4	\$2,670
	West South Central	14	88%	10	\$1,940
	Mountain Pacific	6 8	100% 71%	6 5	\$2,280 \$2,580
By number of full-time employees	1	0		0	
	2 - 4	2	0%	0	
	5 - 9	1	100%	1	*
	10 - 49	26	73%	18	\$1,380
	50 - 99	20	74%	15	\$1,500
	100 or more	50	87%	35	\$2,330
By number of services offered	1 - 2	0		0	
	3 - 4	2	0%	0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	1	100%	1	*
	11 - 12	7	51%	4	\$2,210
	13 - 20	89	84%	65	\$2,030
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	4	30%	1	*
	\$20M to \$50M	3	49%	2	*
	\$50M to \$100M	11	85%	10	\$1,130
	\$100M to \$200M	19	75%	13	\$1,750
	\$200M or more	61	85%	44	\$2,200
By number of members	1 - 999	0		0	
	1,000 - 1,999	2	0%	0	
	2,000 - 4,999	2	50%	1	*
	5,000 - 9,999	8	78%	7	\$860
	10,000 - 19,999	23	81%	16	\$1,520
	20,000 - 39,999	18	70%	13	\$1,800
	40,000 - 49,999	7	64%	4	\$2,130
	50,000 - 59,999 60,000 or more	0 31	 90%	0 21	 \$2,390
Number of branch offices	1	9	70%	5	\$1,630
	2	7	79%	6	\$3,520
	3	9	57%	5	\$1,450
	4	9	78%	7	\$1,590
	5 or more	65	85%	47	\$2,010

\* Insufficient data

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

**Table 23 - 3**  
**Total Cash Compensation**  
**Receptionist**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	100	\$39,060	\$33,930	\$38,150	\$44,450	\$48,890
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	2	*	*	*	*	*
\$50M to \$100M	5	\$30,790	\$28,060	\$29,080	\$35,660	*
\$100M to \$200M	18	\$33,330	\$29,180	\$32,040	\$38,680	\$43,720
\$200M to \$500M	22	\$37,780	\$33,910	\$36,750	\$38,630	\$49,130
\$500M to \$1B	20	\$38,250	\$35,180	\$37,380	\$42,440	\$49,390
\$1B to \$3B	22	\$41,650	\$35,160	\$40,580	\$44,660	\$55,550
\$3B or more	9	\$43,400	\$40,210	\$44,450	\$44,450	\$48,780
By region						
New England	5	\$41,900	\$36,130	\$43,840	\$47,640	*
Middle Atlantic	4	\$39,780	\$35,180	\$39,760	\$44,610	*
East North Central	34	\$38,230	\$34,000	\$38,530	\$40,580	\$46,720
West North Central	9	\$36,570	\$31,060	\$37,270	\$41,280	\$47,290
South Atlantic	12	\$37,330	\$33,680	\$35,580	\$44,800	\$48,370
East South Central	7	\$37,390	\$31,780	\$37,380	\$41,720	\$44,920
West South Central	15	\$38,010	\$31,750	\$38,100	\$44,450	\$44,450
Mountain	6	\$39,340	\$35,730	\$38,360	\$43,850	*
Pacific	8	\$51,340	\$38,260	\$50,710	\$65,490	\$65,490
By number of full-time employees						
1	0					
2 - 4	2	*	*	*	*	*
5 - 9	1	*	*	*	*	*
10 - 49	26	\$33,280	\$28,900	\$32,200	\$38,280	\$40,750
50 - 99	21	\$37,910	\$34,000	\$36,950	\$40,390	\$45,530
100 or more	51	\$40,990	\$35,730	\$40,450	\$44,450	\$50,580
By number of services offered						
1 - 2	0					
3 - 4	2	*	*	*	*	*
5 - 6	0					
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	7	\$34,150	\$28,990	\$35,000	\$37,770	*
13 - 20	91	\$39,260	\$34,000	\$38,320	\$44,450	\$48,500
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	4	*	*	*	*	*
\$20M to \$50M	3	*	*	*	*	*
\$50M to \$100M	11	\$32,920	\$29,590	\$33,030	\$36,120	\$38,280
\$100M to \$200M	20	\$36,110	\$30,150	\$36,000	\$40,010	\$51,090
\$200M or more	62	\$40,580	\$35,700	\$39,310	\$44,450	\$49,650
By number of members						
1 - 999	0					
1,000 - 1,999	2	*	*	*	*	*
2,000 - 4,999	2	*	*	*	*	*
5,000 - 9,999	8	\$31,620	\$28,770	\$30,850	\$34,950	*
10,000 - 19,999	23	\$35,300	\$30,020	\$34,000	\$39,320	\$48,580
20,000 - 39,999	18	\$38,630	\$35,000	\$36,940	\$39,930	\$49,470
40,000 - 49,999	7	\$40,520	\$38,180	\$38,710	\$44,370	\$50,470
50,000 - 59,999	0					
60,000 or more	32	\$41,780	\$36,250	\$40,820	\$44,450	\$51,530
Number of branch offices						
1	9	\$35,790	\$24,900	\$36,460	\$48,600	*
2	7	\$36,830	\$28,900	\$33,490	\$45,900	*
3	10	\$33,750	\$30,030	\$33,390	\$37,720	\$42,370
4	9	\$34,880	\$31,050	\$35,080	\$38,680	\$41,560
5 or more	66	\$40,380	\$35,550	\$39,200	\$44,450	\$49,440

\* 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  
Receptionist**

		N	average minimum	average midpoint	average maximum
Overall		69	\$31,950	\$39,270	\$46,590
By credit union asset size					
	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	2	*	*	*
	\$100M to \$200M	10	\$28,570	\$34,410	\$40,250
	\$200M to \$500M	13	\$30,040	\$36,790	\$43,550
	\$500M to \$1B	15	\$32,450	\$39,790	\$47,130
	\$1B to \$3B	20	\$32,440	\$40,690	\$48,930
	\$3B or more	9	\$37,360	\$46,030	\$54,700

\* 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:** Accountable 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 24 - 1  
Salaries  
General Office Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		40	\$41,290	\$35,850	\$41,760	\$44,200	\$48,300
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	2	*	*	*	*	*
	\$50M to \$100M	2	*	*	*	*	*
	\$100M to \$200M	8	\$36,460	\$29,840	\$35,040	\$44,480	*
	\$200M to \$500M	13	\$38,830	\$33,130	\$38,150	\$45,490	\$48,180
	\$500M to \$1B	7	\$49,120	\$34,800	\$47,110	\$72,830	\$73,800
	\$1B to \$3B	6	\$42,560	\$41,090	\$44,200	\$45,950	\$45,950
\$3B or more	2	*	*	*	*	*	
By region	New England	3	*	*	*	*	*
	Middle Atlantic	2	*	*	*	*	*
	East North Central	14	\$44,360	\$35,030	\$44,200	\$48,160	\$73,800
	West North Central	1	*	*	*	*	*
	South Atlantic	8	\$42,230	\$43,070	\$43,070	\$43,070	\$45,650
	East South Central	2	*	*	*	*	*
	West South Central	5	\$35,990	\$36,150	\$36,190	\$36,190	*
	Mountain Pacific	3 3	* *	* *	* *	* *	* *
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	1	*	*	*	*	*
	10 - 49	12	\$38,370	\$32,260	\$35,930	\$48,100	\$49,700
	50 - 99	10	\$38,360	\$32,000	\$35,360	\$45,490	\$48,200
	100 or more	16	\$42,940	\$36,190	\$43,070	\$44,200	\$48,300
By number of services offered	1 - 2	0					
	3 - 4	1	*	*	*	*	*
	5 - 6	0					
	7 - 8	0					
	9 - 10	1	*	*	*	*	*
	11 - 12	2	*	*	*	*	*
	13 - 20	36	\$41,630	\$36,190	\$42,810	\$44,280	\$48,300
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	4	\$38,390	\$31,600	\$36,130	\$48,100	*
	\$100M to \$200M	9	\$36,000	\$31,930	\$33,990	\$41,100	\$50,040
	\$200M or more	22	\$42,810	\$36,190	\$43,070	\$45,130	\$48,300
By number of members	1 - 999	0					
	1,000 - 1,999	2	*	*	*	*	*
	2,000 - 4,999	0					
	5,000 - 9,999	5	\$36,600	\$32,930	\$37,100	\$40,520	*
	10,000 - 19,999	11	\$37,360	\$32,000	\$34,900	\$45,590	\$48,100
	20,000 - 39,999	5	\$38,910	\$33,250	\$38,480	\$46,150	*
	40,000 - 49,999	5	\$53,220	\$38,850	\$47,180	\$73,800	*
	50,000 - 59,999	0					
	60,000 or more	9	\$41,040	\$36,190	\$43,070	\$43,390	\$45,950
Number of branch offices	1	1	*	*	*	*	*
	2	6	\$37,160	\$34,650	\$37,630	\$41,190	*
	3	6	\$36,760	\$31,960	\$32,830	\$44,670	*
	4	4	\$39,970	\$33,830	\$38,850	\$47,950	*
	5 or more	23	\$42,670	\$36,190	\$43,070	\$45,160	\$48,320

\* Insufficient data



**Table 24 - 2  
Incentives and Bonuses  
General Office Clerk**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		40	86%	32	\$1,790
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 \$50M	2	50%	1	*
	\$50M to \$100M	2	50%	1	*
	\$100M to \$200M	8	80%	6	\$1,150
	\$200M to \$500M	13	88%	10	\$2,130
	\$500M to \$1B	7	65%	5	\$2,190
	\$1B to \$3B	6	95%	6	\$1,560
\$3B or more	2	100%	2	*	
By region	New England	3	100%	3	*
	Middle Atlantic	2	77%	2	*
	East North Central	14	80%	11	\$1,930
	West North Central	1	100%	1	*
	South Atlantic	8	93%	6	\$2,040
	East South Central	2	35%	1	*
	West South Central	5	96%	4	\$1,120
	Mountain Pacific	3 3	67% 78%	2 2	* *
By number of full-time employees	1	0		0	
	2 - 4	1	0%	0	
	5 - 9	1	100%	1	*
	10 - 49	12	75%	8	\$1,510
	50 - 99	10	83%	8	\$1,410
	100 or more	16	91%	14	\$1,910
By number of services offered	1 - 2	0		0	
	3 - 4	1	0%	0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	1	100%	1	*
	11 - 12	2	25%	1	*
	13 - 20	36	89%	30	\$1,780
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	2	50%	1	*
	\$50M to \$100M	4	100%	4	\$1,120
	\$100M to \$200M	9	81%	6	\$1,870
	\$200M or more	22	89%	19	\$1,840
By number of members	1 - 999	0		0	
	1,000 - 1,999	2	50%	1	*
	2,000 - 4,999	0		0	
	5,000 - 9,999	5	60%	3	*
	10,000 - 19,999	11	91%	9	\$1,500
	20,000 - 39,999	5	67%	4	\$2,110
	40,000 - 49,999	5	59%	4	\$2,570
	50,000 - 59,999 60,000 or more	0 9	 98%	0 8	 \$1,700
Number of branch offices	1	1	0%	0	
	2	6	84%	5	\$1,640
	3	6	83%	4	\$1,160
	4	4	100%	4	\$2,830
	5 or more	23	87%	19	\$1,760

\* Insufficient data

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

**Table 24 - 3**  
**Total Cash Compensation**  
**General Office Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		40	\$42,810	\$37,090	\$42,830	\$45,700	\$50,520
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	2	*	*	*	*	*
	\$50M to \$100M	2	*	*	*	*	*
	\$100M to \$200M	8	\$37,380	\$30,390	\$36,530	\$44,950	*
	\$200M to \$500M	13	\$40,560	\$35,140	\$40,030	\$46,320	\$50,490
	\$500M to \$1B	7	\$50,550	\$38,100	\$49,520	\$72,870	\$73,800
	\$1B to \$3B	6	\$44,040	\$41,660	\$45,700	\$48,080	\$48,080
\$3B or more	2	*	*	*	*	*	
By region	New England	3	*	*	*	*	*
	Middle Atlantic	2	*	*	*	*	*
	East North Central	14	\$45,910	\$35,360	\$45,700	\$49,860	\$73,800
	West North Central	1	*	*	*	*	*
	South Atlantic	8	\$44,120	\$45,280	\$45,280	\$45,280	\$46,480
	East South Central	2	*	*	*	*	*
	West South Central	5	\$36,980	\$37,090	\$37,090	\$37,090	*
	Mountain Pacific	3	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	1	*	*	*	*	*
	10 - 49	12	\$39,500	\$33,690	\$37,020	\$49,600	\$52,860
	50 - 99	10	\$39,420	\$33,000	\$37,290	\$46,320	\$50,350
	100 or more	16	\$44,680	\$37,250	\$45,280	\$45,700	\$50,520
By number of services offered	1 - 2	0					
	3 - 4	1	*	*	*	*	*
	5 - 6	0					
	7 - 8	0					
	9 - 10	1	*	*	*	*	*
	11 - 12	2	*	*	*	*	*
	13 - 20	36	\$43,190	\$37,090	\$44,560	\$46,120	\$50,520
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	4	\$39,510	\$32,930	\$36,820	\$49,600	*
	\$100M to \$200M	9	\$37,320	\$32,300	\$34,570	\$42,680	\$53,390
	\$200M or more	22	\$44,440	\$37,090	\$45,280	\$46,320	\$50,520
By number of members	1 - 999	0					
	1,000 - 1,999	2	*	*	*	*	*
	2,000 - 4,999	0					
	5,000 - 9,999	5	\$36,950	\$33,260	\$37,430	\$40,850	*
	10,000 - 19,999	11	\$38,600	\$33,000	\$36,150	\$46,320	\$49,600
	20,000 - 39,999	5	\$40,320	\$35,250	\$41,100	\$46,970	*
	40,000 - 49,999	5	\$54,740	\$42,410	\$49,580	\$73,800	*
	50,000 - 59,999	0					
	60,000 or more	9	\$42,710	\$37,090	\$45,280	\$45,280	\$48,080
Number of branch offices	1	1	*	*	*	*	*
	2	6	\$38,540	\$34,720	\$38,440	\$44,220	*
	3	6	\$37,590	\$32,650	\$33,900	\$46,360	*
	4	4	\$42,800	\$35,890	\$42,410	\$50,310	*
	5 or more	23	\$44,200	\$37,090	\$45,280	\$46,060	\$50,530

\* 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  
General Office Clerk**

		N	average minimum	average midpoint	average maximum
Overall		28	\$33,590	\$41,970	\$50,340
By credit union asset size					
	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	2	*	*	*
	\$100M to \$200M	4	\$32,510	\$38,980	\$45,440
	\$200M to \$500M	9	\$33,730	\$40,960	\$48,180
	\$500M to \$1B	5	\$37,340	\$47,450	\$57,560
	\$1B to \$3B	5	\$32,370	\$40,290	\$48,220
	\$3B or more	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.).
- Reply 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 25 - 1**  
**Salaries**  
**IRA / Certificate Specialist**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	53	\$52,030	\$47,860	\$52,160	\$57,640	\$59,500
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	1	*	*	*	*	*
\$50M to \$100M	2	*	*	*	*	*
\$100M to \$200M	4	*	*	*	*	*
\$200M to \$500M	8	\$43,250	\$38,270	\$39,540	\$49,970	\$57,800
\$500M to \$1B	11	\$53,870	\$43,640	\$56,620	\$58,100	\$72,790
\$1B to \$3B	15	\$50,670	\$42,170	\$49,210	\$56,910	\$64,590
\$3B or more	12	\$53,890	\$49,470	\$54,460	\$57,720	\$58,360
By region						
New England	3	\$55,550	\$49,210	\$52,230	\$66,700	*
Middle Atlantic	6	\$47,640	\$40,310	\$50,740	\$50,770	*
East North Central	8	\$53,260	\$47,200	\$56,050	\$58,360	\$58,360
West North Central	4	\$44,200	\$41,920	\$43,470	\$43,680	*
South Atlantic	7	\$50,630	\$48,520	\$48,520	\$54,510	\$56,360
East South Central	6	\$55,120	\$50,070	\$56,140	\$62,830	*
West South Central	6	\$47,970	\$45,450	\$49,470	\$49,470	*
Mountain	4	\$46,110	\$39,700	\$44,140	\$55,620	*
Pacific	10	\$57,700	\$54,280	\$54,600	\$58,310	\$73,880
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	9	\$51,280	\$40,440	\$49,940	\$59,180	\$83,230
50 - 99	5	\$47,300	\$38,870	\$45,640	\$59,760	*
100 or more	38	\$52,340	\$48,520	\$52,160	\$57,620	\$58,360
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	50	\$51,790	\$47,700	\$52,160	\$57,600	\$58,990
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	1	*	*	*	*	*
\$20M to \$50M	3	*	*	*	*	*
\$50M to \$100M	0					
\$100M to \$200M	5	\$45,210	\$37,530	\$45,320	\$51,500	*
\$200M or more	43	\$52,370	\$48,520	\$52,160	\$57,780	\$58,850
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	1	*	*	*	*	*
5,000 - 9,999	3	*	*	*	*	*
10,000 - 19,999	5	\$51,010	\$39,830	\$45,320	\$68,110	*
20,000 - 39,999	8	\$48,680	\$39,300	\$50,300	\$58,170	\$63,380
40,000 - 49,999	4	\$51,100	\$43,390	\$49,210	\$58,770	*
50,000 - 59,999	0					
60,000 or more	28	\$53,010	\$48,520	\$54,220	\$57,790	\$58,370
Number of branch offices						
1	2	*	*	*	*	*
2	2	*	*	*	*	*
3	3	*	*	*	*	*
4	2	*	*	*	*	*
5 or more	44	\$52,100	\$48,520	\$52,160	\$57,610	\$58,360

\* Insufficient data

**Table 25 - 2  
Incentives and Bonuses  
IRA / Certificate Specialist**

		% paid incentive and/or bonus		average incentive/ bonus		
		N		N		
Overall		51	66%	40	\$3,240	
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 \$50M	1	100%	1	*	
	\$50M to \$100M	2	50%	1	*	
	\$100M to \$200M	4	75%	3	*	
	\$200M to \$500M	7	77%	5	\$1,780	
	\$500M to \$1B	11	90%	10	\$2,710	
	\$1B to \$3B	15	73%	11	\$4,420	
	\$3B or more	12	54%	9	\$3,210	
By region	New England	3	100%	3	\$3,830	
	Middle Atlantic	6	40%	3	*	
	East North Central	8	39%	5	\$5,850	
	West North Central	4	78%	3	\$2,260	
	South Atlantic	6	51%	4	\$4,080	
	East South Central	6	100%	6	\$3,140	
	West South Central	6	82%	3	\$1,520	
	Mountain	3	100%	3	*	
	Pacific	10	87%	9	\$2,970	
By number of full-time employees	1	0		0		
	2 - 4	0		0		
	5 - 9	0		0		
	10 - 49	9	59%	5	\$1,590	
	50 - 99	5	100%	5	\$2,070	
	100 or more	38	65%	30	\$3,460	
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	65%	1	*	
	13 - 20	49	66%	38	\$3,300	
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	66%	2	*	
	\$50M to \$100M	0		0		
	\$100M to \$200M	5	63%	3	*	
	\$200M or more	42	66%	34	\$3,410	
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	66%	2	*	
	10,000 - 19,999	5	67%	3	*	
	20,000 - 39,999	7	73%	5	\$2,090	
	40,000 - 49,999	4	100%	4	\$3,160	
	50,000 - 59,999	0		0		
	60,000 or more	27	62%	21	\$3,530	
Number of branch offices	1	2	100%	2	*	
	2	2	100%	2	*	
	3	3	34%	1	*	
	4	2	33%	1	*	
		5 or more	42	66%	34	\$3,370

\* Insufficient data

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

**Table 25 - 3**  
**Total Cash Compensation**  
**IRA / Certificate Specialist**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	53	\$54,140	\$48,520	\$54,470	\$58,950	\$64,650
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	1	*	*	*	*	*
\$50M to \$100M	2	*	*	*	*	*
\$100M to \$200M	4	*	*	*	*	*
\$200M to \$500M	8	\$44,530	\$39,750	\$41,500	\$50,790	\$59,900
\$500M to \$1B	11	\$56,200	\$45,640	\$58,950	\$60,000	\$75,840
\$1B to \$3B	15	\$53,830	\$44,480	\$53,710	\$64,330	\$67,150
\$3B or more	12	\$55,640	\$50,740	\$57,080	\$58,360	\$59,570
By region						
New England	3	\$59,370	\$53,710	\$55,710	\$69,290	*
Middle Atlantic	6	\$48,090	\$41,440	\$50,740	\$50,820	*
East North Central	8	\$55,520	\$48,500	\$58,360	\$58,950	\$64,650
West North Central	4	\$45,970	\$42,660	\$45,680	\$45,890	*
South Atlantic	7	\$52,660	\$48,520	\$49,380	\$59,570	\$60,970
East South Central	6	\$58,260	\$53,090	\$59,570	\$66,250	*
West South Central	6	\$49,220	\$45,950	\$50,830	\$51,010	*
Mountain	4	\$47,850	\$40,590	\$46,690	\$58,410	*
Pacific	10	\$60,280	\$56,380	\$57,170	\$59,130	\$77,650
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	9	\$52,220	\$41,340	\$50,120	\$61,180	\$85,640
50 - 99	5	\$49,110	\$40,310	\$47,750	\$62,000	*
100 or more	38	\$54,570	\$48,520	\$56,010	\$58,950	\$64,650
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	50	\$53,930	\$48,520	\$54,380	\$58,950	\$64,650
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	1	*	*	*	*	*
\$20M to \$50M	3	*	*	*	*	*
\$50M to \$100M	0					
\$100M to \$200M	5	\$46,270	\$38,230	\$45,710	\$54,340	*
\$200M or more	43	\$54,570	\$48,520	\$55,840	\$58,950	\$64,650
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	1	*	*	*	*	*
5,000 - 9,999	3	*	*	*	*	*
10,000 - 19,999	5	\$52,320	\$40,160	\$45,710	\$70,850	*
20,000 - 39,999	8	\$50,080	\$42,480	\$50,920	\$59,770	\$63,380
40,000 - 49,999	4	\$54,260	\$45,390	\$53,710	\$62,720	*
50,000 - 59,999	0					
60,000 or more	28	\$55,160	\$48,520	\$57,120	\$59,010	\$64,650
Number of branch offices						
1	2	*	*	*	*	*
2	2	*	*	*	*	*
3	3	*	*	*	*	*
4	2	*	*	*	*	*
5 or more	44	\$54,290	\$48,520	\$55,140	\$58,950	\$64,650

\* 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  
IRA / Certificate Specialist**

		N	average minimum	average midpoint	average maximum
Overall		43	\$42,500	\$54,010	\$65,520
By credit union asset size					
	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	1	*	*	*
	\$100M to \$200M	1	*	*	*
	\$200M to \$500M	5	\$35,860	\$48,100	\$60,340
	\$500M to \$1B	10	\$43,280	\$54,280	\$65,270
	\$1B to \$3B	15	\$43,910	\$54,930	\$65,960
	\$3B or more	11	\$44,250	\$57,340	\$70,430

\* Insufficient data

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



## FINANCIAL PLANNER

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

***Position Purpose:*** Counsel members seeking to achieve financial goals and maximize financial potential through a variety of specialized financial products and services.

### ***Job Responsibilities***

- Advise members on ways to reach financial goals utilizing knowledge of tax and investment strategies, retirement plans, securities, insurance, and real estate.
- Assess members' assets, liabilities, cash flow, insurance coverage, tax status, financial goals, and establish investment strategies.
- Explain the financial assistance available to members interested in post-secondary education or advanced training, such as grants, scholarships, and loans.
- Establish payment priorities, payoff methods, and estimate time for debt liquidation.
- Counsel members on financial problems such as excessive spending and borrowing of funds.
- Provide members with ideas and suggestions to assist them in negotiating with creditors.
- Ensure business activities and investment recommendations are in compliance with rules and regulations.
- Conduct financial planning workshops.
- Prepare records and reports.
- Achieve sales/production goals to ensure revenue projections are met.
- Certified Financial Planner status preferred.

**Table 26 - 1  
Salaries  
Financial Planner**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		39	\$61,640	\$50,000	\$64,000	\$72,380	\$74,740
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	1	*	*	*	*	*
	\$200M to \$500M	6	\$58,080	\$50,000	\$61,190	\$61,430	*
	\$500M to \$1B	9	\$61,150	\$47,800	\$59,780	\$73,240	\$91,870
	\$1B to \$3B	15	\$57,230	\$47,690	\$51,400	\$67,420	\$85,470
\$3B or more	8	\$66,240	\$64,000	\$65,450	\$74,740	\$74,740	
By region	New England	3	\$72,330	\$64,700	\$72,380	\$80,660	*
	Middle Atlantic	1	*	*	*	*	*
	East North Central	9	\$52,280	\$38,920	\$48,810	\$56,670	\$74,400
	West North Central	3	*	*	*	*	*
	South Atlantic	4	\$71,940	\$70,700	\$74,740	\$74,740	*
	East South Central	3	*	*	*	*	*
	West South Central	4	\$58,450	\$43,280	\$59,180	\$77,420	*
	Mountain	3	\$55,170	\$48,300	\$53,450	\$61,430	*
Pacific	9	\$62,080	\$58,950	\$64,480	\$65,450	\$69,600	
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	1	*	*	*	*	*
	50 - 99	5	\$57,720	\$47,330	\$61,190	\$61,430	*
	100 or more	33	\$62,140	\$50,000	\$64,490	\$74,400	\$75,600
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	39	\$61,640	\$50,000	\$64,000	\$72,380	\$74,740
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	1	*	*	*	*	*
	\$100M to \$200M	3	*	*	*	*	*
	\$200M or more	35	\$62,070	\$50,000	\$64,490	\$74,390	\$74,900
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	2	*	*	*	*	*
	20,000 - 39,999	5	\$59,910	\$49,970	\$61,430	\$64,030	*
	40,000 - 49,999	5	\$62,320	\$50,570	\$68,350	\$73,890	*
	50,000 - 59,999	0					
	60,000 or more	23	\$62,450	\$50,140	\$64,490	\$74,530	\$74,740
Number of branch offices	1	0					
	2	2	*	*	*	*	*
	3	0					
	4	1	*	*	*	*	*
	5 or more	37	\$61,840	\$50,000	\$64,000	\$72,590	\$74,740

\* Insufficient data

**Table 26 - 2  
Incentives and Bonuses  
Financial Planner**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		38	67%	25	\$39,460
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 \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	1	100%	1	*
	\$200M to \$500M	6	76%	4	\$13,630
	\$500M to \$1B	8	76%	6	\$28,730
	\$1B to \$3B	15	70%	10	\$22,380
\$3B or more	8	61%	4	\$68,320	
By region	New England	3	100%	3	\$15,430
	Middle Atlantic	1	100%	1	*
	East North Central	9	94%	7	\$49,160
	West North Central	3	16%	1	*
	South Atlantic	3	23%	1	*
	East South Central	3	82%	2	*
	West South Central	4	100%	3	\$50,430
	Mountain	3	79%	2	*
	Pacific	9	69%	5	\$57,580
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	1	100%	1	*
	50 - 99	5	73%	4	\$4,170
	100 or more	32	66%	20	\$44,640
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	38	67%	25	\$39,460
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	1	100%	1	*
	\$100M to \$200M	3	73%	2	*
	\$200M or more	35	67%	22	\$43,410
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	2	100%	2	*
	20,000 - 39,999	5	76%	3	\$17,330
	40,000 - 49,999	5	86%	4	\$41,060
	50,000 - 59,999	0		0	
60,000 or more	23	66%	14	\$45,620	
Number of branch offices	1	0		0	
	2	2	100%	2	*
	3	0		0	
	4	1	100%	1	*
	5 or more	36	67%	23	\$40,750

\* Insufficient data

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

**Table 26 - 3**  
**Total Cash Compensation**  
**Financial Planner**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	39	\$82,120	\$58,600	\$69,500	\$95,910	\$138,360
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	0					
\$100M to \$200M	1	*	*	*	*	*
\$200M to \$500M	6	\$66,910	\$50,000	\$64,430	\$65,350	*
\$500M to \$1B	9	\$78,710	\$47,800	\$61,640	\$98,020	\$215,160
\$1B to \$3B	15	\$69,550	\$50,510	\$59,770	\$95,900	\$103,100
\$3B or more	8	\$96,400	\$66,460	\$74,740	\$137,400	\$138,920
By region						
New England	3	\$87,770	\$66,700	\$74,670	\$104,500	*
Middle Atlantic	1	*	*	*	*	*
East North Central	9	\$89,190	\$54,540	\$90,650	\$138,920	\$138,920
West North Central	3	*	*	*	*	*
South Atlantic	4	\$81,660	\$74,740	\$74,740	\$74,740	*
East South Central	3	*	*	*	*	*
West South Central	4	\$102,030	\$52,040	\$106,090	\$152,940	*
Mountain	3	\$57,590	\$48,820	\$59,200	\$64,430	*
Pacific	9	\$89,030	\$65,450	\$66,460	\$106,410	\$204,350
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	1	*	*	*	*	*
50 - 99	5	\$60,770	\$47,330	\$63,850	\$64,430	*
100 or more	33	\$84,300	\$59,820	\$70,290	\$96,640	\$138,920
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	39	\$82,120	\$58,600	\$69,500	\$95,910	\$138,360
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	1	*	*	*	*	*
\$100M to \$200M	3	*	*	*	*	*
\$200M or more	35	\$83,870	\$59,390	\$70,270	\$96,640	\$138,920
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	2	*	*	*	*	*
20,000 - 39,999	5	\$71,110	\$49,970	\$64,430	\$66,000	*
40,000 - 49,999	5	\$97,530	\$52,670	\$71,130	\$169,270	*
50,000 - 59,999	0					
60,000 or more	23	\$85,070	\$64,690	\$74,730	\$96,640	\$138,920
Number of branch offices						
1	0					
2	2	*	*	*	*	*
3	0					
4	1	*	*	*	*	*
5 or more	37	\$82,650	\$59,540	\$69,590	\$96,050	\$138,690

\* 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  
Financial Planner**

		N	average minimum	average midpoint	average maximum
Overall		27	\$48,170	\$61,880	\$75,580
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	0			
	\$100M to \$200M	0			
	\$200M to \$500M	3	\$45,130	\$56,720	\$68,310
	\$500M to \$1B	7	\$49,010	\$61,080	\$73,150
	\$1B to \$3B	11	\$48,250	\$63,110	\$77,970
	\$3B or more	5	\$48,890	\$63,490	\$78,100

\* 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 27 - 1**  
**Salaries**  
**Generalist (at small credit unions)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		21	\$46,900	\$38,480	\$43,050	\$52,490	\$69,290
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	2	*	*	*	*	*
	\$10M to \$20M	5	*	*	*	*	*
	\$20M to \$50M	7	\$41,190	\$35,890	\$37,440	\$42,440	*
	\$50M to \$100M	2	*	*	*	*	*
	\$100M to \$200M	1	*	*	*	*	*
	\$200M to \$500M	1	*	*	*	*	*
	\$500M to \$1B	3	*	*	*	*	*
	\$1B to \$3B	1	*	*	*	*	*
\$3B or more	0						
By region	New England	1	*	*	*	*	*
	Middle Atlantic	1	*	*	*	*	*
	East North Central	2	*	*	*	*	*
	West North Central	3	*	*	*	*	*
	South Atlantic	4	*	*	*	*	*
	East South Central	3	*	*	*	*	*
	West South Central	3	*	*	*	*	*
	Mountain Pacific	2	*	*	*	*	*
By number of full-time employees	1	0					
	2 - 4	9	\$40,160	\$37,440	\$40,560	\$43,330	*
	5 - 9	4	*	*	*	*	*
	10 - 49	5	\$51,000	\$35,890	\$48,270	\$67,520	*
	50 - 99	1	*	*	*	*	*
	100 or more	3	*	*	*	*	*
By number of services offered	1 - 2	2	*	*	*	*	*
	3 - 4	1	*	*	*	*	*
	5 - 6	2	*	*	*	*	*
	7 - 8	0					
	9 - 10	1	*	*	*	*	*
	11 - 12	1	*	*	*	*	*
	13 - 20	15	\$47,390	\$37,940	\$44,760	\$52,860	\$74,980
By amount of loans outstanding	\$500,000 to \$2M	2	*	*	*	*	*
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$20M	8	\$40,160	\$37,440	\$40,000	\$43,290	*
	\$20M to \$50M	4	*	*	*	*	*
	\$50M to \$100M	2	*	*	*	*	*
	\$100M to \$200M	1	*	*	*	*	*
\$200M or more	3	\$55,750	\$45,110	\$53,750	\$68,920	*	
By number of members	1 - 999	3	*	*	*	*	*
	1,000 - 1,999	5	*	*	*	*	*
	2,000 - 4,999	4	*	*	*	*	*
	5,000 - 9,999	5	\$51,720	\$35,890	\$50,610	\$71,200	*
	10,000 - 19,999	1	*	*	*	*	*
	20,000 - 39,999	1	*	*	*	*	*
	40,000 - 49,999	1	*	*	*	*	*
	50,000 - 59,999	0					
	60,000 or more	1	*	*	*	*	*
Number of branch offices	1	8	\$45,270	\$37,440	\$40,340	\$45,920	*
	2	7	\$46,920	\$38,020	\$43,250	\$59,980	*
	3	1	*	*	*	*	*
	4	1	*	*	*	*	*
	5 or more	4	\$54,130	\$44,580	\$49,380	\$68,160	*

\* Insufficient data

**Table 27 - 2  
Incentives and Bonuses  
Generalist (at small credit unions)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		20	60%	13	\$1,730
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	2	100%	2	*
	\$10M to \$20M	5	25%	2	*
	\$20M to \$50M	7	44%	4	*
	\$50M to \$100M	2	100%	2	*
	\$100M to \$200M	0		0	
	\$200M to \$500M	1	100%	1	*
	\$500M to \$1B	3	100%	3	*
	\$1B to \$3B	1	100%	1	*
\$3B or more	0		0		
By region	New England	1	100%	1	*
	Middle Atlantic	1	100%	1	*
	East North Central	2	0%	0	
	West North Central	3	65%	2	*
	South Atlantic	4	73%	3	*
	East South Central	3	40%	2	*
	West South Central	3	100%	3	*
	Mountain	2	33%	1	*
Pacific	1	100%	1	*	
By number of full-time employees	1	0		0	
	2 - 4	9	59%	6	*
	5 - 9	4	25%	1	*
	10 - 49	4	62%	3	*
	50 - 99	1	100%	1	*
	100 or more	3	100%	3	*
By number of services offered	1 - 2	2	100%	2	*
	3 - 4	1	100%	1	*
	5 - 6	2	0%	0	
	7 - 8	0		0	
	9 - 10	1	100%	1	*
	11 - 12	1	100%	1	*
	13 - 20	14	57%	9	\$1,660
By amount of loans outstanding	\$500,000 to \$2M	2	100%	2	*
	\$2M to \$5M	2	0%	0	
	\$5M to \$20M	8	43%	4	*
	\$20M to \$50M	4	56%	3	*
	\$50M to \$100M	1	100%	1	*
	\$100M to \$200M	1	100%	1	*
	\$200M or more	3	100%	3	\$2,040
By number of members	1 - 999	3	50%	2	*
	1,000 - 1,999	5	39%	2	*
	2,000 - 4,999	4	70%	3	*
	5,000 - 9,999	4	57%	3	*
	10,000 - 19,999	1	100%	1	*
	20,000 - 39,999	1	100%	1	*
	40,000 - 49,999	1	100%	1	*
	50,000 - 59,999	0		0	
	60,000 or more	1	100%	1	*
Number of branch offices	1	8	40%	3	*
	2	7	76%	5	*
	3	1	0%	0	
	4	1	100%	1	*
	5 or more	4	100%	4	\$2,000

\* Insufficient data

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



**Table 27 - 3**  
**Total Cash Compensation**  
**Generalist (at small credit unions)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	21	\$47,870	\$39,730	\$43,070	\$53,320	\$72,830
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	2	*	*	*	*	*
\$10M to \$20M	5	*	*	*	*	*
\$20M to \$50M	7	\$42,310	\$36,150	\$39,520	\$42,670	*
\$50M to \$100M	2	*	*	*	*	*
\$100M to \$200M	1	*	*	*	*	*
\$200M to \$500M	1	*	*	*	*	*
\$500M to \$1B	3	*	*	*	*	*
\$1B to \$3B	1	*	*	*	*	*
\$3B or more	0					
By region						
New England	1	*	*	*	*	*
Middle Atlantic	1	*	*	*	*	*
East North Central	2	*	*	*	*	*
West North Central	3	*	*	*	*	*
South Atlantic	4	*	*	*	*	*
East South Central	3	*	*	*	*	*
West South Central	3	*	*	*	*	*
Mountain	2	*	*	*	*	*
Pacific	2	*	*	*	*	*
By number of full-time employees						
1	0					
2 - 4	9	\$41,370	\$39,940	\$40,560	\$43,630	*
5 - 9	4	*	*	*	*	*
10 - 49	5	\$51,410	\$35,890	\$49,630	\$67,680	*
50 - 99	1	*	*	*	*	*
100 or more	3	*	*	*	*	*
By number of services offered						
1 - 2	2	*	*	*	*	*
3 - 4	1	*	*	*	*	*
5 - 6	2	*	*	*	*	*
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	1	*	*	*	*	*
13 - 20	15	\$48,260	\$38,150	\$46,070	\$53,740	\$75,430
By amount of loans outstanding						
\$500,000 to \$2M	2	*	*	*	*	*
\$2M to \$5M	2	*	*	*	*	*
\$5M to \$20M	8	\$41,290	\$39,520	\$40,230	\$43,540	*
\$20M to \$50M	4	*	*	*	*	*
\$50M to \$100M	2	*	*	*	*	*
\$100M to \$200M	1	*	*	*	*	*
\$200M or more	3	\$57,790	\$47,010	\$54,500	\$72,290	*
By number of members						
1 - 999	3	*	*	*	*	*
1,000 - 1,999	5	*	*	*	*	*
2,000 - 4,999	4	*	*	*	*	*
5,000 - 9,999	5	\$52,010	\$35,890	\$51,440	\$71,310	*
10,000 - 19,999	1	*	*	*	*	*
20,000 - 39,999	1	*	*	*	*	*
40,000 - 49,999	1	*	*	*	*	*
50,000 - 59,999	0					
60,000 or more	1	*	*	*	*	*
Number of branch offices						
1	8	\$45,970	\$39,520	\$40,430	\$47,890	*
2	7	\$47,960	\$39,180	\$43,540	\$60,640	*
3	1	*	*	*	*	*
4	1	*	*	*	*	*
5 or more	4	\$56,130	\$46,550	\$50,060	\$71,190	*

\* 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**  
**Generalist (at small credit unions)**

		N	average minimum	average midpoint	average maximum
Overall		12	\$35,590	\$46,000	\$56,400
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	2	*	*	*
	\$10M to \$20M	5	*	*	*
	\$20M to \$50M	1	*	*	*
	\$50M to \$100M	0			
	\$100M to \$200M	0			
	\$200M to \$500M	1	*	*	*
	\$500M to \$1B	3	*	*	*
	\$1B to \$3B	1	*	*	*
\$3B or more	0				

\* Insufficient data

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

## SVP/VP Lending (#2 position)

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

**Position Purpose:** Participate in strategic planning and the development of credit union policies, procedures, and goals. Responsible for the credit union's administrative management of loan functions. Develop and implement consistent organizational policies and procedures that comply with external regulations. Assist 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.
- 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.
- Create the budget for department and track on an ongoing basis for adherence.
- Develop, implement, and monitor 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 assist and develop managers and staff.
- Research and evaluate the feasibility of new lending products. 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 assist the membership.
- Represent and promote the credit union at external functions.

**Table 28 - 1**  
**Salaries**  
**SVP / VP of Lending (#2 position)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	158	\$119,210	\$81,660	\$107,700	\$147,290	\$193,420
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	6	\$59,810	\$53,630	\$61,370	\$65,430	*
\$50M to \$100M	15	\$73,060	\$61,420	\$71,820	\$80,960	\$94,880
\$100M to \$200M	38	\$83,230	\$71,870	\$80,240	\$93,540	\$108,000
\$200M to \$500M	35	\$105,520	\$85,970	\$100,340	\$125,000	\$135,690
\$500M to \$1B	20	\$127,950	\$106,360	\$118,270	\$147,740	\$180,620
\$1B to \$3B	29	\$159,420	\$132,770	\$151,950	\$188,280	\$211,350
\$3B or more	13	\$186,460	\$161,240	\$191,000	\$213,460	\$246,600
By region						
New England	10	\$147,630	\$121,480	\$141,540	\$184,540	\$191,220
Middle Atlantic	12	\$103,790	\$70,500	\$89,440	\$130,330	\$190,960
East North Central	40	\$103,320	\$75,070	\$96,150	\$135,340	\$151,800
West North Central	15	\$98,340	\$79,230	\$93,190	\$125,840	\$131,970
South Atlantic	26	\$125,950	\$85,680	\$113,400	\$161,240	\$198,490
East South Central	8	\$106,110	\$64,960	\$105,380	\$161,430	\$191,190
West South Central	18	\$113,880	\$82,380	\$104,000	\$143,380	\$197,950
Mountain	13	\$134,330	\$92,950	\$120,100	\$193,620	\$215,470
Pacific	16	\$163,360	\$120,380	\$169,740	\$204,290	\$234,370
By number of full-time employees						
1	0					
2 - 4	2	*	*	*	*	*
5 - 9	6	\$61,310	\$52,990	\$61,300	\$69,720	*
10 - 49	55	\$82,980	\$68,640	\$80,000	\$93,960	\$116,280
50 - 99	29	\$103,190	\$85,040	\$99,170	\$116,950	\$134,490
100 or more	66	\$153,970	\$119,220	\$147,060	\$190,390	\$211,920
By number of services offered						
1 - 2	2	*	*	*	*	*
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	0					
11 - 12	4	\$125,300	\$77,690	\$107,200	\$193,620	*
13 - 20	152	\$119,640	\$82,840	\$109,450	\$147,270	\$192,000
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	6	\$56,000	\$50,080	\$57,440	\$61,890	*
\$20M to \$50M	10	\$75,110	\$67,630	\$73,880	\$83,630	\$96,370
\$50M to \$100M	28	\$76,210	\$65,290	\$72,440	\$84,000	\$95,470
\$100M to \$200M	30	\$94,220	\$84,080	\$92,030	\$97,910	\$124,550
\$200M or more	83	\$146,740	\$113,490	\$138,020	\$179,340	\$206,660
By number of members						
1 - 999	0					
1,000 - 1,999	2	*	*	*	*	*
2,000 - 4,999	10	\$69,180	\$58,920	\$66,030	\$78,110	*
5,000 - 9,999	21	\$77,530	\$65,000	\$78,000	\$84,000	\$99,140
10,000 - 19,999	39	\$87,980	\$72,260	\$86,650	\$96,830	\$114,070
20,000 - 39,999	24	\$111,080	\$90,660	\$113,290	\$128,190	\$141,660
40,000 - 49,999	11	\$126,590	\$91,120	\$115,660	\$170,780	\$197,940
50,000 - 59,999	0					
60,000 or more	46	\$164,280	\$135,000	\$161,240	\$193,620	\$222,060
Number of branch offices						
1	12	\$73,740	\$59,150	\$69,100	\$85,570	\$115,070
2	18	\$80,470	\$57,430	\$72,500	\$94,480	\$125,790
3	18	\$84,910	\$71,210	\$78,290	\$96,180	\$113,620
4	17	\$87,730	\$73,380	\$86,260	\$95,740	\$125,020
5 or more	93	\$140,300	\$105,460	\$134,750	\$167,580	\$200,320

\* Insufficient data

**Table 28 - 2  
Incentives and Bonuses  
SVP / VP of Lending (#2 position)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		152	85%	122	\$12,800
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	2	0%	0	
	\$20M to \$50M	6	80%	5	*
	\$50M to \$100M	15	81%	12	\$5,530
	\$100M to \$200M	36	83%	30	\$7,570
	\$200M to \$500M	35	85%	28	\$9,060
	\$500M to \$1B	19	85%	16	\$15,940
	\$1B to \$3B	26	94%	22	\$17,170
\$3B or more	13	85%	9	\$27,160	
By region	New England	9	88%	7	\$15,690
	Middle Atlantic	12	86%	10	\$9,340
	East North Central	40	79%	30	\$11,440
	West North Central	15	91%	13	\$10,760
	South Atlantic	25	86%	20	\$16,250
	East South Central	7	73%	5	\$10,530
	West South Central	18	89%	15	\$10,450
	Mountain Pacific	12 14	86% 90%	9 13	\$13,120 \$16,680
By number of full-time employees	1	0		0	
	2 - 4	2	0%	0	
	5 - 9	6	100%	6	\$2,040
	10 - 49	54	80%	43	\$7,040
	50 - 99	29	88%	23	\$9,260
	100 or more	62	88%	50	\$18,570
By number of services offered	1 - 2	2	0%	0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	0		0	
	11 - 12	3	100%	3	*
	13 - 20	147	86%	119	\$12,600
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	6	56%	4	*
	\$20M to \$50M	10	81%	8	\$3,680
	\$50M to \$100M	27	80%	21	\$6,350
	\$100M to \$200M	30	90%	26	\$9,020
	\$200M or more	79	87%	63	\$17,150
By number of members	1 - 999	0		0	
	1,000 - 1,999	2	0%	0	
	2,000 - 4,999	10	88%	9	\$2,250
	5,000 - 9,999	19	76%	15	\$7,310
	10,000 - 19,999	39	91%	35	\$7,560
	20,000 - 39,999	24	74%	17	\$11,580
	40,000 - 49,999	11	84%	9	\$12,790
	50,000 - 59,999 60,000 or more	0 43	 90%	0 34	 \$19,900
Number of branch offices	1	11	85%	9	\$5,830
	2	18	82%	14	\$6,690
	3	18	81%	14	\$9,910
	4	17	86%	15	\$8,610
	5 or more	88	86%	70	\$15,700

\* Insufficient data

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

**Table 28 - 3**  
**Total Cash Compensation**  
**SVP / VP of Lending (#2 position)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	158	\$129,300	\$87,630	\$116,800	\$158,680	\$206,890
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	6	\$61,180	\$54,270	\$62,860	\$67,540	*
\$50M to \$100M	15	\$77,560	\$61,420	\$77,080	\$89,370	\$104,280
\$100M to \$200M	38	\$89,220	\$73,920	\$90,710	\$101,990	\$115,340
\$200M to \$500M	35	\$112,880	\$90,790	\$106,830	\$137,460	\$146,380
\$500M to \$1B	20	\$140,450	\$118,000	\$137,340	\$158,570	\$184,690
\$1B to \$3B	29	\$173,030	\$147,250	\$161,690	\$200,210	\$240,640
\$3B or more	13	\$207,590	\$165,140	\$205,960	\$233,100	\$292,290
By region						
New England	10	\$159,700	\$131,550	\$144,260	\$194,610	\$217,580
Middle Atlantic	12	\$111,810	\$73,820	\$102,170	\$143,320	\$205,960
East North Central	40	\$112,220	\$80,000	\$103,290	\$145,590	\$160,390
West North Central	15	\$108,130	\$87,950	\$98,650	\$146,570	\$147,440
South Atlantic	26	\$138,950	\$87,710	\$126,400	\$191,130	\$234,150
East South Central	8	\$112,580	\$65,810	\$112,160	\$161,440	\$205,960
West South Central	18	\$122,560	\$84,920	\$110,290	\$158,550	\$228,750
Mountain	13	\$142,480	\$103,890	\$138,480	\$193,620	\$216,720
Pacific	16	\$176,730	\$124,580	\$179,220	\$227,160	\$288,350
By number of full-time employees						
1	0					
2 - 4	2	*	*	*	*	*
5 - 9	6	\$63,350	\$53,610	\$65,230	\$71,880	*
10 - 49	55	\$88,410	\$72,510	\$83,010	\$102,000	\$125,750
50 - 99	29	\$110,400	\$90,590	\$105,310	\$126,620	\$148,550
100 or more	66	\$168,870	\$137,820	\$158,610	\$201,790	\$234,910
By number of services offered						
1 - 2	2	*	*	*	*	*
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	0					
11 - 12	4	\$138,550	\$88,530	\$140,380	\$193,620	*
13 - 20	152	\$129,710	\$88,450	\$116,770	\$158,320	\$208,630
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	6	\$56,990	\$50,260	\$58,130	\$63,740	*
\$20M to \$50M	10	\$78,070	\$69,480	\$76,930	\$85,680	\$102,990
\$50M to \$100M	28	\$80,970	\$68,620	\$78,610	\$91,910	\$105,370
\$100M to \$200M	30	\$102,120	\$89,280	\$97,170	\$111,620	\$139,210
\$200M or more	83	\$160,210	\$123,720	\$149,420	\$191,130	\$232,930
By number of members						
1 - 999	0					
1,000 - 1,999	2	*	*	*	*	*
2,000 - 4,999	10	\$71,160	\$59,880	\$68,040	\$80,380	*
5,000 - 9,999	21	\$82,600	\$67,820	\$79,870	\$99,440	\$102,940
10,000 - 19,999	39	\$94,730	\$78,120	\$94,430	\$105,580	\$134,300
20,000 - 39,999	24	\$118,940	\$92,110	\$118,000	\$139,300	\$159,540
40,000 - 49,999	11	\$137,360	\$104,030	\$128,250	\$178,590	\$209,740
50,000 - 59,999	0					
60,000 or more	46	\$179,840	\$147,440	\$170,930	\$208,710	\$241,140
Number of branch offices						
1	12	\$78,330	\$61,010	\$74,760	\$97,040	\$121,990
2	18	\$85,960	\$58,080	\$78,450	\$99,650	\$135,320
3	18	\$92,530	\$72,660	\$91,360	\$102,830	\$130,180
4	17	\$95,110	\$77,360	\$94,050	\$105,310	\$138,670
5 or more	93	\$152,480	\$113,040	\$146,750	\$189,100	\$226,950

\* 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**  
**SVP / VP of Lending (#2 position)**

		N	average minimum	average midpoint	average maximum
Overall		96	\$104,140	\$133,330	\$162,510
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	3	*	*	*
	\$100M to \$200M	18	\$72,560	\$89,800	\$107,050
	\$200M to \$500M	21	\$84,250	\$106,670	\$129,090
	\$500M to \$1B	18	\$104,290	\$133,610	\$162,930
	\$1B to \$3B	24	\$126,660	\$163,970	\$201,280
	\$3B or more	12	\$152,950	\$199,950	\$246,950

\* 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 assess 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, assess, 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 conclusion.
- 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, and approve or deny loan applications.



**Table 29 - 1**  
**Salaries**  
**Consumer Loan VP / Manager**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	234	\$91,320	\$67,490	\$84,980	\$105,070	\$141,660
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	3	*	*	*	*	*
\$5M to \$10M	2	*	*	*	*	*
\$10M to \$20M	6	*	*	*	*	*
\$20M to \$50M	5	*	*	*	*	*
\$50M to \$100M	27	\$65,040	\$54,230	\$63,740	\$77,160	\$88,800
\$100M to \$200M	33	\$70,570	\$62,130	\$69,830	\$77,100	\$88,880
\$200M to \$500M	47	\$79,670	\$65,490	\$75,000	\$87,850	\$105,300
\$500M to \$1B	39	\$89,870	\$79,760	\$87,880	\$98,170	\$122,300
\$1B to \$3B	49	\$109,190	\$88,420	\$98,930	\$124,560	\$166,190
\$3B or more	23	\$137,710	\$106,280	\$120,820	\$159,040	\$207,650
By region						
New England	14	\$93,640	\$77,750	\$90,120	\$101,190	\$161,520
Middle Atlantic	15	\$86,960	\$65,260	\$73,000	\$88,710	\$167,190
East North Central	56	\$84,430	\$66,410	\$81,330	\$98,400	\$120,640
West North Central	19	\$77,700	\$59,420	\$71,210	\$89,700	\$144,000
South Atlantic	29	\$91,840	\$71,450	\$90,190	\$106,280	\$130,020
East South Central	14	\$85,090	\$71,550	\$78,150	\$96,940	\$132,630
West South Central	29	\$80,200	\$60,000	\$75,000	\$95,330	\$122,570
Mountain	19	\$98,140	\$75,230	\$88,300	\$118,820	\$171,090
Pacific	39	\$115,200	\$79,950	\$103,890	\$147,510	\$183,820
By number of full-time employees						
1	0					
2 - 4	7	*	*	*	*	*
5 - 9	12	\$66,950	\$54,190	\$62,400	\$77,600	\$95,580
10 - 49	57	\$69,080	\$57,240	\$66,530	\$77,300	\$88,000
50 - 99	44	\$79,360	\$65,300	\$75,220	\$89,030	\$105,120
100 or more	113	\$108,840	\$86,030	\$99,640	\$123,290	\$163,490
By number of services offered						
1 - 2	0					
3 - 4	3	*	*	*	*	*
5 - 6	2	*	*	*	*	*
7 - 8	3	*	*	*	*	*
9 - 10	5	\$72,320	\$50,310	\$64,650	\$101,850	*
11 - 12	10	\$69,460	\$51,940	\$63,520	\$66,740	*
13 - 20	213	\$93,660	\$70,660	\$87,460	\$106,280	\$144,860
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	4	*	*	*	*	*
\$5M to \$20M	10	\$54,440	\$51,020	\$55,790	\$65,290	*
\$20M to \$50M	20	\$68,440	\$55,090	\$67,500	\$82,630	\$92,130
\$50M to \$100M	25	\$67,030	\$57,480	\$65,900	\$74,420	\$87,000
\$100M to \$200M	37	\$76,040	\$62,880	\$74,300	\$85,330	\$102,000
\$200M or more	137	\$104,830	\$81,540	\$95,230	\$120,220	\$155,370
By number of members						
1 - 999	4	*	*	*	*	*
1,000 - 1,999	3	*	*	*	*	*
2,000 - 4,999	14	\$67,800	\$56,250	\$64,410	\$77,260	\$95,140
5,000 - 9,999	29	\$65,460	\$53,360	\$65,130	\$77,640	\$87,120
10,000 - 19,999	41	\$74,010	\$62,670	\$69,650	\$78,570	\$97,550
20,000 - 39,999	40	\$81,850	\$69,400	\$80,000	\$90,680	\$104,150
40,000 - 49,999	15	\$89,500	\$73,280	\$90,320	\$102,460	\$120,940
50,000 - 59,999	0					
60,000 or more	76	\$116,380	\$90,120	\$106,280	\$134,780	\$175,000
Number of branch offices						
1	19	\$63,980	\$53,890	\$65,180	\$74,020	\$84,950
2	26	\$68,400	\$53,140	\$67,080	\$79,080	\$95,420
3	21	\$67,370	\$56,160	\$65,610	\$73,430	\$96,880
4	18	\$74,440	\$62,910	\$68,360	\$83,450	\$113,040
5 or more	149	\$102,420	\$77,920	\$92,930	\$118,010	\$152,250

\* Insufficient data

**Table 29 - 2  
Incentives and Bonuses  
Consumer Loan VP / Manager**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		230	86%	191	\$8,600
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	3	100%	3	*
	\$5M to \$10M	2	0%	0	
	\$10M to \$20M	6	25%	2	*
	\$20M to \$50M	5	100%	5	*
	\$50M to \$100M	27	75%	20	\$6,010
	\$100M to \$200M	33	87%	28	\$4,360
	\$200M to \$500M	47	88%	39	\$7,130
	\$500M to \$1B	37	88%	34	\$6,810
	\$1B to \$3B	48	96%	42	\$10,840
\$3B or more	23	85%	19	\$17,690	
By region	New England	14	90%	12	\$5,570
	Middle Atlantic	15	78%	11	\$6,400
	East North Central	56	94%	49	\$8,930
	West North Central	19	88%	16	\$6,770
	South Atlantic	27	82%	22	\$7,890
	East South Central	14	75%	10	\$8,460
	West South Central	29	80%	23	\$9,630
	Mountain Pacific	18 39	87% 85%	16 32	\$7,080 \$11,750
By number of full-time employees	1	0		0	
	2 - 4	7	57%	4	*
	5 - 9	12	79%	9	\$1,950
	10 - 49	57	79%	44	\$5,570
	50 - 99	44	89%	37	\$4,790
	100 or more	110	90%	96	\$11,770
By number of services offered	1 - 2	0		0	
	3 - 4	3	100%	3	*
	5 - 6	2	0%	0	
	7 - 8	3	0%	0	
	9 - 10	5	86%	4	*
	11 - 12	9	57%	5	\$3,490
	13 - 20	210	88%	179	\$8,860
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	4	62%	3	*
	\$5M to \$20M	10	51%	5	*
	\$20M to \$50M	20	77%	16	\$4,160
	\$50M to \$100M	25	86%	22	\$5,990
	\$100M to \$200M	37	88%	31	\$5,630
	\$200M or more	133	90%	115	\$10,570
By number of members	1 - 999	4	63%	3	*
	1,000 - 1,999	3	50%	2	*
	2,000 - 4,999	14	69%	9	\$2,610
	5,000 - 9,999	29	77%	22	\$6,360
	10,000 - 19,999	41	87%	34	\$4,400
	20,000 - 39,999	40	86%	33	\$8,140
	40,000 - 49,999	14	96%	14	\$6,270
	50,000 - 59,999	0		0	
	60,000 or more	73	91%	63	\$12,630
Number of branch offices	1	19	53%	10	\$8,120
	2	26	85%	22	\$4,170
	3	21	91%	18	\$4,580
	4	18	82%	15	\$6,190
	5 or more	146	90%	125	\$10,080

\* Insufficient data

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

**Table 29 - 3**  
**Total Cash Compensation**  
**Consumer Loan VP / Manager**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	234	\$98,300	\$72,930	\$90,960	\$111,360	\$152,460
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	3	*	*	*	*	*
\$5M to \$10M	2	*	*	*	*	*
\$10M to \$20M	6	*	*	*	*	*
\$20M to \$50M	5	*	*	*	*	*
\$50M to \$100M	27	\$69,550	\$57,480	\$66,290	\$78,820	\$96,190
\$100M to \$200M	33	\$74,260	\$63,030	\$74,550	\$84,270	\$93,710
\$200M to \$500M	47	\$85,510	\$69,120	\$78,000	\$97,500	\$126,080
\$500M to \$1B	39	\$95,580	\$83,950	\$91,140	\$105,320	\$129,940
\$1B to \$3B	49	\$118,650	\$93,080	\$107,400	\$134,690	\$174,230
\$3B or more	23	\$151,170	\$118,470	\$126,510	\$186,100	\$229,360
By region						
New England	14	\$98,450	\$77,870	\$93,020	\$105,930	\$171,160
Middle Atlantic	15	\$91,960	\$67,650	\$78,420	\$91,440	\$167,760
East North Central	56	\$92,190	\$71,850	\$89,890	\$107,250	\$126,290
West North Central	19	\$83,440	\$62,900	\$75,160	\$92,850	\$144,980
South Atlantic	29	\$97,660	\$72,990	\$95,300	\$120,240	\$133,430
East South Central	14	\$91,430	\$75,860	\$85,570	\$104,490	\$140,500
West South Central	29	\$87,550	\$64,210	\$77,940	\$111,940	\$134,690
Mountain	19	\$103,710	\$77,650	\$92,550	\$128,210	\$173,460
Pacific	39	\$124,940	\$84,600	\$109,820	\$154,850	\$208,770
By number of full-time employees						
1	0					
2 - 4	7	*	*	*	*	*
5 - 9	12	\$68,480	\$54,260	\$64,320	\$78,710	\$97,920
10 - 49	57	\$73,420	\$60,260	\$72,340	\$81,970	\$93,110
50 - 99	44	\$83,390	\$69,010	\$77,810	\$95,040	\$114,300
100 or more	113	\$118,580	\$91,440	\$107,400	\$133,430	\$178,020
By number of services offered						
1 - 2	0					
3 - 4	3	*	*	*	*	*
5 - 6	2	*	*	*	*	*
7 - 8	3	*	*	*	*	*
9 - 10	5	\$77,320	\$56,240	\$66,740	\$108,720	*
11 - 12	10	\$71,310	\$53,050	\$65,200	\$72,940	*
13 - 20	213	\$101,030	\$75,240	\$91,940	\$114,630	\$153,430
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	4	*	*	*	*	*
\$5M to \$20M	10	\$55,600	\$51,860	\$55,790	\$65,460	*
\$20M to \$50M	20	\$71,660	\$59,240	\$72,700	\$84,730	\$95,120
\$50M to \$100M	25	\$72,150	\$58,270	\$72,200	\$76,560	\$105,070
\$100M to \$200M	37	\$80,740	\$66,830	\$77,840	\$89,140	\$109,870
\$200M or more	137	\$113,560	\$87,340	\$104,410	\$130,940	\$171,150
By number of members						
1 - 999	4	*	*	*	*	*
1,000 - 1,999	3	*	*	*	*	*
2,000 - 4,999	14	\$69,610	\$59,550	\$65,460	\$79,760	\$97,400
5,000 - 9,999	29	\$70,380	\$57,230	\$69,030	\$78,820	\$91,590
10,000 - 19,999	41	\$77,660	\$64,990	\$74,180	\$84,190	\$101,530
20,000 - 39,999	40	\$88,510	\$75,000	\$84,400	\$100,090	\$123,120
40,000 - 49,999	15	\$95,260	\$77,790	\$97,490	\$106,210	\$132,300
50,000 - 59,999	0					
60,000 or more	76	\$126,720	\$97,540	\$111,390	\$143,510	\$191,470
Number of branch offices						
1	19	\$68,270	\$53,890	\$65,440	\$79,860	\$95,550
2	26	\$71,970	\$54,670	\$72,400	\$84,850	\$103,310
3	21	\$71,360	\$60,190	\$69,670	\$76,160	\$103,430
4	18	\$79,500	\$64,440	\$73,960	\$86,300	\$121,490
5 or more	149	\$110,760	\$84,400	\$101,470	\$125,220	\$170,050

\* 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  
Consumer Loan VP / Manager**

		N	average minimum	average midpoint	average maximum
Overall		150	\$81,620	\$103,830	\$126,040
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	1	*	*	*
	\$50M to \$100M	8	\$49,800	\$60,620	\$71,450
	\$100M to \$200M	19	\$58,610	\$73,080	\$87,540
	\$200M to \$500M	29	\$68,560	\$86,720	\$104,870
	\$500M to \$1B	30	\$77,320	\$98,060	\$118,790
	\$1B to \$3B	43	\$93,230	\$118,540	\$143,850
	\$3B or more	20	\$119,570	\$155,680	\$191,800

\* 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.
- Accountable for the origination and approval of all residential mortgage loans in accordance with established goals and standards for the department.
- Accountable for the compliance of all residential real estate loans to NCUA rules and regulations, secondary market standards, and federal real estate lending laws.
- Accountable for the sale of residential mortgage loans on the secondary market.
- Accountable 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 as well as 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 30 - 1**  
**Salaries**  
**Mortgage Loan VP / Manager**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	193	\$109,670	\$80,290	\$99,560	\$126,380	\$169,460
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	4	*	*	*	*	*
\$50M to \$100M	12	\$71,800	\$62,020	\$67,010	\$77,520	\$109,410
\$100M to \$200M	21	\$80,150	\$71,900	\$80,810	\$87,520	\$98,850
\$200M to \$500M	42	\$85,960	\$68,510	\$83,840	\$97,630	\$110,690
\$500M to \$1B	44	\$97,790	\$80,670	\$94,080	\$110,530	\$131,840
\$1B to \$3B	48	\$121,640	\$94,420	\$114,740	\$144,880	\$172,380
\$3B or more	22	\$159,400	\$114,030	\$154,060	\$197,450	\$231,000
By region						
New England	13	\$109,090	\$90,920	\$112,790	\$126,740	\$147,350
Middle Atlantic	8	\$103,680	\$70,620	\$84,790	\$125,680	\$245,990
East North Central	48	\$101,750	\$77,730	\$94,010	\$112,700	\$163,850
West North Central	22	\$89,530	\$74,620	\$81,500	\$108,900	\$130,020
South Atlantic	22	\$112,980	\$96,880	\$114,030	\$114,030	\$167,620
East South Central	15	\$101,820	\$71,550	\$97,600	\$127,800	\$168,870
West South Central	23	\$102,200	\$71,920	\$92,520	\$107,470	\$174,810
Mountain	12	\$118,310	\$83,810	\$103,790	\$161,340	\$193,970
Pacific	28	\$143,350	\$95,010	\$135,890	\$181,860	\$227,300
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	1	*	*	*	*	*
10 - 49	38	\$78,740	\$66,440	\$75,390	\$88,020	\$99,040
50 - 99	37	\$85,540	\$67,940	\$81,480	\$97,710	\$114,030
100 or more	116	\$123,140	\$92,770	\$114,030	\$144,140	\$183,650
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	2	*	*	*	*	*
11 - 12	6	\$79,460	\$63,460	\$68,130	\$100,840	*
13 - 20	185	\$110,750	\$81,070	\$100,000	\$127,740	\$169,880
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	0					
\$20M to \$50M	8	\$63,810	\$60,000	\$65,400	\$67,010	*
\$50M to \$100M	16	\$78,390	\$61,940	\$76,620	\$90,860	\$104,930
\$100M to \$200M	30	\$79,990	\$67,530	\$77,710	\$90,130	\$98,830
\$200M or more	138	\$119,610	\$89,590	\$110,030	\$139,020	\$177,140
By number of members						
1 - 999	0					
1,000 - 1,999	1	*	*	*	*	*
2,000 - 4,999	3	*	*	*	*	*
5,000 - 9,999	16	\$77,550	\$63,620	\$76,430	\$91,390	\$104,900
10,000 - 19,999	31	\$82,160	\$69,360	\$80,500	\$90,820	\$105,700
20,000 - 39,999	38	\$90,150	\$75,430	\$88,420	\$103,760	\$128,000
40,000 - 49,999	13	\$94,020	\$74,500	\$99,860	\$110,930	\$116,040
50,000 - 59,999	0					
60,000 or more	77	\$131,960	\$100,000	\$114,540	\$163,140	\$195,900
Number of branch offices						
1	10	\$77,920	\$60,360	\$76,730	\$93,620	\$119,200
2	12	\$79,630	\$63,800	\$74,600	\$90,050	\$126,650
3	13	\$75,430	\$64,130	\$74,450	\$84,360	\$108,940
4	17	\$80,210	\$70,000	\$78,860	\$91,650	\$100,470
5 or more	142	\$118,290	\$88,750	\$108,190	\$138,240	\$176,920

\* Insufficient data

**Table 30 - 2  
Incentives and Bonuses  
Mortgage Loan VP / Manager**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		189	82%	154	\$16,700
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 \$50M	4	100%	4	*
	\$50M to \$100M	12	75%	9	\$12,920
	\$100M to \$200M	21	79%	17	\$9,400
	\$200M to \$500M	42	83%	32	\$10,470
	\$500M to \$1B	41	87%	35	\$12,550
	\$1B to \$3B	48	95%	40	\$19,550
	\$3B or more	22	57%	18	\$34,400
By region	New England	12	96%	12	\$8,280
	Middle Atlantic	8	92%	7	\$9,570
	East North Central	48	86%	37	\$15,450
	West North Central	22	91%	19	\$12,260
	South Atlantic	21	56%	18	\$14,890
	East South Central	15	65%	10	\$17,350
	West South Central	23	95%	20	\$18,810
	Mountain	12	96%	9	\$19,300
	Pacific	28	86%	24	\$27,730
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	1	100%	1	*
	10 - 49	38	77%	29	\$8,970
	50 - 99	37	83%	28	\$9,810
	100 or more	113	83%	95	\$20,250
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	6	89%	5	\$18,520
	13 - 20	182	82%	148	\$16,690
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	8	100%	8	\$7,010
	\$50M to \$100M	16	60%	10	\$11,020
	\$100M to \$200M	30	82%	24	\$8,440
	\$200M or more	134	83%	112	\$19,120
By number of members	1 - 999	0		0	
	1,000 - 1,999	1	100%	1	*
	2,000 - 4,999	3	100%	3	*
	5,000 - 9,999	16	76%	12	\$11,300
	10,000 - 19,999	31	78%	23	\$7,110
	20,000 - 39,999	38	86%	31	\$16,410
	40,000 - 49,999	12	79%	10	\$8,520
	50,000 - 59,999	0		0	
	60,000 or more	74	81%	62	\$22,400
Number of branch offices	1	10	71%	7	\$8,370
	2	12	92%	11	\$7,990
	3	13	77%	9	\$8,610
	4	17	83%	14	\$16,230
	5 or more	138	83%	114	\$18,360

\* Insufficient data

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

**Table 30 - 3**  
**Total Cash Compensation**  
**Mortgage Loan VP / Manager**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	193	\$122,520	\$86,810	\$106,940	\$146,650	\$199,080
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	4	*	*	*	*	*
\$50M to \$100M	12	\$81,490	\$70,150	\$79,000	\$94,880	\$114,310
\$100M to \$200M	21	\$87,590	\$78,580	\$85,170	\$98,200	\$106,070
\$200M to \$500M	42	\$93,940	\$72,090	\$91,120	\$105,760	\$131,930
\$500M to \$1B	44	\$108,000	\$86,600	\$100,060	\$122,140	\$150,760
\$1B to \$3B	48	\$138,390	\$103,910	\$126,290	\$169,580	\$193,910
\$3B or more	22	\$178,440	\$114,030	\$175,280	\$230,630	\$278,680
By region						
New England	13	\$116,670	\$99,870	\$117,400	\$132,680	\$165,790
Middle Atlantic	8	\$111,960	\$79,920	\$93,270	\$132,760	\$262,020
East North Central	48	\$113,560	\$81,420	\$100,150	\$134,550	\$187,390
West North Central	22	\$100,380	\$77,140	\$91,000	\$121,440	\$152,390
South Atlantic	22	\$121,070	\$105,960	\$114,030	\$122,200	\$199,760
East South Central	15	\$113,170	\$80,170	\$100,740	\$151,620	\$198,010
West South Central	23	\$118,610	\$78,310	\$102,080	\$139,490	\$211,360
Mountain	12	\$133,500	\$92,190	\$109,870	\$173,550	\$233,610
Pacific	28	\$167,050	\$98,830	\$148,740	\$205,610	\$266,400
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	1	*	*	*	*	*
10 - 49	38	\$85,630	\$70,380	\$84,540	\$97,830	\$106,530
50 - 99	37	\$93,100	\$73,750	\$88,910	\$105,440	\$128,450
100 or more	116	\$138,680	\$99,800	\$117,990	\$169,560	\$214,190
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	2	*	*	*	*	*
11 - 12	6	\$93,940	\$67,330	\$76,460	\$145,290	*
13 - 20	185	\$123,560	\$88,630	\$108,400	\$146,700	\$199,280
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	0					
\$20M to \$50M	8	\$70,820	\$66,000	\$69,530	\$78,320	*
\$50M to \$100M	16	\$85,050	\$69,200	\$85,190	\$99,080	\$108,440
\$100M to \$200M	30	\$86,700	\$71,450	\$84,520	\$95,790	\$109,840
\$200M or more	138	\$134,320	\$94,130	\$114,030	\$165,150	\$204,180
By number of members						
1 - 999	0					
1,000 - 1,999	1	*	*	*	*	*
2,000 - 4,999	3	*	*	*	*	*
5,000 - 9,999	16	\$86,170	\$77,500	\$85,000	\$99,180	\$108,970
10,000 - 19,999	31	\$87,550	\$73,020	\$84,570	\$97,330	\$120,770
20,000 - 39,999	38	\$103,460	\$81,180	\$92,170	\$116,060	\$162,110
40,000 - 49,999	13	\$100,420	\$75,460	\$106,350	\$119,920	\$133,020
50,000 - 59,999	0					
60,000 or more	77	\$148,420	\$108,380	\$122,570	\$176,900	\$230,420
Number of branch offices						
1	10	\$83,850	\$63,690	\$77,930	\$106,690	\$120,410
2	12	\$86,980	\$72,370	\$83,260	\$96,550	\$142,900
3	13	\$81,640	\$68,780	\$79,260	\$93,050	\$114,630
4	17	\$93,620	\$74,870	\$86,510	\$100,020	\$129,450
5 or more	142	\$132,260	\$93,270	\$114,030	\$159,590	\$203,730

\* 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**  
**Mortgage Loan VP / Manager**

		N	average minimum	average midpoint	average maximum
Overall		143	\$88,900	\$115,030	\$141,160
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	7	\$48,990	\$62,430	\$75,880
	\$100M to \$200M	12	\$61,890	\$76,530	\$91,170
	\$200M to \$500M	28	\$68,020	\$85,510	\$103,000
	\$500M to \$1B	37	\$81,810	\$104,180	\$126,560
	\$1B to \$3B	41	\$102,920	\$134,220	\$165,510
	\$3B or more	17	\$138,430	\$187,040	\$235,650

\* 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 assess monthly loan reports. Develop procedures and reporting tools for effective information to flow through the department.
- Review loan approvals and denials for soundness of conclusions.
- 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 31 - 1**  
**Salaries**  
**Member Business Loan VP / Manager**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		112	\$133,860	\$93,890	\$122,040	\$170,780	\$207,880
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	2	*	*	*	*	*
	\$100M to \$200M	10	\$76,840	\$66,100	\$71,720	\$85,000	\$117,250
	\$200M to \$500M	20	\$91,480	\$82,100	\$92,750	\$101,950	\$116,800
	\$500M to \$1B	29	\$118,020	\$94,880	\$113,590	\$131,610	\$183,680
	\$1B to \$3B	36	\$150,990	\$113,170	\$158,330	\$177,060	\$206,310
\$3B or more	16	\$185,810	\$161,950	\$198,790	\$215,170	\$217,050	
By region	New England	7	\$130,800	\$98,070	\$134,960	\$185,390	\$207,900
	Middle Atlantic	9	\$108,570	\$76,150	\$103,420	\$131,180	\$190,270
	East North Central	28	\$130,500	\$97,700	\$129,170	\$164,080	\$198,520
	West North Central	13	\$116,390	\$102,340	\$110,000	\$145,740	\$163,190
	South Atlantic	12	\$142,490	\$84,080	\$144,550	\$215,170	\$215,170
	East South Central	6	\$147,880	\$89,530	\$155,240	\$209,410	*
	West South Central	8	\$114,550	\$77,900	\$116,640	\$135,450	\$225,000
	Mountain	8	\$125,370	\$105,320	\$113,170	\$164,720	\$197,350
Pacific	21	\$162,530	\$120,340	\$171,280	\$197,080	\$220,520	
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	12	\$90,490	\$70,770	\$84,220	\$110,580	\$125,690
	50 - 99	20	\$92,490	\$80,980	\$91,960	\$109,700	\$119,490
	100 or more	79	\$148,460	\$109,960	\$150,200	\$187,450	\$214,270
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	110	\$133,680	\$93,600	\$121,310	\$170,650	\$207,970
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	6	\$88,370	\$69,640	\$82,840	\$111,230	*
	\$100M to \$200M	15	\$84,120	\$71,560	\$84,790	\$98,150	\$112,660
	\$200M or more	91	\$143,720	\$106,660	\$137,870	\$180,540	\$213,870
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	4	\$88,720	\$77,600	\$86,540	\$103,290	*
	10,000 - 19,999	16	\$84,540	\$68,000	\$83,750	\$98,060	\$120,620
	20,000 - 39,999	19	\$107,890	\$87,170	\$106,470	\$117,460	\$154,320
	40,000 - 49,999	9	\$114,640	\$93,520	\$109,570	\$123,190	\$193,180
	50,000 - 59,999	0					
	60,000 or more	57	\$156,480	\$113,260	\$161,360	\$195,750	\$215,170
Number of branch offices	1	1	*	*	*	*	*
	2	5	\$108,620	\$79,590	\$84,180	\$174,270	*
	3	5	\$90,110	\$66,000	\$92,950	\$119,150	*
	4	7	\$86,570	\$69,420	\$82,510	\$107,960	\$126,440
	5 or more	94	\$140,780	\$103,080	\$133,810	\$176,230	\$213,460

\* Insufficient data

**Table 31 - 2  
Incentives and Bonuses  
Member Business Loan VP / Manager**

		% paid incentive and/or bonus		average incentive/ bonus	
		N	N		
Overall		111	88%	92	\$19,390
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 \$50M	0		0	
	\$50M to \$100M	2	100%	2	*
	\$100M to \$200M	10	73%	7	\$5,620
	\$200M to \$500M	20	87%	17	\$12,760
	\$500M to \$1B	28	84%	23	\$14,820
	\$1B to \$3B	36	94%	31	\$21,950
	\$3B or more	16	90%	12	\$32,970
By region	New England	7	100%	7	\$12,910
	Middle Atlantic	9	86%	8	\$16,940
	East North Central	28	87%	22	\$18,950
	West North Central	13	91%	11	\$18,320
	South Atlantic	11	84%	8	\$23,710
	East South Central	6	77%	5	\$31,840
	West South Central	8	92%	7	\$16,000
	Mountain	8	93%	5	\$25,550
	Pacific	21	90%	19	\$17,590
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	12	74%	9	\$3,910
	50 - 99	20	90%	18	\$11,680
	100 or more	78	90%	65	\$22,930
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	100%	1	*
	13 - 20	109	88%	90	\$19,270
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	6	72%	5	\$4,060
	\$100M to \$200M	15	81%	12	\$6,130
	\$200M or more	89	90%	75	\$22,030
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	4	64%	3	*
	10,000 - 19,999	16	85%	14	\$8,000
	20,000 - 39,999	19	82%	15	\$16,850
	40,000 - 49,999	8	79%	7	\$20,940
	50,000 - 59,999	0		0	
	60,000 or more	56	93%	47	\$23,590
Number of branch offices	1	1	0%	0	
	2	5	100%	5	\$13,720
	3	5	87%	5	\$5,120
	4	7	78%	6	\$11,700
	5 or more	92	89%	76	\$20,920

\* Insufficient data

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

**Table 31 - 3**  
**Total Cash Compensation**  
**Member Business Loan VP / Manager**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	112	\$149,920	\$98,150	\$134,590	\$193,930	\$230,070
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	2	*	*	*	*	*
\$100M to \$200M	10	\$80,930	\$69,540	\$77,710	\$90,190	\$119,560
\$200M to \$500M	20	\$102,110	\$84,980	\$99,070	\$111,400	\$150,270
\$500M to \$1B	29	\$129,880	\$96,700	\$121,070	\$152,150	\$193,990
\$1B to \$3B	36	\$169,810	\$133,000	\$175,370	\$203,050	\$225,650
\$3B or more	16	\$213,290	\$167,310	\$220,180	\$261,860	\$286,200
By region						
New England	7	\$143,710	\$98,830	\$156,260	\$195,630	\$235,800
Middle Atlantic	9	\$123,060	\$81,070	\$116,260	\$180,840	\$198,700
East North Central	28	\$145,340	\$105,240	\$134,040	\$178,250	\$223,150
West North Central	13	\$132,140	\$106,840	\$117,040	\$185,470	\$204,910
South Atlantic	12	\$159,910	\$87,440	\$157,020	\$261,860	\$261,860
East South Central	6	\$172,350	\$100,830	\$158,020	\$226,680	*
West South Central	8	\$129,220	\$81,520	\$127,640	\$173,420	\$265,210
Mountain	8	\$143,930	\$105,350	\$144,890	\$173,110	\$276,460
Pacific	21	\$178,400	\$129,290	\$185,330	\$222,840	\$242,160
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	12	\$93,370	\$72,210	\$88,530	\$113,500	\$130,610
50 - 99	20	\$102,650	\$85,670	\$98,880	\$121,970	\$162,240
100 or more	79	\$167,530	\$120,310	\$168,060	\$205,540	\$261,860
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	110	\$149,680	\$97,470	\$134,160	\$193,920	\$231,160
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	6	\$91,300	\$70,280	\$88,420	\$114,500	*
\$100M to \$200M	15	\$89,090	\$77,850	\$88,220	\$99,290	\$122,300
\$200M or more	91	\$162,160	\$116,260	\$157,910	\$202,460	\$258,050
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	1	*	*	*	*	*
5,000 - 9,999	4	\$90,550	\$80,730	\$89,020	\$105,300	*
10,000 - 19,999	16	\$91,350	\$71,350	\$88,080	\$101,700	\$130,300
20,000 - 39,999	19	\$121,130	\$90,620	\$115,890	\$130,240	\$192,530
40,000 - 49,999	9	\$130,070	\$97,330	\$121,070	\$172,370	\$204,450
50,000 - 59,999	0					
60,000 or more	57	\$176,520	\$133,000	\$175,400	\$211,850	\$261,860
Number of branch offices						
1	1	*	*	*	*	*
2	5	\$122,340	\$85,460	\$89,480	\$189,250	*
3	5	\$94,570	\$70,020	\$96,830	\$128,980	*
4	7	\$95,720	\$75,940	\$86,420	\$124,680	\$153,170
5 or more	94	\$158,090	\$112,150	\$152,310	\$200,710	\$254,370

\* 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**  
**Member Business Loan VP / Manager**

		N	average minimum	average midpoint	average maximum
Overall		88	\$104,130	\$132,770	\$161,410
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	1	*	*	*
	\$100M to \$200M	7	\$61,040	\$80,940	\$100,850
	\$200M to \$500M	14	\$71,160	\$91,260	\$111,360
	\$500M to \$1B	22	\$92,050	\$115,770	\$139,490
	\$1B to \$3B	30	\$124,610	\$158,720	\$192,820
	\$3B or more	14	\$137,310	\$175,960	\$214,600

\* Insufficient data

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

## DEALER DIRECT MANAGER

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

**Position Purpose:** Responsible for designing and implementing a business plan that increases penetration in the indirect auto market. Oversee day-to-day operations and may oversee department staff. Establish policies and procedures that maximize potential business and limit or reduce loss ratio. Build and enhance relationships with new and existing auto dealers. Develop, recommend, and report on departmental improvements and manage the department's budget.

### **Job Responsibilities**

- Develop and maintain a business plan to increase the penetration of the indirect auto market. Include action items and tactical steps to meet the goals of the plan on a regular basis and review periodically for performance.
- Promote indirect lending products and programs to dealers in order to increase overall understanding of, and familiarity with products
- Develop indirect lending policies and procedures that protect the credit union and members' best interests.
- Oversee the indirect lending programs and all its operations.
- Introduce the credit union's indirect lending program to auto dealers who do not currently participate in the program. Answer questions, resolve issues, and provide a process that facilitates a smooth transition between dealer and credit union.
- Develop and maintain relationships with dealerships by conducting visits on a regular basis.
- Be knowledgeable in all regulatory requirements regarding indirect lending. Ensure that all contracts and relationships with auto dealers comply with State and Federal rules and regulations.
- Develop, implement, and maintain system tools to track and assess indirect lending programs. Provide reports to VP-Lending or other members of the senior management team and/or Board of Directors.
- Coordinate marketing requirements with the marketing manager or marketing department to develop advertising and sales literature for indirect lending programs. Oversee the content of that material to ensure accuracy and compliance.
- Maintain up-to-date knowledge of general economic conditions or changing trends that may affect the credit union's indirect lending program. Provide timely feedback that allows the credit union to react competitively.
- Maintain knowledge of competitors' rates and terms and other trends relating to auto loans or indirect lending.

**Table 32 - 1  
Salaries  
Dealer Direct Manager**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	82	\$83,630	\$65,960	\$79,580	\$98,230	\$119,740
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	0					
\$100M to \$200M	11	\$54,470	\$47,360	\$50,460	\$59,990	\$82,900
\$200M to \$500M	15	\$70,480	\$62,200	\$68,600	\$77,000	\$97,820
\$500M to \$1B	22	\$81,650	\$69,330	\$80,560	\$93,780	\$111,790
\$1B to \$3B	22	\$87,080	\$71,050	\$85,600	\$99,700	\$112,860
\$3B or more	12	\$118,420	\$100,110	\$119,740	\$136,610	\$161,600
By region						
New England	7	\$85,500	\$71,850	\$84,150	\$104,730	\$120,020
Middle Atlantic	5	\$78,800	\$61,950	\$74,270	\$106,260	*
East North Central	18	\$76,910	\$63,820	\$70,710	\$84,460	\$121,850
West North Central	10	\$78,800	\$66,310	\$73,840	\$88,930	\$118,010
South Atlantic	8	\$76,140	\$48,500	\$71,080	\$86,160	\$159,680
East South Central	5	\$98,000	\$89,720	\$104,310	\$112,870	*
West South Central	11	\$84,100	\$54,310	\$84,910	\$105,720	\$154,480
Mountain	9	\$79,770	\$66,670	\$75,540	\$92,700	\$112,200
Pacific	10	\$103,690	\$79,760	\$114,030	\$119,740	\$142,050
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	12	\$58,230	\$47,820	\$53,640	\$67,320	\$86,470
50 - 99	13	\$70,190	\$56,780	\$68,030	\$76,510	\$107,850
100 or more	57	\$91,580	\$72,550	\$86,720	\$110,110	\$119,930
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	80	\$83,630	\$66,860	\$79,600	\$96,440	\$119,740
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	5	\$50,610	\$46,850	\$48,620	\$54,700	*
\$100M to \$200M	11	\$63,730	\$53,970	\$64,990	\$72,240	\$88,080
\$200M or more	66	\$89,270	\$70,530	\$85,800	\$104,420	\$119,930
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	14	\$60,960	\$48,500	\$58,160	\$71,590	\$87,060
20,000 - 39,999	12	\$76,680	\$66,750	\$71,340	\$90,350	\$107,010
40,000 - 49,999	5	\$67,490	\$52,540	\$66,020	\$83,480	*
50,000 - 59,999	0					
60,000 or more	42	\$96,880	\$78,730	\$90,290	\$113,290	\$136,650
Number of branch offices						
1	0					
2	2	*	*	*	*	*
3	6	\$61,240	\$48,030	\$63,110	\$74,360	*
4	5	\$62,320	\$46,740	\$58,910	\$82,650	*
5 or more	69	\$87,060	\$69,370	\$84,330	\$100,490	\$119,740

\* Insufficient data



**Table 32 - 2  
Incentives and Bonuses  
Dealer Direct Manager**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		80	86%	64	\$8,680
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 \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	11	92%	10	\$2,310
	\$200M to \$500M	15	79%	11	\$4,000
	\$500M to \$1B	21	86%	17	\$9,710
	\$1B to \$3B	22	95%	17	\$10,820
\$3B or more	12	70%	9	\$14,340	
By region	New England	7	100%	7	\$8,400
	Middle Atlantic	5	100%	5	\$10,800
	East North Central	18	84%	13	\$9,960
	West North Central	9	94%	8	\$5,610
	South Atlantic	7	88%	5	\$8,450
	East South Central	5	87%	4	\$11,260
	West South Central	11	88%	9	\$6,590
	Mountain Pacific	9 9	71% 68%	6 7	\$10,650 \$9,480
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	11	89%	10	\$3,060
	50 - 99	13	89%	11	\$5,990
	100 or more	56	84%	43	\$10,560
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	67%	1	*
	13 - 20	78	86%	63	\$8,520
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	5	100%	5	\$2,370
	\$100M to \$200M	11	79%	8	\$3,300
	\$200M or more	64	85%	51	\$10,030
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	100%	2	*
	10,000 - 19,999	13	89%	11	\$2,930
	20,000 - 39,999	12	72%	9	\$4,130
	40,000 - 49,999	5	90%	5	\$9,760
	50,000 - 59,999 60,000 or more	0 41		0 32	
Number of branch offices	1	0		0	
	2	2	100%	2	*
	3	6	89%	5	\$4,970
	4	5	71%	3	*
	5 or more	67	86%	54	\$9,410

\* Insufficient data

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

**Table 32 - 3**  
**Total Cash Compensation**  
**Dealer Direct Manager**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	82	\$90,480	\$69,230	\$87,280	\$110,150	\$127,290
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	0					
\$100M to \$200M	11	\$56,600	\$49,250	\$53,190	\$62,740	\$85,550
\$200M to \$500M	15	\$73,360	\$63,150	\$70,650	\$87,010	\$99,000
\$500M to \$1B	22	\$89,470	\$74,270	\$89,310	\$99,030	\$118,940
\$1B to \$3B	22	\$95,830	\$76,400	\$89,000	\$111,890	\$126,070
\$3B or more	12	\$128,460	\$113,300	\$124,360	\$138,440	\$183,200
By region						
New England	7	\$93,900	\$74,360	\$88,020	\$116,530	\$138,020
Middle Atlantic	5	\$89,600	\$66,790	\$88,700	\$127,340	*
East North Central	18	\$84,650	\$65,160	\$77,640	\$94,570	\$143,210
West North Central	10	\$83,800	\$67,370	\$80,760	\$99,030	\$119,820
South Atlantic	8	\$82,660	\$52,750	\$83,290	\$89,050	\$185,870
East South Central	5	\$106,420	\$95,120	\$108,450	\$129,240	*
West South Central	11	\$89,130	\$55,370	\$88,510	\$115,200	\$157,820
Mountain	9	\$86,620	\$69,470	\$85,920	\$105,570	\$125,290
Pacific	10	\$109,820	\$88,350	\$117,250	\$123,680	\$159,020
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	12	\$60,820	\$49,810	\$55,280	\$67,320	\$90,810
50 - 99	13	\$75,260	\$57,570	\$69,930	\$81,670	\$139,890
100 or more	57	\$99,670	\$77,660	\$94,670	\$115,200	\$133,780
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	80	\$90,430	\$69,550	\$87,300	\$104,980	\$126,210
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	5	\$52,980	\$49,530	\$51,310	\$56,500	*
\$100M to \$200M	11	\$65,990	\$53,970	\$66,510	\$76,220	\$91,600
\$200M or more	66	\$97,170	\$75,500	\$91,170	\$114,970	\$135,020
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	14	\$63,320	\$50,000	\$61,130	\$75,030	\$90,060
20,000 - 39,999	12	\$79,660	\$68,510	\$77,090	\$91,060	\$111,730
40,000 - 49,999	5	\$76,280	\$53,040	\$76,380	\$90,460	*
50,000 - 59,999	0					
60,000 or more	42	\$106,120	\$86,280	\$99,030	\$119,870	\$138,670
Number of branch offices						
1	0					
2	2	*	*	*	*	*
3	6	\$65,140	\$51,660	\$66,530	\$83,670	*
4	5	\$63,960	\$48,640	\$60,000	\$84,960	*
5 or more	69	\$94,480	\$72,540	\$89,010	\$112,690	\$128,180

\* 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  
Dealer Direct Manager**

		N	average minimum	average midpoint	average maximum
Overall		66	\$67,590	\$85,090	\$102,580
By credit union asset size					
	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	0			
	\$100M to \$200M	5	\$45,140	\$54,720	\$64,290
	\$200M to \$500M	12	\$58,070	\$72,170	\$86,280
	\$500M to \$1B	17	\$65,370	\$80,890	\$96,410
	\$1B to \$3B	21	\$67,980	\$87,370	\$106,760
	\$3B or more	11	\$91,660	\$116,140	\$140,620

\* 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. Identify 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 examine 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 33 - 1**  
**Salaries**  
**Collections VP / Manager (head of collections)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	254	\$83,210	\$61,650	\$76,920	\$97,180	\$123,010
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	2	*	*	*	*	*
\$10M to \$20M	3	*	*	*	*	*
\$20M to \$50M	6	\$48,740	\$42,390	\$48,870	\$55,230	*
\$50M to \$100M	19	\$59,480	\$47,500	\$56,190	\$65,390	\$84,810
\$100M to \$200M	36	\$64,970	\$53,880	\$61,060	\$73,730	\$88,700
\$200M to \$500M	63	\$69,510	\$59,520	\$67,470	\$78,150	\$90,440
\$500M to \$1B	49	\$84,300	\$71,250	\$79,550	\$96,040	\$108,300
\$1B to \$3B	55	\$103,890	\$84,060	\$97,490	\$115,040	\$143,470
\$3B or more	21	\$134,590	\$111,700	\$130,500	\$155,660	\$174,730
By region						
New England	16	\$90,670	\$68,340	\$82,260	\$104,510	\$129,530
Middle Atlantic	19	\$77,950	\$57,840	\$69,800	\$100,300	\$123,950
East North Central	62	\$77,850	\$59,390	\$73,980	\$95,130	\$114,570
West North Central	21	\$73,110	\$57,360	\$66,820	\$89,580	\$105,910
South Atlantic	40	\$84,210	\$61,180	\$81,840	\$93,600	\$136,650
East South Central	22	\$74,930	\$52,900	\$70,790	\$91,910	\$115,030
West South Central	29	\$83,000	\$61,260	\$77,850	\$99,510	\$128,840
Mountain	20	\$82,970	\$63,310	\$83,330	\$100,250	\$116,910
Pacific	26	\$110,290	\$79,860	\$104,720	\$142,660	\$171,560
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	7	\$42,520	\$37,720	\$38,560	\$49,500	*
10 - 49	60	\$63,150	\$52,520	\$58,780	\$73,710	\$85,090
50 - 99	58	\$72,560	\$59,650	\$65,770	\$78,400	\$99,180
100 or more	129	\$98,900	\$77,810	\$91,990	\$112,050	\$145,810
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	2	*	*	*	*	*
11 - 12	9	\$56,280	\$37,780	\$44,220	\$80,890	\$115,590
13 - 20	243	\$84,520	\$62,440	\$78,010	\$98,190	\$124,100
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	2	*	*	*	*	*
\$5M to \$20M	6	*	*	*	*	*
\$20M to \$50M	18	\$54,610	\$47,130	\$53,690	\$59,850	\$76,410
\$50M to \$100M	24	\$67,220	\$54,040	\$60,590	\$79,900	\$98,970
\$100M to \$200M	45	\$65,570	\$52,920	\$63,270	\$74,530	\$88,800
\$200M or more	160	\$95,150	\$74,080	\$87,990	\$110,050	\$138,350
By number of members						
1 - 999	0					
1,000 - 1,999	2	*	*	*	*	*
2,000 - 4,999	9	\$43,250	\$37,780	\$41,990	\$48,700	*
5,000 - 9,999	26	\$60,100	\$53,050	\$58,430	\$65,680	\$85,020
10,000 - 19,999	48	\$67,560	\$53,850	\$63,750	\$75,360	\$98,820
20,000 - 39,999	51	\$73,070	\$60,690	\$73,510	\$83,640	\$94,900
40,000 - 49,999	18	\$79,150	\$69,890	\$75,530	\$90,450	\$101,340
50,000 - 59,999	0					
60,000 or more	85	\$109,570	\$84,910	\$105,000	\$126,040	\$156,000
Number of branch offices						
1	12	\$56,710	\$38,560	\$52,570	\$65,810	\$93,170
2	15	\$70,900	\$55,200	\$70,670	\$84,160	\$100,940
3	27	\$59,010	\$49,190	\$58,600	\$66,030	\$77,120
4	23	\$62,110	\$51,670	\$58,430	\$73,460	\$91,680
5 or more	177	\$92,220	\$71,250	\$85,500	\$107,220	\$133,890

\* Insufficient data

**Table 33 - 2  
Incentives and Bonuses  
Collections VP / Manager (head of collections)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		249	84%	203	\$7,440
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	2	100%	2	*
	\$10M to \$20M	3	50%	2	*
	\$20M to \$50M	6	40%	2	*
	\$50M to \$100M	19	80%	15	\$4,240
	\$100M to \$200M	36	83%	30	\$5,150
	\$200M to \$500M	63	81%	49	\$5,440
	\$500M to \$1B	47	82%	39	\$6,680
	\$1B to \$3B	53	98%	48	\$9,760
\$3B or more	20	79%	16	\$17,380	
By region	New England	14	85%	12	\$6,460
	Middle Atlantic	19	84%	16	\$6,740
	East North Central	62	83%	49	\$6,370
	West North Central	21	82%	16	\$8,300
	South Atlantic	38	88%	34	\$7,780
	East South Central	22	69%	15	\$4,940
	West South Central	28	91%	24	\$8,440
	Mountain Pacific	19 26	85% 86%	14 22	\$5,900 \$11,330
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	7	61%	4	*
	10 - 49	60	78%	47	\$4,480
	50 - 99	57	83%	45	\$4,840
	100 or more	125	88%	106	\$9,980
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	8	58%	5	\$7,920
	13 - 20	239	85%	196	\$7,470
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	2	100%	2	*
	\$5M to \$20M	6	50%	3	*
	\$20M to \$50M	18	70%	13	\$2,500
	\$50M to \$100M	24	85%	20	\$4,940
	\$100M to \$200M	45	76%	33	\$5,000
	\$200M or more	155	88%	132	\$9,050
By number of members	1 - 999	0		0	
	1,000 - 1,999	2	100%	2	*
	2,000 - 4,999	9	55%	5	*
	5,000 - 9,999	26	75%	20	\$3,540
	10,000 - 19,999	48	82%	39	\$5,150
	20,000 - 39,999	51	82%	40	\$6,060
	40,000 - 49,999	17	79%	14	\$6,230
	50,000 - 59,999 60,000 or more	0 81	 91%	0 69	 \$11,110
Number of branch offices	1	12	60%	7	\$2,640
	2	15	94%	14	\$6,440
	3	27	74%	19	\$4,490
	4	23	85%	20	\$5,300
	5 or more	172	86%	142	\$8,440

\* Insufficient data

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

**Table 33 - 3**  
**Total Cash Compensation**  
**Collections VP / Manager (head of collections)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	254	\$89,140	\$64,240	\$83,030	\$103,500	\$131,320
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	2	*	*	*	*	*
\$10M to \$20M	3	*	*	*	*	*
\$20M to \$50M	6	\$49,500	\$44,060	\$49,670	\$55,230	*
\$50M to \$100M	19	\$62,870	\$48,300	\$57,950	\$74,630	\$89,550
\$100M to \$200M	36	\$69,240	\$56,710	\$63,900	\$79,170	\$99,700
\$200M to \$500M	63	\$73,780	\$61,600	\$71,400	\$83,880	\$95,340
\$500M to \$1B	49	\$89,490	\$73,850	\$87,650	\$99,250	\$115,710
\$1B to \$3B	55	\$112,500	\$90,140	\$105,290	\$124,770	\$154,880
\$3B or more	21	\$147,340	\$112,290	\$142,990	\$173,190	\$203,300
By region						
New England	16	\$95,760	\$75,150	\$88,630	\$114,380	\$130,880
Middle Atlantic	19	\$83,610	\$59,250	\$73,730	\$107,860	\$138,420
East North Central	62	\$82,800	\$63,090	\$77,810	\$98,780	\$124,710
West North Central	21	\$79,690	\$61,730	\$82,120	\$97,300	\$120,070
South Atlantic	40	\$90,700	\$67,380	\$85,800	\$99,430	\$151,540
East South Central	22	\$78,330	\$54,340	\$72,470	\$98,010	\$117,340
West South Central	29	\$90,110	\$63,170	\$87,070	\$107,880	\$140,540
Mountain	20	\$87,290	\$64,040	\$84,620	\$104,030	\$131,150
Pacific	26	\$120,000	\$84,120	\$108,370	\$160,190	\$199,830
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	7	\$43,640	\$37,720	\$39,560	\$51,860	*
10 - 49	60	\$66,670	\$54,960	\$61,660	\$77,640	\$90,590
50 - 99	58	\$76,350	\$61,820	\$70,380	\$86,560	\$103,410
100 or more	129	\$107,070	\$83,710	\$96,900	\$121,180	\$161,570
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	2	*	*	*	*	*
11 - 12	9	\$60,520	\$37,780	\$44,750	\$87,650	\$141,900
13 - 20	243	\$90,520	\$65,270	\$83,720	\$105,220	\$131,650
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	2	*	*	*	*	*
\$5M to \$20M	6	*	*	*	*	*
\$20M to \$50M	18	\$56,370	\$49,030	\$54,060	\$61,140	\$80,000
\$50M to \$100M	24	\$71,420	\$57,830	\$66,930	\$82,970	\$100,180
\$100M to \$200M	45	\$69,300	\$56,170	\$65,070	\$79,260	\$92,870
\$200M or more	160	\$102,580	\$79,400	\$93,720	\$117,380	\$152,990
By number of members						
1 - 999	0					
1,000 - 1,999	2	*	*	*	*	*
2,000 - 4,999	9	\$44,020	\$37,780	\$42,870	\$49,650	*
5,000 - 9,999	26	\$62,760	\$53,130	\$60,370	\$70,020	\$85,680
10,000 - 19,999	48	\$71,730	\$57,310	\$65,180	\$83,220	\$100,190
20,000 - 39,999	51	\$77,870	\$63,300	\$77,210	\$89,240	\$100,720
40,000 - 49,999	18	\$83,880	\$71,250	\$81,760	\$93,320	\$108,440
50,000 - 59,999	0					
60,000 or more	85	\$118,680	\$92,790	\$109,970	\$134,620	\$173,000
Number of branch offices						
1	12	\$58,290	\$39,560	\$53,610	\$70,100	\$94,700
2	15	\$76,930	\$56,250	\$75,740	\$90,430	\$111,120
3	27	\$62,240	\$53,200	\$60,830	\$69,550	\$82,740
4	23	\$66,630	\$54,590	\$60,570	\$78,970	\$97,570
5 or more	177	\$98,990	\$74,370	\$91,950	\$115,330	\$150,970

\* 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**  
**Collections VP / Manager (head of collections)**

		N	average minimum	average midpoint	average maximum
Overall		182	\$71,250	\$90,150	\$109,060
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	1	*	*	*
	\$50M to \$100M	9	\$49,790	\$61,000	\$72,220
	\$100M to \$200M	20	\$51,480	\$65,160	\$78,830
	\$200M to \$500M	47	\$58,930	\$73,750	\$88,560
	\$500M to \$1B	39	\$70,580	\$88,490	\$106,390
	\$1B to \$3B	48	\$82,350	\$105,130	\$127,910
	\$3B or more	17	\$111,890	\$143,630	\$175,360

\* 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.
- Identify collateral needs and payment plans for members applying for loans.
- Identify 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 34 - 1**  
**Salaries**  
**Loan Officer II / Sr. (general)**

	N	average	25th percentile	median	75th percentile	90th percentile	
Overall	257	\$53,200	\$43,800	\$53,330	\$59,580	\$67,080	
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	3	*	*	*	*	
	\$5M to \$10M	8	\$40,720	\$32,730	\$37,900	\$50,160	*
	\$10M to \$20M	21	\$43,870	\$40,220	\$44,630	\$45,930	\$49,750
	\$20M to \$50M	56	\$48,230	\$43,000	\$47,700	\$54,060	\$57,640
	\$50M to \$100M	48	\$54,140	\$45,460	\$52,000	\$60,000	\$74,200
	\$100M to \$200M	52	\$51,820	\$44,900	\$52,000	\$55,830	\$64,130
	\$200M to \$500M	33	\$54,810	\$45,330	\$53,330	\$62,190	\$71,430
	\$500M to \$1B	14	\$59,890	\$49,230	\$57,900	\$63,770	\$76,030
	\$1B to \$3B	18	\$50,750	\$40,810	\$42,970	\$59,620	\$67,230
\$3B or more	5	\$60,020	\$56,460	\$56,460	\$65,060	*	
By region	New England	12	\$60,280	\$52,000	\$60,000	\$69,260	\$74,820
	Middle Atlantic	29	\$55,660	\$48,330	\$54,990	\$63,530	\$70,670
	East North Central	67	\$50,570	\$42,970	\$50,400	\$56,460	\$60,320
	West North Central	27	\$50,500	\$43,660	\$46,000	\$53,330	\$63,670
	South Atlantic	31	\$53,540	\$41,440	\$50,400	\$63,850	\$69,370
	East South Central	23	\$47,060	\$40,770	\$48,270	\$50,190	\$57,800
	West South Central	30	\$53,120	\$45,500	\$54,210	\$65,060	\$65,060
	Mountain	13	\$60,340	\$50,920	\$56,040	\$65,000	\$89,600
	Pacific	26	\$63,710	\$55,260	\$63,080	\$71,000	\$75,240
By number of full-time employees	1	0					
	2 - 4	31	\$43,410	\$37,900	\$44,980	\$49,750	\$52,690
	5 - 9	58	\$50,860	\$42,630	\$47,980	\$56,000	\$64,040
	10 - 49	100	\$52,470	\$45,020	\$51,810	\$57,120	\$67,080
	50 - 99	29	\$53,890	\$45,460	\$52,910	\$61,120	\$65,000
	100 or more	39	\$55,450	\$43,660	\$56,460	\$63,460	\$69,370
By number of services offered	1 - 2	2	*	*	*	*	*
	3 - 4	3	*	*	*	*	*
	5 - 6	6	*	*	*	*	*
	7 - 8	8	\$48,600	\$39,120	\$40,770	\$59,210	*
	9 - 10	21	\$47,590	\$38,500	\$44,680	\$50,010	\$68,610
	11 - 12	34	\$49,420	\$45,460	\$49,110	\$54,080	\$64,560
	13 - 20	183	\$54,190	\$45,000	\$54,900	\$60,100	\$68,180
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	13	\$37,300	\$32,080	\$34,830	\$44,790	*
	\$5M to \$20M	60	\$46,430	\$41,240	\$45,760	\$49,750	\$56,420
	\$20M to \$50M	60	\$53,550	\$45,460	\$51,980	\$59,180	\$69,500
	\$50M to \$100M	35	\$50,240	\$43,210	\$47,680	\$57,490	\$64,500
	\$100M to \$200M	35	\$53,870	\$49,000	\$53,000	\$57,120	\$65,300
\$200M or more	53	\$55,950	\$45,240	\$56,460	\$63,530	\$71,000	
By number of members	1 - 999	4	*	*	*	*	*
	1,000 - 1,999	29	\$47,000	\$40,200	\$46,820	\$52,560	\$60,250
	2,000 - 4,999	74	\$49,260	\$42,680	\$46,000	\$55,060	\$62,230
	5,000 - 9,999	48	\$52,490	\$43,840	\$50,910	\$56,370	\$67,550
	10,000 - 19,999	48	\$53,250	\$44,690	\$52,860	\$59,630	\$67,080
	20,000 - 39,999	22	\$56,300	\$46,870	\$49,690	\$64,010	\$74,820
	40,000 - 49,999	5	\$59,500	\$56,400	\$57,910	\$60,570	*
	50,000 - 59,999	0					
	60,000 or more	24	\$55,040	\$42,970	\$56,460	\$63,530	\$68,790
Number of branch offices	1	97	\$50,570	\$42,580	\$48,020	\$55,640	\$65,960
	2	41	\$52,740	\$46,140	\$52,170	\$60,000	\$65,750
	3	22	\$51,460	\$45,000	\$52,880	\$54,000	\$66,750
	4	27	\$50,780	\$43,370	\$49,000	\$57,770	\$63,970
	5 or more	70	\$54,950	\$43,800	\$56,460	\$63,180	\$69,370

\* Insufficient data

**Table 34 - 2  
Incentives and Bonuses  
Loan Officer II / Sr. (general)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		255	73%	179	\$4,550
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	3	0%	0	
	\$5M to \$10M	8	40%	3	*
	\$10M to \$20M	21	56%	11	\$2,770
	\$20M to \$50M	55	59%	29	\$4,530
	\$50M to \$100M	47	76%	35	\$2,060
	\$100M to \$200M	52	92%	45	\$5,480
	\$200M to \$500M	33	85%	27	\$7,320
	\$500M to \$1B	14	90%	12	\$3,970
	\$1B to \$3B	18	95%	13	\$4,090
\$3B or more	5	32%	3	*	
By region	New England	12	70%	8	\$2,120
	Middle Atlantic	28	79%	21	\$2,250
	East North Central	67	62%	43	\$3,190
	West North Central	27	82%	20	\$3,850
	South Atlantic	30	83%	24	\$4,010
	East South Central	23	82%	15	\$5,230
	West South Central	30	81%	19	\$12,880
	Mountain Pacific	13 26	86% 83%	11 18	\$3,670 \$3,510
By number of full-time employees	1	0		0	
	2 - 4	31	32%	11	\$2,830
	5 - 9	56	65%	34	\$2,810
	10 - 49	100	83%	79	\$4,560
	50 - 99	29	93%	26	\$3,950
	100 or more	39	69%	30	\$5,280
By number of services offered	1 - 2	2	100%	2	*
	3 - 4	3	40%	2	*
	5 - 6	6	34%	2	*
	7 - 8	8	60%	5	*
	9 - 10	20	58%	11	\$2,320
	11 - 12	33	58%	17	\$2,470
	13 - 20	183	76%	141	\$4,810
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	13	24%	3	*
	\$5M to \$20M	59	48%	27	\$2,710
	\$20M to \$50M	59	84%	49	\$3,260
	\$50M to \$100M	35	87%	29	\$5,440
	\$100M to \$200M	35	88%	29	\$4,540
	\$200M or more	53	71%	41	\$5,130
By number of members	1 - 999	4	37%	2	*
	1,000 - 1,999	29	42%	13	\$2,410
	2,000 - 4,999	71	70%	44	\$2,460
	5,000 - 9,999	48	80%	37	\$5,380
	10,000 - 19,999	48	87%	40	\$4,720
	20,000 - 39,999	22	89%	18	\$6,560
	40,000 - 49,999	5	100%	5	\$5,200
	50,000 - 59,999	0		0	
	60,000 or more	24	66%	18	\$3,630
Number of branch offices	1	95	64%	57	\$2,860
	2	41	71%	24	\$8,410
	3	22	85%	19	\$4,230
	4	27	85%	21	\$5,540
	5 or more	70	74%	58	\$4,290

\* Insufficient data

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

**Table 34 - 3**  
**Total Cash Compensation**  
**Loan Officer II / Sr. (general)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		257	\$56,440	\$46,090	\$55,720	\$63,120	\$73,000
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	3	*	*	*	*	*
	\$5M to \$10M	8	\$41,240	\$32,730	\$38,400	\$51,030	*
	\$10M to \$20M	21	\$45,430	\$44,470	\$45,000	\$47,300	\$49,750
	\$20M to \$50M	56	\$50,760	\$44,720	\$48,930	\$57,240	\$65,780
	\$50M to \$100M	48	\$55,690	\$46,020	\$54,150	\$61,100	\$74,200
	\$100M to \$200M	52	\$56,790	\$49,700	\$55,630	\$61,490	\$69,300
	\$200M to \$500M	33	\$61,000	\$49,140	\$59,080	\$68,280	\$76,060
	\$500M to \$1B	14	\$63,460	\$49,700	\$61,290	\$75,660	\$81,900
	\$1B to \$3B	18	\$54,350	\$43,100	\$43,910	\$63,770	\$72,480
\$3B or more	5	\$61,460	\$56,460	\$56,460	\$71,060	*	
By region	New England	12	\$61,770	\$53,430	\$61,360	\$71,460	\$76,280
	Middle Atlantic	29	\$57,390	\$49,380	\$58,070	\$63,680	\$74,940
	East North Central	67	\$52,520	\$43,910	\$54,010	\$56,460	\$64,510
	West North Central	27	\$53,590	\$46,380	\$52,080	\$57,210	\$70,840
	South Atlantic	31	\$56,780	\$45,750	\$50,600	\$69,010	\$77,140
	East South Central	23	\$50,460	\$44,470	\$48,270	\$58,210	\$66,890
	West South Central	30	\$63,270	\$48,740	\$59,770	\$71,060	\$97,080
	Mountain	13	\$63,490	\$53,800	\$57,700	\$69,230	\$93,590
	Pacific	26	\$66,630	\$57,100	\$64,760	\$73,000	\$78,050
By number of full-time employees	1	0					
	2 - 4	31	\$44,320	\$38,400	\$45,250	\$49,750	\$54,800
	5 - 9	58	\$52,590	\$44,470	\$49,830	\$57,410	\$66,600
	10 - 49	100	\$56,230	\$47,090	\$54,680	\$63,190	\$71,890
	50 - 99	29	\$57,560	\$48,590	\$57,090	\$62,250	\$73,370
	100 or more	39	\$58,960	\$48,130	\$56,460	\$67,920	\$76,320
By number of services offered	1 - 2	2	*	*	*	*	*
	3 - 4	3	*	*	*	*	*
	5 - 6	6	*	*	*	*	*
	7 - 8	8	\$50,230	\$40,990	\$44,470	\$59,210	*
	9 - 10	21	\$48,890	\$39,490	\$44,680	\$50,840	\$78,550
	11 - 12	34	\$50,800	\$46,050	\$50,830	\$55,500	\$66,790
	13 - 20	183	\$57,740	\$47,390	\$56,460	\$64,130	\$73,370
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	13	\$37,610	\$32,080	\$34,830	\$45,260	*
	\$5M to \$20M	60	\$47,670	\$44,470	\$46,950	\$51,280	\$57,180
	\$20M to \$50M	60	\$56,270	\$46,450	\$55,230	\$63,030	\$74,200
	\$50M to \$100M	35	\$55,000	\$46,930	\$52,830	\$63,470	\$69,470
	\$100M to \$200M	35	\$57,810	\$49,730	\$55,450	\$61,810	\$71,860
	\$200M or more	53	\$59,460	\$48,990	\$56,460	\$68,670	\$76,280
By number of members	1 - 999	4	*	*	*	*	*
	1,000 - 1,999	29	\$48,020	\$43,250	\$47,700	\$52,640	\$61,490
	2,000 - 4,999	74	\$50,900	\$44,710	\$47,460	\$55,550	\$63,910
	5,000 - 9,999	48	\$56,820	\$48,480	\$56,220	\$64,140	\$70,070
	10,000 - 19,999	48	\$57,330	\$46,930	\$54,980	\$62,920	\$73,620
	20,000 - 39,999	22	\$62,130	\$49,700	\$59,080	\$74,580	\$78,900
	40,000 - 49,999	5	\$64,700	\$60,510	\$61,060	\$63,700	*
	50,000 - 59,999	0					
	60,000 or more	24	\$57,290	\$43,910	\$56,460	\$64,750	\$73,000
Number of branch offices	1	97	\$52,360	\$44,680	\$49,390	\$57,700	\$69,530
	2	41	\$58,520	\$49,500	\$55,830	\$64,140	\$78,670
	3	22	\$55,030	\$48,490	\$54,370	\$60,340	\$71,730
	4	27	\$55,470	\$44,850	\$55,270	\$59,530	\$80,280
	5 or more	70	\$58,000	\$47,040	\$56,460	\$64,760	\$73,390

\* 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**  
**Loan Officer II / Sr. (general)**

	N	average minimum	average midpoint	average maximum
Overall	117	\$45,920	\$56,570	\$67,220
By credit union asset size				
\$1M to \$2M	0			
\$2M to \$5M	0			
\$5M to \$10M	3	*	*	*
\$10M to \$20M	3	*	*	*
\$20M to \$50M	13	\$43,550	\$50,870	\$58,190
\$50M to \$100M	15	\$45,630	\$55,410	\$65,200
\$100M to \$200M	28	\$44,220	\$54,050	\$63,890
\$200M to \$500M	21	\$44,570	\$56,140	\$67,700
\$500M to \$1B	11	\$52,190	\$64,900	\$77,600
\$1B to \$3B	17	\$48,300	\$61,120	\$73,930
\$3B or more	5	\$58,430	\$73,690	\$88,950

\* 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 assess 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.
- Identify collateral needs and payment plans for members applying for loans.
- Identify 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 35 - 1**  
**Salaries**  
**Loan Officer I (general)**

	N	average	25th percentile	median	75th percentile	90th percentile	
Overall	287	\$46,430	\$40,830	\$45,600	\$51,710	\$57,380	
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	3	*	*	*	*	
	\$5M to \$10M	5	*	*	*	*	
	\$10M to \$20M	16	\$37,800	\$33,340	\$37,440	\$40,560	\$47,420
	\$20M to \$50M	66	\$43,240	\$37,200	\$41,000	\$48,350	\$56,490
	\$50M to \$100M	62	\$45,820	\$40,830	\$45,260	\$50,090	\$57,380
	\$100M to \$200M	59	\$45,900	\$38,660	\$43,600	\$49,910	\$55,510
	\$200M to \$500M	37	\$46,820	\$41,030	\$47,770	\$51,780	\$58,180
	\$500M to \$1B	18	\$49,480	\$44,300	\$47,440	\$58,000	\$61,710
	\$1B to \$3B	17	\$47,840	\$41,600	\$48,890	\$53,900	\$60,210
\$3B or more	4	\$46,560	\$45,600	\$45,600	\$45,600	*	
By region	New England	8	\$51,840	\$42,690	\$47,310	\$56,810	*
	Middle Atlantic	33	\$49,110	\$41,250	\$49,910	\$55,850	\$57,400
	East North Central	66	\$44,710	\$39,690	\$45,600	\$46,990	\$53,900
	West North Central	35	\$49,580	\$44,060	\$46,760	\$51,620	\$60,260
	South Atlantic	35	\$46,140	\$37,630	\$47,550	\$53,000	\$58,900
	East South Central	25	\$44,120	\$39,510	\$44,300	\$45,000	\$54,770
	West South Central	45	\$44,590	\$39,220	\$41,100	\$51,210	\$55,670
	Mountain	17	\$44,590	\$41,470	\$41,600	\$49,380	\$51,990
	Pacific	23	\$52,990	\$47,410	\$51,950	\$59,270	\$64,050
By number of full-time employees	1	0					
	2 - 4	19	\$43,300	\$36,040	\$38,050	\$48,390	\$68,050
	5 - 9	68	\$43,810	\$37,320	\$43,240	\$49,980	\$55,080
	10 - 49	126	\$45,720	\$39,000	\$43,600	\$49,250	\$57,380
	50 - 99	34	\$47,370	\$41,700	\$47,440	\$51,790	\$58,040
	100 or more	41	\$47,390	\$41,700	\$45,600	\$52,680	\$60,260
By number of services offered	1 - 2	3	*	*	*	*	
	3 - 4	4	*	*	*	*	
	5 - 6	3	*	*	*	*	
	7 - 8	9	\$44,840	\$38,280	\$44,890	\$49,280	*
	9 - 10	21	\$42,560	\$34,480	\$37,440	\$54,640	\$59,740
	11 - 12	36	\$44,230	\$34,460	\$46,260	\$49,570	\$57,380
	13 - 20	210	\$46,980	\$41,100	\$45,600	\$51,780	\$58,000
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	9	\$40,130	\$37,120	\$37,830	\$39,590	*
	\$5M to \$20M	57	\$41,620	\$35,360	\$40,000	\$46,410	\$53,460
	\$20M to \$50M	79	\$43,520	\$38,040	\$41,600	\$47,720	\$53,170
	\$50M to \$100M	43	\$47,220	\$39,800	\$47,830	\$52,750	\$57,380
	\$100M to \$200M	38	\$47,010	\$39,440	\$45,000	\$49,910	\$56,270
	\$200M or more	61	\$47,770	\$41,700	\$45,600	\$52,830	\$58,910
By number of members	1 - 999	4	*	*	*	*	
	1,000 - 1,999	21	\$42,650	\$33,330	\$38,960	\$48,820	\$57,700
	2,000 - 4,999	84	\$43,370	\$37,440	\$42,000	\$48,700	\$52,800
	5,000 - 9,999	59	\$45,720	\$40,160	\$44,600	\$50,320	\$57,380
	10,000 - 19,999	53	\$46,010	\$39,250	\$43,730	\$48,490	\$55,670
	20,000 - 39,999	28	\$47,930	\$41,030	\$47,980	\$52,710	\$58,180
	40,000 - 49,999	9	\$42,790	\$41,700	\$41,700	\$48,280	\$56,540
	50,000 - 59,999	0					
	60,000 or more	23	\$48,080	\$44,680	\$45,600	\$53,000	\$60,260
	Number of branch offices	1	86	\$43,890	\$37,440	\$41,600	\$48,820
2		61	\$46,600	\$40,570	\$46,510	\$52,510	\$57,380
3		32	\$44,430	\$38,650	\$42,580	\$48,050	\$54,890
4		29	\$46,930	\$38,210	\$41,700	\$49,910	\$70,000
5 or more		80	\$47,240	\$41,600	\$45,600	\$51,970	\$58,000

\* Insufficient data

**Table 35 - 2  
Incentives and Bonuses  
Loan Officer I (general)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		284	78%	216	\$5,490
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	3	100%	3	*
	\$5M to \$10M	5	100%	5	*
	\$10M to \$20M	16	45%	6	*
	\$20M to \$50M	65	61%	41	\$1,830
	\$50M to \$100M	62	83%	50	\$3,080
	\$100M to \$200M	59	96%	54	\$4,630
	\$200M to \$500M	37	87%	29	\$5,030
	\$500M to \$1B	18	86%	14	\$9,870
	\$1B to \$3B	16	92%	12	\$8,620
\$3B or more	4	16%	3	*	
By region	New England	8	100%	8	\$1,510
	Middle Atlantic	33	78%	22	\$3,720
	East North Central	66	71%	52	\$6,080
	West North Central	35	75%	27	\$5,010
	South Atlantic	35	83%	26	\$5,060
	East South Central	25	75%	18	\$3,090
	West South Central	43	87%	34	\$8,190
	Mountain Pacific	16 23	94% 71%	14 16	\$2,400 \$6,950
By number of full-time employees	1	0		0	
	2 - 4	19	56%	11	\$1,250
	5 - 9	68	63%	45	\$1,900
	10 - 49	124	90%	104	\$3,490
	50 - 99	33	80%	26	\$5,920
	100 or more	40	73%	31	\$8,380
By number of services offered	1 - 2	3	100%	3	*
	3 - 4	4	72%	3	*
	5 - 6	3	31%	2	*
	7 - 8	9	59%	5	*
	9 - 10	21	76%	14	\$1,680
	11 - 12	35	81%	24	\$4,140
	13 - 20	208	78%	165	\$5,860
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	9	82%	7	*
	\$5M to \$20M	56	56%	30	\$1,500
	\$20M to \$50M	79	80%	65	\$3,380
	\$50M to \$100M	43	90%	36	\$2,380
	\$100M to \$200M	38	94%	33	\$5,430
\$200M or more	59	73%	45	\$7,880	
By number of members	1 - 999	4	100%	4	*
	1,000 - 1,999	21	57%	11	\$980
	2,000 - 4,999	83	70%	59	\$2,130
	5,000 - 9,999	59	79%	45	\$2,260
	10,000 - 19,999	53	96%	49	\$5,590
	20,000 - 39,999	27	81%	21	\$5,230
	40,000 - 49,999	8	97%	7	\$11,600
	50,000 - 59,999 60,000 or more	0 22	 64%	0 16	 \$5,560
Number of branch offices	1	84	72%	60	\$2,410
	2	61	80%	44	\$2,710
	3	32	87%	26	\$6,110
	4	29	93%	25	\$6,240
	5 or more	78	74%	61	\$6,580

\* Insufficient data

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



**Table 35 - 3**  
**Total Cash Compensation**  
**Loan Officer I (general)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		287	\$50,380	\$43,090	\$48,040	\$56,400	\$63,650
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	3	*	*	*	*	*
	\$5M to \$10M	5	*	*	*	*	*
	\$10M to \$20M	16	\$38,130	\$33,780	\$37,440	\$42,060	\$47,570
	\$20M to \$50M	66	\$44,340	\$38,330	\$41,600	\$49,030	\$57,760
	\$50M to \$100M	62	\$48,380	\$42,710	\$46,800	\$53,160	\$58,310
	\$100M to \$200M	59	\$50,250	\$41,790	\$46,030	\$54,550	\$69,220
	\$200M to \$500M	37	\$50,910	\$43,730	\$51,570	\$55,940	\$62,690
	\$500M to \$1B	18	\$56,570	\$49,030	\$58,000	\$61,710	\$68,360
	\$1B to \$3B	17	\$54,400	\$43,090	\$55,450	\$60,080	\$75,360
\$3B or more	4	\$47,000	\$45,600	\$45,600	\$45,600	*	
By region	New England	8	\$53,360	\$43,810	\$48,960	\$59,490	*
	Middle Atlantic	33	\$52,000	\$43,780	\$52,810	\$58,500	\$65,410
	East North Central	66	\$48,710	\$44,380	\$45,600	\$55,550	\$60,420
	West North Central	35	\$52,910	\$44,800	\$48,390	\$57,680	\$73,120
	South Atlantic	35	\$50,260	\$40,500	\$50,840	\$57,530	\$67,160
	East South Central	25	\$45,760	\$41,000	\$44,680	\$46,780	\$58,000
	West South Central	45	\$51,070	\$41,090	\$48,270	\$58,130	\$73,380
	Mountain	17	\$46,830	\$42,720	\$42,720	\$51,570	\$54,750
	Pacific	23	\$57,960	\$53,280	\$55,450	\$61,710	\$80,340
By number of full-time employees	1	0					
	2 - 4	19	\$44,000	\$36,040	\$38,550	\$48,440	\$72,730
	5 - 9	68	\$45,010	\$37,440	\$44,610	\$51,530	\$56,370
	10 - 49	126	\$48,710	\$41,790	\$46,550	\$52,980	\$59,000
	50 - 99	34	\$52,040	\$43,640	\$51,920	\$58,000	\$68,250
	100 or more	41	\$52,630	\$44,800	\$49,710	\$57,530	\$67,670
By number of services offered	1 - 2	3	*	*	*	*	*
	3 - 4	4	*	*	*	*	*
	5 - 6	3	*	*	*	*	*
	7 - 8	9	\$45,530	\$38,780	\$44,890	\$50,560	*
	9 - 10	21	\$43,840	\$35,800	\$37,440	\$55,610	\$60,790
	11 - 12	36	\$47,130	\$36,050	\$47,910	\$56,140	\$58,310
	13 - 20	210	\$51,230	\$44,380	\$48,520	\$56,510	\$65,410
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	9	\$40,770	\$38,030	\$38,460	\$40,130	*
	\$5M to \$20M	57	\$42,430	\$35,570	\$41,000	\$46,710	\$54,740
	\$20M to \$50M	79	\$46,220	\$40,610	\$46,000	\$50,070	\$57,900
	\$50M to \$100M	43	\$49,320	\$43,410	\$48,420	\$54,870	\$58,310
	\$100M to \$200M	38	\$51,800	\$43,560	\$48,390	\$54,860	\$73,120
	\$200M or more	61	\$52,800	\$44,800	\$51,570	\$58,000	\$67,670
By number of members	1 - 999	4	*	*	*	*	*
	1,000 - 1,999	21	\$43,210	\$33,920	\$38,980	\$48,820	\$57,900
	2,000 - 4,999	84	\$44,840	\$38,650	\$44,310	\$49,830	\$55,800
	5,000 - 9,999	59	\$47,470	\$40,980	\$46,450	\$53,680	\$58,310
	10,000 - 19,999	53	\$51,140	\$43,310	\$48,120	\$55,580	\$65,530
	20,000 - 39,999	28	\$52,070	\$43,530	\$52,320	\$58,000	\$67,160
	40,000 - 49,999	9	\$53,560	\$49,060	\$55,540	\$56,780	\$67,670
	50,000 - 59,999	0					
	60,000 or more	23	\$50,860	\$44,800	\$45,600	\$56,400	\$61,520
	Number of branch offices	1	86	\$45,570	\$37,440	\$42,230	\$52,290
2		61	\$48,710	\$43,230	\$47,390	\$55,630	\$58,310
3		32	\$49,760	\$41,270	\$46,710	\$52,970	\$68,030
4		29	\$52,720	\$41,690	\$51,330	\$56,240	\$70,440
5 or more		80	\$51,510	\$44,680	\$48,520	\$57,100	\$67,160

\* 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**  
**Loan Officer I (general)**

		N	average minimum	average midpoint	average maximum
Overall		134	\$39,560	\$48,800	\$58,040
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	2	*	*	*
	\$20M to \$50M	21	\$36,890	\$44,080	\$51,270
	\$50M to \$100M	20	\$39,110	\$48,150	\$57,180
	\$100M to \$200M	34	\$38,150	\$46,690	\$55,230
	\$200M to \$500M	23	\$40,560	\$51,180	\$61,800
	\$500M to \$1B	14	\$42,150	\$52,150	\$62,150
	\$1B to \$3B	15	\$42,270	\$53,440	\$64,610
	\$3B or more	4	\$43,820	\$53,380	\$62,930

\* 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 assist in 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 are welcomed to the credit union and are assisted 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 back-up 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 36 - 1**  
**Salaries**  
**Loan Processor (general)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	175	\$45,240	\$40,510	\$45,860	\$48,940	\$52,470
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	2	*	*	*	*	*
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	20	\$36,630	\$31,760	\$36,580	\$41,870	\$44,690
\$50M to \$100M	27	\$40,430	\$35,880	\$39,480	\$46,430	\$49,490
\$100M to \$200M	36	\$41,970	\$38,230	\$41,740	\$45,050	\$51,470
\$200M to \$500M	39	\$42,580	\$37,160	\$42,010	\$46,340	\$51,000
\$500M to \$1B	27	\$45,720	\$42,000	\$45,850	\$47,910	\$56,500
\$1B to \$3B	18	\$48,260	\$46,620	\$47,000	\$48,940	\$58,320
\$3B or more	5	\$50,070	\$47,530	\$52,220	\$52,220	*
By region						
New England	8	\$45,750	\$41,540	\$44,580	\$50,140	\$53,440
Middle Atlantic	10	\$44,520	\$38,230	\$45,770	\$47,290	\$56,340
East North Central	41	\$44,840	\$37,620	\$42,850	\$49,950	\$55,280
West North Central	21	\$42,510	\$38,180	\$43,890	\$45,850	\$47,110
South Atlantic	23	\$47,050	\$40,830	\$50,160	\$52,220	\$52,220
East South Central	14	\$38,670	\$34,940	\$37,090	\$40,870	\$55,030
West South Central	27	\$42,800	\$39,040	\$42,760	\$45,210	\$51,860
Mountain	14	\$47,890	\$45,600	\$47,450	\$49,630	\$57,040
Pacific	18	\$48,580	\$47,000	\$47,530	\$48,130	\$57,230
By number of full-time employees						
1	0					
2 - 4	3	*	*	*	*	*
5 - 9	11	\$40,110	\$36,980	\$39,800	\$43,520	*
10 - 49	75	\$41,620	\$36,680	\$41,020	\$46,790	\$50,010
50 - 99	33	\$42,420	\$38,180	\$42,010	\$46,000	\$49,920
100 or more	52	\$47,440	\$44,470	\$47,000	\$52,220	\$55,280
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	2	*	*	*	*	*
7 - 8	1	*	*	*	*	*
9 - 10	6	\$41,230	\$34,800	\$41,320	\$43,520	*
11 - 12	7	\$37,530	\$31,880	\$37,130	\$41,870	*
13 - 20	159	\$45,470	\$40,640	\$46,000	\$48,980	\$52,520
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	2	*	*	*	*	*
\$5M to \$20M	16	\$38,220	\$35,970	\$37,110	\$43,440	\$45,530
\$20M to \$50M	25	\$37,530	\$33,520	\$37,940	\$41,160	\$44,990
\$50M to \$100M	29	\$43,010	\$39,160	\$41,050	\$46,950	\$51,450
\$100M to \$200M	34	\$42,380	\$37,090	\$42,060	\$47,910	\$51,000
\$200M or more	70	\$47,100	\$43,020	\$47,000	\$51,970	\$55,280
By number of members						
1 - 999	0					
1,000 - 1,999	6	\$41,050	\$36,230	\$43,520	\$44,850	*
2,000 - 4,999	23	\$37,770	\$34,400	\$37,000	\$39,320	\$49,450
5,000 - 9,999	34	\$41,030	\$37,770	\$40,740	\$44,080	\$48,850
10,000 - 19,999	38	\$42,850	\$38,200	\$43,000	\$47,910	\$52,420
20,000 - 39,999	31	\$43,040	\$38,180	\$42,380	\$46,000	\$50,620
40,000 - 49,999	7	\$45,720	\$39,140	\$44,710	\$51,990	\$56,960
50,000 - 59,999	0					
60,000 or more	29	\$47,980	\$45,850	\$47,390	\$52,220	\$55,280
Number of branch offices						
1	17	\$38,170	\$35,630	\$37,440	\$41,640	\$45,650
2	35	\$41,150	\$37,840	\$41,540	\$44,000	\$49,110
3	26	\$42,090	\$38,690	\$42,060	\$45,870	\$51,950
4	14	\$40,790	\$35,880	\$41,020	\$42,980	\$49,950
5 or more	84	\$46,640	\$42,160	\$47,000	\$50,160	\$55,280

\* Insufficient data

**Table 36 - 2  
Incentives and Bonuses  
Loan Processor (general)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		171	81%	128	\$2,830
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	2	0%	0	
	\$10M to \$20M	2	0%	0	
	\$20M to \$50M	20	72%	12	\$2,410
	\$50M to \$100M	26	74%	20	\$2,720
	\$100M to \$200M	36	82%	28	\$2,530
	\$200M to \$500M	37	85%	30	\$3,760
	\$500M to \$1B	26	70%	18	\$2,460
	\$1B to \$3B	18	95%	16	\$2,800
	\$3B or more	5	84%	4	\$2,740
By region	New England	8	95%	7	\$2,520
	Middle Atlantic	10	71%	7	\$1,430
	East North Central	40	68%	27	\$2,190
	West North Central	20	56%	14	\$2,470
	South Atlantic	22	90%	19	\$3,040
	East South Central	14	83%	10	\$6,020
	West South Central	26	88%	21	\$3,690
	Mountain	13	85%	9	\$3,050
	Pacific	17	97%	15	\$2,340
By number of full-time employees	1	0		0	
	2 - 4	3	0%	0	
	5 - 9	11	77%	7	\$2,380
	10 - 49	75	76%	55	\$2,470
	50 - 99	32	91%	28	\$2,980
	100 or more	50	82%	38	\$2,930
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	2	0%	0	
	7 - 8	1	0%	0	
	9 - 10	6	85%	5	\$3,180
	11 - 12	7	70%	5	\$1,120
	13 - 20	154	82%	119	\$2,850
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	2	0%	0	
	\$5M to \$20M	16	72%	10	\$2,620
	\$20M to \$50M	24	67%	18	\$1,510
	\$50M to \$100M	29	78%	22	\$3,360
	\$100M to \$200M	33	81%	24	\$3,630
	\$200M or more	67	83%	55	\$2,720
By number of members	1 - 999	0		0	
	1,000 - 1,999	6	48%	2	*
	2,000 - 4,999	23	82%	16	\$3,390
	5,000 - 9,999	34	76%	27	\$2,420
	10,000 - 19,999	37	80%	27	\$2,230
	20,000 - 39,999	29	84%	24	\$3,760
	40,000 - 49,999	6	54%	4	\$2,560
	50,000 - 59,999	0		0	
	60,000 or more	28	84%	23	\$2,720
Number of branch offices	1	17	58%	9	\$2,950
	2	35	89%	28	\$2,740
	3	25	72%	17	\$2,360
	4	14	75%	10	\$2,550
	5 or more	80	83%	64	\$2,900

\* Insufficient data

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

**Table 36 - 3**  
**Total Cash Compensation**  
**Loan Processor (general)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	175	\$47,420	\$42,620	\$48,200	\$50,640	\$56,350
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	2	*	*	*	*	*
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	20	\$38,240	\$32,860	\$38,470	\$44,770	\$46,020
\$50M to \$100M	27	\$42,350	\$37,950	\$39,850	\$46,570	\$53,920
\$100M to \$200M	36	\$44,040	\$40,780	\$44,000	\$48,200	\$52,580
\$200M to \$500M	39	\$45,450	\$39,400	\$45,030	\$50,020	\$56,180
\$500M to \$1B	27	\$47,320	\$43,750	\$45,850	\$50,020	\$56,960
\$1B to \$3B	18	\$50,740	\$48,940	\$49,370	\$50,160	\$59,370
\$3B or more	5	\$52,370	\$48,790	\$55,280	\$56,350	*
By region						
New England	8	\$48,150	\$43,770	\$46,040	\$51,800	\$59,820
Middle Atlantic	10	\$45,540	\$38,510	\$46,950	\$50,040	\$56,340
East North Central	41	\$46,180	\$38,940	\$45,750	\$51,130	\$56,180
West North Central	21	\$43,730	\$38,640	\$45,100	\$45,850	\$49,620
South Atlantic	23	\$49,760	\$43,260	\$50,160	\$56,350	\$56,350
East South Central	14	\$42,850	\$36,710	\$39,790	\$53,620	\$55,030
West South Central	27	\$46,030	\$42,180	\$46,020	\$49,480	\$55,130
Mountain	14	\$50,270	\$45,940	\$48,920	\$55,220	\$65,370
Pacific	18	\$50,830	\$48,790	\$49,370	\$49,510	\$59,370
By number of full-time employees						
1	0					
2 - 4	3	*	*	*	*	*
5 - 9	11	\$41,710	\$38,530	\$40,710	\$46,020	*
10 - 49	75	\$43,470	\$38,130	\$43,000	\$49,500	\$52,600
50 - 99	33	\$44,810	\$38,460	\$44,140	\$48,990	\$53,330
100 or more	52	\$49,720	\$45,850	\$49,020	\$55,280	\$56,350
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	2	*	*	*	*	*
7 - 8	1	*	*	*	*	*
9 - 10	6	\$43,930	\$38,910	\$45,270	\$46,020	*
11 - 12	7	\$38,310	\$31,930	\$37,380	\$43,680	*
13 - 20	159	\$47,670	\$43,000	\$48,790	\$50,750	\$56,350
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	2	*	*	*	*	*
\$5M to \$20M	16	\$39,920	\$37,350	\$40,240	\$45,240	\$46,650
\$20M to \$50M	25	\$38,490	\$35,190	\$38,240	\$42,400	\$45,720
\$50M to \$100M	29	\$45,640	\$41,020	\$43,040	\$49,750	\$56,110
\$100M to \$200M	34	\$44,990	\$38,180	\$46,110	\$50,030	\$53,130
\$200M or more	70	\$49,270	\$45,760	\$48,900	\$55,280	\$56,350
By number of members						
1 - 999	0					
1,000 - 1,999	6	\$41,920	\$36,230	\$45,110	\$46,140	*
2,000 - 4,999	23	\$40,390	\$36,240	\$38,000	\$41,950	\$51,450
5,000 - 9,999	34	\$42,870	\$38,240	\$42,550	\$47,370	\$52,730
10,000 - 19,999	38	\$44,590	\$39,890	\$45,250	\$50,030	\$52,950
20,000 - 39,999	31	\$45,820	\$38,180	\$45,590	\$50,000	\$55,270
40,000 - 49,999	7	\$47,030	\$41,410	\$46,170	\$55,320	\$56,960
50,000 - 59,999	0					
60,000 or more	29	\$50,170	\$46,310	\$49,370	\$55,280	\$56,350
Number of branch offices						
1	17	\$39,870	\$37,350	\$40,300	\$44,450	\$48,290
2	35	\$43,530	\$39,140	\$43,770	\$46,320	\$54,560
3	26	\$43,730	\$39,730	\$43,300	\$49,000	\$52,710
4	14	\$42,700	\$36,960	\$42,310	\$47,200	\$51,160
5 or more	84	\$48,890	\$45,200	\$48,950	\$53,720	\$56,350

\* 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**  
**Loan Processor (general)**

		N	average minimum	average midpoint	average maximum
Overall		108	\$36,560	\$45,150	\$53,740
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	2	*	*	*
	\$10M to \$20M	0			
	\$20M to \$50M	5	*	*	*
	\$50M to \$100M	10	\$36,550	\$43,390	\$50,220
	\$100M to \$200M	24	\$34,230	\$42,610	\$50,990
	\$200M to \$500M	24	\$37,540	\$45,440	\$53,330
	\$500M to \$1B	21	\$37,750	\$47,230	\$56,700
	\$1B to \$3B	18	\$38,640	\$49,010	\$59,390
	\$3B or more	5	\$39,600	\$51,850	\$64,110

\* 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. Assist in a variety of 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 37 - 1**  
**Salaries**  
**Loan Clerk (general)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	124	\$42,730	\$37,000	\$42,790	\$46,470	\$52,900
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	10	\$38,670	\$32,240	\$33,400	\$44,720	*
\$20M to \$50M	6	\$40,230	\$35,530	\$39,310	\$45,760	*
\$50M to \$100M	12	\$38,390	\$35,860	\$38,500	\$39,940	\$45,270
\$100M to \$200M	33	\$39,060	\$34,920	\$37,000	\$41,650	\$49,250
\$200M to \$500M	31	\$42,370	\$34,940	\$41,760	\$48,250	\$56,370
\$500M to \$1B	14	\$43,270	\$37,690	\$44,600	\$46,530	\$57,100
\$1B to \$3B	13	\$47,230	\$42,220	\$49,620	\$52,570	\$52,900
\$3B or more	4	\$43,400	\$43,640	\$43,640	\$43,640	*
By region						
New England	9	\$46,450	\$42,210	\$44,600	\$52,170	\$53,030
Middle Atlantic	13	\$42,320	\$40,640	\$43,640	\$43,640	\$46,350
East North Central	32	\$42,880	\$36,860	\$41,760	\$49,620	\$52,900
West North Central	13	\$38,520	\$35,740	\$37,560	\$40,910	\$45,220
South Atlantic	12	\$34,340	\$29,410	\$33,300	\$41,850	\$44,050
East South Central	11	\$39,040	\$33,930	\$39,500	\$41,850	\$46,600
West South Central	19	\$42,080	\$37,550	\$40,030	\$45,420	\$56,370
Mountain	4	\$52,840	\$49,560	\$54,510	\$57,100	*
Pacific	12	\$51,280	\$47,270	\$51,050	\$58,240	\$64,000
By number of full-time employees						
1	0					
2 - 4	6	*	*	*	*	*
5 - 9	6	*	*	*	*	*
10 - 49	51	\$39,980	\$35,310	\$39,410	\$43,920	\$49,680
50 - 99	26	\$40,360	\$35,350	\$40,000	\$44,440	\$52,470
100 or more	36	\$45,010	\$41,610	\$43,640	\$50,460	\$55,910
By number of services offered						
1 - 2	0					
3 - 4	2	*	*	*	*	*
5 - 6	0					
7 - 8	3	*	*	*	*	*
9 - 10	6	\$33,780	\$24,760	\$30,000	\$41,290	*
11 - 12	9	\$36,820	\$31,530	\$35,230	\$44,720	*
13 - 20	105	\$43,310	\$37,780	\$43,140	\$48,300	\$52,900
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	2	*	*	*	*	*
\$5M to \$20M	10	\$39,520	\$31,850	\$33,510	\$45,720	*
\$20M to \$50M	14	\$38,370	\$35,330	\$38,690	\$40,700	\$45,800
\$50M to \$100M	20	\$38,690	\$34,790	\$35,940	\$40,320	\$55,500
\$100M to \$200M	31	\$39,200	\$35,120	\$39,410	\$42,620	\$49,250
\$200M or more	48	\$44,950	\$41,460	\$43,640	\$51,410	\$55,600
By number of members						
1 - 999	0					
1,000 - 1,999	10	\$43,080	\$33,280	\$44,720	\$55,500	*
2,000 - 4,999	7	\$39,170	\$32,170	\$39,590	\$45,760	*
5,000 - 9,999	18	\$39,300	\$35,050	\$37,710	\$42,050	\$49,250
10,000 - 19,999	41	\$39,200	\$34,030	\$39,210	\$41,870	\$51,340
20,000 - 39,999	19	\$45,280	\$41,370	\$44,550	\$55,900	\$56,950
40,000 - 49,999	6	\$38,020	\$36,700	\$37,690	\$40,000	*
50,000 - 59,999	0					
60,000 or more	18	\$45,510	\$43,070	\$43,640	\$51,130	\$52,900
Number of branch offices						
1	16	\$40,020	\$32,860	\$36,460	\$45,830	\$57,500
2	12	\$42,710	\$37,640	\$39,980	\$48,710	\$50,510
3	20	\$39,490	\$34,070	\$39,210	\$43,050	\$51,870
4	16	\$37,000	\$33,930	\$35,840	\$42,600	\$45,420
5 or more	60	\$44,250	\$40,000	\$43,640	\$49,620	\$53,540

\* Insufficient data

**Table 37 - 2  
Incentives and Bonuses  
Loan Clerk (general)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		120	73%	91	\$3,160
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	10	67%	6	*
	\$20M to \$50M	5	75%	4	*
	\$50M to \$100M	12	69%	8	\$1,600
	\$100M to \$200M	33	75%	25	\$1,860
	\$200M to \$500M	30	79%	23	\$6,680
	\$500M to \$1B	14	91%	12	\$2,780
	\$1B to \$3B	13	86%	11	\$2,130
	\$3B or more	4	27%	3	*
By region	New England	8	85%	7	\$1,180
	Middle Atlantic	13	40%	9	\$1,800
	East North Central	31	77%	22	\$2,260
	West North Central	12	77%	9	\$1,820
	South Atlantic	11	75%	9	\$980
	East South Central	10	78%	6	\$2,810
	West South Central	19	89%	15	\$7,010
	Mountain Pacific	4 12	100% 75%	4 10	\$5,260 \$1,860
By number of full-time employees	1	0		0	
	2 - 4	6	75%	5	*
	5 - 9	6	50%	3	*
	10 - 49	48	72%	35	\$1,770
	50 - 99	25	78%	19	\$1,870
	100 or more	36	73%	29	\$4,310
By number of services offered	1 - 2	0		0	
	3 - 4	2	100%	2	*
	5 - 6	0		0	
	7 - 8	3	100%	3	*
	9 - 10	6	81%	4	*
	11 - 12	8	61%	4	\$1,790
	13 - 20	102	73%	77	\$3,350
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	2	100%	2	*
	\$5M to \$20M	10	58%	6	*
	\$20M to \$50M	12	84%	10	\$1,430
	\$50M to \$100M	20	73%	13	\$1,960
	\$100M to \$200M	30	78%	23	\$1,870
	\$200M or more	47	72%	37	\$4,050
By number of members	1 - 999	0		0	
	1,000 - 1,999	10	85%	8	\$1,250
	2,000 - 4,999	7	47%	3	*
	5,000 - 9,999	16	62%	11	\$1,810
	10,000 - 19,999	38	82%	31	\$1,840
	20,000 - 39,999	19	80%	13	\$8,510
	40,000 - 49,999	6	82%	4	\$2,210
	50,000 - 59,999 60,000 or more	0 18	 63%	0 14	 \$1,830
Number of branch offices	1	16	81%	12	\$1,430
	2	12	70%	10	\$1,640
	3	17	68%	11	\$1,970
	4	16	77%	11	\$1,420
	5 or more	59	73%	46	\$3,900

\* Insufficient data

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

**Table 37 - 3**  
**Total Cash Compensation**  
**Loan Clerk (general)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	124	\$44,920	\$38,420	\$43,640	\$48,450	\$55,900
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	10	\$39,150	\$32,240	\$33,850	\$44,720	*
\$20M to \$50M	6	\$40,750	\$35,530	\$40,310	\$46,480	*
\$50M to \$100M	12	\$39,360	\$38,000	\$39,720	\$40,580	\$45,830
\$100M to \$200M	33	\$40,440	\$35,510	\$38,740	\$44,850	\$53,180
\$200M to \$500M	31	\$47,480	\$36,290	\$43,390	\$49,990	\$87,100
\$500M to \$1B	14	\$45,800	\$40,020	\$45,480	\$49,900	\$66,550
\$1B to \$3B	13	\$48,810	\$43,350	\$49,620	\$54,050	\$55,900
\$3B or more	4	\$43,610	\$43,640	\$43,640	\$43,640	*
By region						
New England	9	\$47,370	\$42,240	\$45,480	\$53,980	\$54,420
Middle Atlantic	13	\$43,050	\$42,110	\$43,640	\$43,640	\$48,450
East North Central	32	\$44,400	\$39,750	\$43,220	\$49,900	\$55,900
West North Central	13	\$39,840	\$38,060	\$38,400	\$42,590	\$48,610
South Atlantic	12	\$35,040	\$30,650	\$33,950	\$42,710	\$45,820
East South Central	11	\$41,050	\$37,070	\$39,760	\$45,290	\$50,070
West South Central	19	\$48,310	\$38,420	\$42,390	\$47,330	\$87,100
Mountain	4	\$58,100	\$50,200	\$59,920	\$66,550	*
Pacific	12	\$52,690	\$48,350	\$52,570	\$59,240	\$67,210
By number of full-time employees						
1	0					
2 - 4	6	*	*	*	*	*
5 - 9	6	*	*	*	*	*
10 - 49	51	\$41,170	\$36,210	\$40,350	\$45,680	\$53,210
50 - 99	26	\$41,720	\$36,780	\$41,350	\$45,290	\$53,140
100 or more	36	\$48,010	\$42,330	\$44,680	\$51,900	\$63,580
By number of services offered						
1 - 2	0					
3 - 4	2	*	*	*	*	*
5 - 6	0					
7 - 8	3	*	*	*	*	*
9 - 10	6	\$34,760	\$25,010	\$31,000	\$42,460	*
11 - 12	9	\$37,760	\$31,700	\$37,070	\$44,940	*
13 - 20	105	\$45,630	\$39,830	\$43,640	\$49,250	\$55,900
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	2	*	*	*	*	*
\$5M to \$20M	10	\$39,900	\$31,850	\$33,910	\$45,810	*
\$20M to \$50M	14	\$39,320	\$36,270	\$39,940	\$41,270	\$46,730
\$50M to \$100M	20	\$40,120	\$35,500	\$37,830	\$42,380	\$58,500
\$100M to \$200M	31	\$40,600	\$36,470	\$41,000	\$44,700	\$49,250
\$200M or more	48	\$47,710	\$42,130	\$44,660	\$52,280	\$58,960
By number of members						
1 - 999	0					
1,000 - 1,999	10	\$44,150	\$33,780	\$44,720	\$58,500	*
2,000 - 4,999	7	\$39,490	\$32,170	\$40,590	\$45,860	*
5,000 - 9,999	18	\$40,350	\$35,500	\$38,490	\$42,940	\$53,570
10,000 - 19,999	41	\$40,610	\$34,900	\$40,020	\$44,700	\$53,140
20,000 - 39,999	19	\$52,110	\$41,920	\$45,490	\$65,430	\$87,100
40,000 - 49,999	6	\$39,830	\$38,060	\$40,750	\$42,190	*
50,000 - 59,999	0					
60,000 or more	18	\$46,540	\$43,640	\$43,640	\$51,910	\$55,900
Number of branch offices						
1	16	\$41,180	\$33,160	\$38,270	\$47,120	\$59,040
2	12	\$43,860	\$37,800	\$41,740	\$49,250	\$56,000
3	20	\$40,660	\$34,070	\$39,940	\$44,740	\$53,740
4	16	\$38,090	\$34,550	\$37,300	\$43,480	\$47,420
5 or more	60	\$46,940	\$41,520	\$43,640	\$49,900	\$56,760

\* 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**  
**Loan Clerk (general)**

		N	average minimum	average midpoint	average maximum
Overall		73	\$35,250	\$43,640	\$52,020
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	2	*	*	*
	\$50M to \$100M	7	\$32,350	\$37,730	\$43,100
	\$100M to \$200M	17	\$34,560	\$41,590	\$48,620
	\$200M to \$500M	20	\$34,150	\$43,660	\$53,170
	\$500M to \$1B	11	\$36,500	\$45,140	\$53,790
	\$1B to \$3B	13	\$38,260	\$48,270	\$58,270
	\$3B or more	4	\$36,680	\$44,980	\$53,270

\* 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 assessment 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 38 - 1**  
**Salaries**  
**Member Business Loan Officer II / Sr.**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		66	\$107,430	\$89,830	\$103,890	\$130,950	\$144,740
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	1	*	*	*	*	*
	\$100M to \$200M	5	\$85,730	\$61,280	\$68,990	\$128,410	*
	\$200M to \$500M	9	\$89,820	\$79,640	\$92,040	\$95,700	\$118,870
	\$500M to \$1B	18	\$89,500	\$78,000	\$91,230	\$103,000	\$107,130
	\$1B to \$3B	22	\$119,320	\$94,000	\$112,900	\$142,480	\$151,740
\$3B or more	9	\$111,170	\$83,190	\$117,570	\$137,220	\$144,740	
By region	New England	7	\$97,960	\$77,920	\$93,320	\$124,090	\$140,320
	Middle Atlantic	4	\$108,630	\$103,000	\$117,470	\$117,570	*
	East North Central	14	\$105,990	\$83,000	\$93,510	\$137,680	\$151,740
	West North Central	7	\$121,950	\$96,230	\$130,950	\$142,480	\$142,480
	South Atlantic	6	\$115,760	\$73,940	\$144,740	\$144,740	*
	East South Central	4	\$107,610	\$91,970	\$102,630	\$125,880	*
	West South Central	4	\$101,630	\$75,790	\$91,810	\$148,580	*
	Mountain	8	\$90,240	\$79,240	\$90,700	\$93,640	\$114,450
Pacific	13	\$109,660	\$104,610	\$109,060	\$119,640	\$135,300	
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	9	\$82,580	\$67,190	\$79,900	\$94,390	\$119,670
	50 - 99	10	\$98,550	\$87,310	\$94,430	\$116,060	\$130,980
	100 or more	48	\$110,580	\$90,370	\$108,610	\$137,680	\$147,240
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	1	*	*	*	*	*
	11 - 12	0					
	13 - 20	66	\$107,920	\$90,000	\$103,940	\$130,950	\$144,740
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	4	\$84,440	\$64,190	\$74,560	\$112,810	*
	\$100M to \$200M	5	\$87,320	\$69,130	\$80,060	\$123,380	*
	\$200M or more	56	\$109,340	\$90,090	\$105,000	\$131,940	\$144,740
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	6	\$76,740	\$63,300	\$72,630	\$84,870	*
	10,000 - 19,999	4	\$98,320	\$81,790	\$94,390	\$117,130	*
	20,000 - 39,999	9	\$93,980	\$85,330	\$95,910	\$105,540	\$113,140
	40,000 - 49,999	5	\$107,270	\$89,650	\$100,890	\$130,950	*
	50,000 - 59,999	0					
	60,000 or more	34	\$114,290	\$91,090	\$111,190	\$142,480	\$150,980
Number of branch offices	1	1	*	*	*	*	*
	2	4	\$85,130	\$57,420	\$97,900	\$116,430	*
	3	3	*	*	*	*	*
	4	6	\$90,500	\$75,220	\$94,390	\$101,880	*
	5 or more	54	\$109,650	\$90,000	\$107,130	\$135,300	\$145,140

\* Insufficient data

**Table 38 - 2  
Incentives and Bonuses  
Member Business Loan Officer II / Sr.**

		% paid incentive and/or bonus		average incentive/ bonus	
		N		N	
Overall		66	88%	57	\$15,270
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 \$50M	1	100%	1	*
	\$50M to \$100M	1	100%	1	*
	\$100M to \$200M	5	100%	4	\$6,880
	\$200M to \$500M	9	94%	8	\$11,290
	\$500M to \$1B	18	93%	18	\$11,450
	\$1B to \$3B	22	93%	19	\$16,360
	\$3B or more	9	66%	7	\$24,300
By region	New England	7	100%	7	\$11,910
	Middle Atlantic	4	100%	4	\$2,600
	East North Central	14	79%	11	\$26,140
	West North Central	7	100%	7	\$14,820
	South Atlantic	6	95%	5	\$19,730
	East South Central	4	73%	3	\$12,350
	West South Central	4	100%	4	\$6,860
	Mountain Pacific	8 13	96% 72%	7 9	\$19,380 \$6,080
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	9	94%	8	\$4,810
	50 - 99	10	100%	9	\$10,480
	100 or more	48	87%	41	\$16,950
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	0		0	
	13 - 20	66	88%	57	\$15,410
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	4	100%	4	\$7,220
	\$100M to \$200M	5	87%	4	\$8,290
	\$200M or more	56	88%	48	\$16,030
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	6	89%	6	\$5,600
	10,000 - 19,999	4	100%	3	\$5,260
	20,000 - 39,999	9	84%	9	\$10,320
	40,000 - 49,999	5	100%	5	\$13,290
	50,000 - 59,999 60,000 or more	0 34	 86%	0 28	 \$17,850
Number of branch offices	1	1	100%	1	*
	2	4	100%	4	\$13,690
	3	3	100%	2	*
	4	6	100%	6	\$4,080
	5 or more	54	87%	46	\$16,540

\* Insufficient data

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

**Table 38 - 3**  
**Total Cash Compensation**  
**Member Business Loan Officer II / Sr.**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		66	\$119,850	\$95,000	\$109,440	\$145,940	\$169,010
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	1	*	*	*	*	*
	\$100M to \$200M	5	\$91,460	\$65,020	\$72,650	\$138,470	*
	\$200M to \$500M	9	\$100,400	\$82,880	\$98,170	\$119,050	\$135,280
	\$500M to \$1B	18	\$100,170	\$90,220	\$103,490	\$109,280	\$127,190
	\$1B to \$3B	22	\$132,320	\$100,750	\$139,620	\$166,420	\$183,040
\$3B or more	9	\$127,130	\$83,370	\$118,070	\$172,950	\$174,090	
By region	New England	7	\$109,880	\$86,940	\$104,910	\$136,900	\$160,800
	Middle Atlantic	4	\$111,240	\$104,780	\$118,070	\$118,070	*
	East North Central	14	\$121,350	\$91,890	\$105,670	\$151,740	\$178,710
	West North Central	7	\$136,760	\$101,460	\$139,620	\$166,420	\$166,420
	South Atlantic	6	\$134,420	\$77,190	\$174,090	\$174,090	*
	East South Central	4	\$116,610	\$96,310	\$104,940	\$131,850	*
	West South Central	4	\$108,490	\$78,160	\$111,590	\$152,310	*
	Mountain	8	\$107,100	\$83,400	\$95,710	\$121,650	\$187,140
	Pacific	13	\$113,770	\$107,940	\$110,150	\$127,750	\$147,800
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	9	\$87,090	\$72,420	\$80,320	\$98,170	\$136,810
	50 - 99	10	\$108,230	\$93,190	\$105,900	\$124,600	\$137,510
	100 or more	48	\$124,000	\$95,510	\$111,850	\$151,740	\$174,090
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	1	*	*	*	*	*
	11 - 12	0					
	13 - 20	66	\$120,430	\$95,000	\$110,030	\$146,770	\$169,730
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	4	\$91,660	\$70,060	\$75,880	\$126,100	*
	\$100M to \$200M	5	\$93,090	\$70,170	\$88,380	\$128,570	*
	\$200M or more	56	\$122,320	\$95,580	\$110,240	\$151,740	\$174,090
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	6	\$81,750	\$67,730	\$73,630	\$86,210	*
	10,000 - 19,999	4	\$102,840	\$85,420	\$98,170	\$125,120	*
	20,000 - 39,999	9	\$102,680	\$91,110	\$104,970	\$110,930	\$129,400
	40,000 - 49,999	5	\$120,560	\$95,280	\$139,620	\$139,620	*
	50,000 - 59,999	0					
	60,000 or more	34	\$127,890	\$95,000	\$118,070	\$166,420	\$174,090
Number of branch offices	1	1	*	*	*	*	*
	2	4	\$98,820	\$60,190	\$114,030	\$143,550	*
	3	3	*	*	*	*	*
	4	6	\$94,580	\$77,290	\$98,170	\$103,680	*
	5 or more	54	\$122,850	\$95,390	\$111,410	\$151,740	\$174,090

\* 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  
Member Business Loan Officer II / Sr.**

		N	average minimum	average midpoint	average maximum
Overall		52	\$78,200	\$99,920	\$121,640
By credit union asset size					
	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	0			
	\$100M to \$200M	2	*	*	*
	\$200M to \$500M	6	\$64,540	\$81,620	\$98,710
	\$500M to \$1B	16	\$71,830	\$90,040	\$108,250
	\$1B to \$3B	20	\$84,220	\$108,160	\$132,110
	\$3B or more	9	\$87,410	\$113,560	\$139,700

\* 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, assess, 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 39 - 1**  
**Salaries**  
**Member Business Loan Officer I**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	71	\$72,330	\$58,290	\$71,000	\$83,960	\$92,030
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	1	*	*	*	*	*
\$100M to \$200M	6	\$58,720	\$42,560	\$59,320	\$67,300	*
\$200M to \$500M	15	\$64,660	\$53,130	\$63,750	\$74,490	\$86,730
\$500M to \$1B	18	\$70,500	\$59,440	\$70,490	\$73,630	\$99,000
\$1B to \$3B	22	\$77,300	\$66,060	\$74,500	\$83,240	\$114,420
\$3B or more	10	\$74,360	\$58,290	\$80,330	\$92,030	\$92,030
By region						
New England	5	\$64,630	\$55,730	\$66,310	\$73,590	*
Middle Atlantic	6	\$68,960	\$49,650	\$66,250	\$86,680	*
East North Central	18	\$73,200	\$58,290	\$72,150	\$87,570	\$106,020
West North Central	11	\$64,250	\$53,270	\$65,880	\$72,010	\$76,430
South Atlantic	8	\$81,970	\$63,510	\$92,030	\$92,030	\$106,450
East South Central	3	*	*	*	*	*
West South Central	6	\$68,040	\$57,380	\$71,000	\$75,880	*
Mountain	6	\$76,640	\$53,190	\$74,240	\$100,910	*
Pacific	10	\$72,810	\$57,970	\$74,500	\$85,600	\$93,930
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	8	\$59,800	\$50,240	\$58,480	\$66,610	\$94,800
50 - 99	13	\$64,880	\$52,860	\$63,750	\$75,150	\$87,170
100 or more	50	\$74,600	\$59,930	\$72,010	\$87,410	\$95,050
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	71	\$72,300	\$58,290	\$71,000	\$83,980	\$92,030
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	4	\$58,950	\$47,640	\$59,690	\$71,250	*
\$100M to \$200M	7	\$57,130	\$46,710	\$53,190	\$65,880	*
\$200M or more	60	\$73,720	\$58,700	\$72,010	\$85,480	\$93,030
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	2	*	*	*	*	*
5,000 - 9,999	2	*	*	*	*	*
10,000 - 19,999	10	\$59,480	\$47,520	\$52,820	\$74,980	\$90,350
20,000 - 39,999	13	\$71,310	\$63,710	\$65,480	\$83,260	\$100,240
40,000 - 49,999	6	\$68,770	\$71,960	\$72,040	\$72,150	*
50,000 - 59,999	0					
60,000 or more	33	\$76,720	\$59,870	\$74,960	\$91,980	\$107,170
Number of branch offices						
1	1	*	*	*	*	*
2	3	*	*	*	*	*
3	3	*	*	*	*	*
4	5	\$55,070	\$47,970	\$54,140	\$59,720	*
5 or more	59	\$73,090	\$58,290	\$71,780	\$84,670	\$92,030

\* Insufficient data

**Table 39 - 2  
Incentives and Bonuses  
Member Business Loan Officer I**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		69	84%	54	\$6,870
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 \$50M	0		0	
	\$50M to \$100M	1	100%	1	*
	\$100M to \$200M	6	57%	4	*
	\$200M to \$500M	15	76%	11	\$5,590
	\$500M to \$1B	16	95%	14	\$4,170
	\$1B to \$3B	21	96%	18	\$9,230
\$3B or more	10	70%	6	\$7,170	
By region	New England	5	100%	5	\$3,500
	Middle Atlantic	6	77%	4	\$4,460
	East North Central	18	89%	13	\$8,290
	West North Central	10	77%	9	\$5,740
	South Atlantic	8	97%	6	\$10,460
	East South Central	3	64%	1	*
	West South Central	5	77%	4	\$3,650
	Mountain Pacific	6 10	64% 88%	4 8	\$3,790 \$4,890
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	8	48%	4	\$2,770
	50 - 99	13	85%	10	\$5,370
	100 or more	48	87%	39	\$7,320
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	69	85%	54	\$6,870
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	4	41%	2	*
	\$100M to \$200M	7	77%	5	\$2,470
	\$200M or more	58	86%	47	\$7,200
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	2	100%	2	*
	5,000 - 9,999	2	40%	1	*
	10,000 - 19,999	10	81%	7	\$8,030
	20,000 - 39,999	13	76%	9	\$2,960
	40,000 - 49,999	6	96%	5	\$3,820
	50,000 - 59,999 60,000 or more	0 31	 83%	0 22	 \$8,950
Number of branch offices	1	1	0%	0	
	2	3	75%	2	*
	3	3	51%	2	*
	4	5	100%	5	\$9,880
	5 or more	57	85%	45	\$6,680

\* Insufficient data

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

**Table 39 - 3**  
**Total Cash Compensation**  
**Member Business Loan Officer I**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	71	\$77,840	\$63,920	\$75,590	\$86,900	\$100,950
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	1	*	*	*	*	*
\$100M to \$200M	6	\$59,730	\$45,560	\$60,110	\$68,760	*
\$200M to \$500M	15	\$68,900	\$55,340	\$64,550	\$80,490	\$91,160
\$500M to \$1B	18	\$74,120	\$62,930	\$73,380	\$76,470	\$104,700
\$1B to \$3B	22	\$85,690	\$70,120	\$79,110	\$88,420	\$126,940
\$3B or more	10	\$79,270	\$63,920	\$80,670	\$100,950	\$100,950
By region						
New England	5	\$68,130	\$59,190	\$71,370	\$77,390	*
Middle Atlantic	6	\$72,400	\$51,590	\$69,550	\$94,320	*
East North Central	18	\$79,910	\$63,920	\$76,150	\$87,880	\$108,480
West North Central	11	\$68,590	\$53,270	\$69,700	\$81,170	\$84,420
South Atlantic	8	\$91,540	\$72,000	\$100,950	\$100,950	\$119,270
East South Central	3	*	*	*	*	*
West South Central	6	\$70,660	\$58,580	\$71,000	\$78,860	*
Mountain	6	\$79,090	\$55,750	\$74,530	\$106,320	*
Pacific	10	\$77,110	\$61,470	\$80,500	\$88,970	\$100,950
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	8	\$61,120	\$50,800	\$58,750	\$68,590	\$97,700
50 - 99	13	\$69,420	\$55,400	\$64,550	\$82,310	\$87,350
100 or more	50	\$80,610	\$63,920	\$76,050	\$91,220	\$103,620
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	71	\$77,860	\$63,920	\$74,320	\$87,120	\$100,950
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	4	\$59,960	\$47,640	\$60,360	\$73,710	*
\$100M to \$200M	7	\$59,020	\$48,530	\$54,740	\$68,710	*
\$200M or more	60	\$79,620	\$63,940	\$75,900	\$88,610	\$101,320
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	2	*	*	*	*	*
5,000 - 9,999	2	*	*	*	*	*
10,000 - 19,999	10	\$66,000	\$49,190	\$64,310	\$82,240	\$91,690
20,000 - 39,999	13	\$73,560	\$64,220	\$69,480	\$84,710	\$106,220
40,000 - 49,999	6	\$72,430	\$74,740	\$75,980	\$76,150	*
50,000 - 59,999	0					
60,000 or more	33	\$83,540	\$63,920	\$80,500	\$100,950	\$108,440
Number of branch offices						
1	1	*	*	*	*	*
2	3	*	*	*	*	*
3	3	*	*	*	*	*
4	5	\$64,950	\$51,370	\$61,700	\$80,490	*
5 or more	59	\$78,490	\$63,920	\$75,710	\$88,600	\$101,000

\* 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**  
**Member Business Loan Officer I**

		N	average minimum	average midpoint	average maximum
Overall		59	\$58,770	\$74,970	\$91,170
By credit union asset size					
	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	0			
	\$100M to \$200M	4	\$48,420	\$63,980	\$79,540
	\$200M to \$500M	9	\$52,770	\$66,920	\$81,070
	\$500M to \$1B	15	\$56,090	\$70,550	\$85,010
	\$1B to \$3B	20	\$62,800	\$80,960	\$99,120
	\$3B or more	10	\$64,890	\$82,020	\$99,150

\* 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, assess, 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.
- Identify collateral needs and payment plans for members applying for loans.
- Identify eligibility of loan co-maker from co-maker's statement and credit rating.
- Notify applicant of loan conclusion. 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 40 - 1**  
**Salaries**  
**Consumer Loan Officer II / Sr.**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	101	\$59,920	\$52,050	\$58,110	\$70,930	\$75,860
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	5	*	*	*	*	*
\$50M to \$100M	11	\$52,260	\$47,690	\$49,250	\$57,600	\$64,310
\$100M to \$200M	12	\$50,740	\$44,450	\$51,100	\$59,440	\$64,360
\$200M to \$500M	24	\$53,660	\$45,000	\$53,610	\$60,000	\$63,700
\$500M to \$1B	17	\$56,280	\$43,490	\$55,950	\$63,400	\$66,510
\$1B to \$3B	20	\$57,830	\$53,720	\$56,200	\$61,110	\$73,640
\$3B or more	11	\$69,510	\$60,170	\$70,930	\$75,860	\$81,590
By region						
New England	7	\$52,570	\$42,370	\$54,180	\$56,320	\$73,640
Middle Atlantic	4	\$57,830	\$53,720	\$53,720	\$60,170	*
East North Central	21	\$53,420	\$46,740	\$55,200	\$56,200	\$61,470
West North Central	12	\$55,240	\$48,420	\$56,100	\$60,240	\$62,620
South Atlantic	13	\$67,530	\$63,450	\$70,930	\$70,930	\$75,860
East South Central	8	\$49,510	\$41,600	\$52,210	\$53,730	\$60,500
West South Central	7	\$53,020	\$46,880	\$54,810	\$54,810	\$66,250
Mountain	11	\$59,070	\$52,920	\$59,540	\$64,060	\$64,780
Pacific	17	\$70,570	\$58,160	\$63,680	\$88,230	\$91,580
By number of full-time employees						
1	0					
2 - 4	2	*	*	*	*	*
5 - 9	2	*	*	*	*	*
10 - 49	27	\$51,170	\$47,160	\$51,090	\$57,320	\$63,810
50 - 99	22	\$54,260	\$45,100	\$54,210	\$60,000	\$64,420
100 or more	48	\$62,370	\$53,740	\$60,370	\$70,930	\$75,860
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	2	*	*	*	*	*
11 - 12	2	*	*	*	*	*
13 - 20	97	\$60,100	\$52,140	\$58,540	\$70,930	\$75,860
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	3	*	*	*	*	*
\$20M to \$50M	10	\$52,010	\$43,600	\$51,700	\$58,540	\$64,310
\$50M to \$100M	7	\$51,420	\$47,200	\$47,690	\$59,000	*
\$100M to \$200M	23	\$51,970	\$45,000	\$51,090	\$58,540	\$64,670
\$200M or more	57	\$62,220	\$53,860	\$60,190	\$70,930	\$75,860
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	8	\$49,540	\$43,300	\$48,000	\$50,910	*
5,000 - 9,999	10	\$51,930	\$45,610	\$54,700	\$58,230	\$60,330
10,000 - 19,999	20	\$51,300	\$45,000	\$51,090	\$58,690	\$63,650
20,000 - 39,999	19	\$56,230	\$45,760	\$55,950	\$63,500	\$66,890
40,000 - 49,999	5	\$51,560	\$42,370	\$51,230	\$58,930	*
50,000 - 59,999	0					
60,000 or more	31	\$64,460	\$54,810	\$66,250	\$70,930	\$75,860
Number of branch offices						
1	9	\$47,230	\$42,120	\$47,680	\$49,520	*
2	7	\$55,730	\$47,690	\$58,150	\$63,810	*
3	8	\$48,590	\$42,720	\$46,080	\$54,600	\$60,390
4	11	\$47,150	\$45,000	\$45,010	\$51,090	\$58,460
5 or more	65	\$62,390	\$54,120	\$60,170	\$70,930	\$75,860

\* Insufficient data



**Table 40 - 2  
Incentives and Bonuses  
Consumer Loan Officer II / Sr.**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		99	77%	80	\$5,940
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 \$50M	5	60%	4	*
	\$50M to \$100M	11	88%	9	\$3,770
	\$100M to \$200M	12	91%	11	\$8,570
	\$200M to \$500M	24	92%	21	\$7,780
	\$500M to \$1B	15	75%	12	\$7,530
	\$1B to \$3B	19	95%	15	\$5,180
\$3B or more	11	54%	8	\$4,510	
By region	New England	7	96%	7	\$5,080
	Middle Atlantic	4	100%	4	\$3,660
	East North Central	21	92%	16	\$7,000
	West North Central	11	86%	10	\$4,350
	South Atlantic	12	42%	9	\$6,940
	East South Central	8	80%	5	\$3,670
	West South Central	7	96%	5	\$6,750
	Mountain Pacific	11 17	98% 83%	10 14	\$10,020 \$4,430
By number of full-time employees	1	0		0	
	2 - 4	2	100%	2	*
	5 - 9	2	100%	2	*
	10 - 49	27	87%	23	\$4,160
	50 - 99	22	91%	19	\$8,100
	100 or more	45	72%	35	\$5,940
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	2	100%	2	*
	13 - 20	94	76%	76	\$5,920
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	10	75%	8	\$3,150
	\$50M to \$100M	7	92%	6	\$5,360
	\$100M to \$200M	23	91%	20	\$7,370
	\$200M or more	55	73%	43	\$5,850
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	8	67%	6	\$2,360
	5,000 - 9,999	10	87%	9	\$3,840
	10,000 - 19,999	20	93%	17	\$6,240
	20,000 - 39,999	19	89%	16	\$11,140
	40,000 - 49,999	5	94%	4	\$5,480
	50,000 - 59,999 60,000 or more	0 28	 67%	0 21	 \$4,720
Number of branch offices	1	9	60%	6	\$2,920
	2	7	100%	7	\$2,890
	3	8	100%	8	\$8,240
	4	11	100%	11	\$11,140
	5 or more	63	73%	48	\$5,360

\* Insufficient data

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

**Table 40 - 3**  
**Total Cash Compensation**  
**Consumer Loan Officer II / Sr.**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	101	\$64,270	\$56,380	\$61,410	\$70,930	\$83,420
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	5	*	*	*	*	*
\$50M to \$100M	11	\$55,560	\$50,580	\$52,100	\$60,280	\$69,500
\$100M to \$200M	12	\$58,280	\$51,360	\$58,750	\$70,760	\$72,550
\$200M to \$500M	24	\$60,800	\$57,000	\$61,340	\$64,060	\$70,370
\$500M to \$1B	17	\$61,430	\$44,300	\$58,910	\$66,250	\$89,220
\$1B to \$3B	20	\$62,290	\$58,550	\$61,200	\$65,070	\$79,290
\$3B or more	11	\$71,900	\$60,670	\$70,930	\$83,420	\$85,650
By region						
New England	7	\$57,440	\$44,300	\$56,730	\$63,770	\$79,290
Middle Atlantic	4	\$61,500	\$59,140	\$59,140	\$60,670	*
East North Central	21	\$59,690	\$55,390	\$61,200	\$62,070	\$70,760
West North Central	12	\$58,800	\$51,360	\$60,380	\$62,640	\$66,260
South Atlantic	13	\$70,370	\$70,930	\$70,930	\$82,140	\$83,420
East South Central	8	\$52,460	\$44,920	\$52,950	\$58,130	\$64,380
West South Central	7	\$58,690	\$56,380	\$56,380	\$63,000	\$66,250
Mountain	11	\$67,880	\$56,970	\$63,670	\$74,990	\$99,720
Pacific	17	\$73,960	\$58,900	\$67,180	\$88,370	\$96,090
By number of full-time employees						
1	0					
2 - 4	2	*	*	*	*	*
5 - 9	2	*	*	*	*	*
10 - 49	27	\$54,800	\$48,030	\$53,530	\$61,140	\$66,550
50 - 99	22	\$61,450	\$56,420	\$61,250	\$64,820	\$71,910
100 or more	48	\$66,400	\$58,160	\$63,280	\$70,930	\$83,420
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	2	*	*	*	*	*
11 - 12	2	*	*	*	*	*
13 - 20	97	\$64,430	\$56,380	\$62,000	\$70,930	\$83,420
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	3	*	*	*	*	*
\$20M to \$50M	10	\$54,370	\$45,820	\$52,630	\$61,510	\$69,500
\$50M to \$100M	7	\$56,350	\$51,330	\$52,580	\$61,300	*
\$100M to \$200M	23	\$58,540	\$52,050	\$58,690	\$64,830	\$72,680
\$200M or more	57	\$66,270	\$58,160	\$63,380	\$70,930	\$83,420
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	8	\$51,130	\$43,490	\$49,770	\$52,050	*
5,000 - 9,999	10	\$55,250	\$47,920	\$58,750	\$60,640	\$63,720
10,000 - 19,999	20	\$56,960	\$51,360	\$57,000	\$62,130	\$71,320
20,000 - 39,999	19	\$66,190	\$58,400	\$63,000	\$70,760	\$91,460
40,000 - 49,999	5	\$56,730	\$44,300	\$55,290	\$62,640	*
50,000 - 59,999	0					
60,000 or more	31	\$67,350	\$58,540	\$69,610	\$73,910	\$83,420
Number of branch offices						
1	9	\$48,990	\$43,400	\$49,490	\$50,300	*
2	7	\$58,610	\$51,330	\$60,550	\$64,960	*
3	8	\$56,370	\$51,360	\$53,400	\$61,390	\$65,680
4	11	\$58,290	\$54,070	\$60,380	\$63,040	\$70,760
5 or more	65	\$66,080	\$57,940	\$63,520	\$70,930	\$83,420

\* 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**  
**Consumer Loan Officer II / Sr.**

		N	average minimum	average midpoint	average maximum
Overall		74	\$48,600	\$60,240	\$71,880
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	2	*	*	*
	\$20M to \$50M	1	*	*	*
	\$50M to \$100M	6	\$39,520	\$48,520	\$57,530
	\$100M to \$200M	4	\$44,130	\$53,150	\$62,180
	\$200M to \$500M	18	\$45,330	\$56,020	\$66,720
	\$500M to \$1B	14	\$49,400	\$61,680	\$73,970
	\$1B to \$3B	18	\$50,790	\$64,120	\$77,450
	\$3B or more	10	\$60,630	\$74,290	\$87,950

\* 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, assess, 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.
- Identify 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 41 - 1**  
**Salaries**  
**Consumer Loan Officer I**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	132	\$49,200	\$44,180	\$48,620	\$54,180	\$58,480
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	1	*	*	*	*	*
\$50M to \$100M	14	\$45,050	\$41,600	\$45,000	\$49,670	\$53,820
\$100M to \$200M	20	\$44,060	\$38,930	\$42,000	\$49,070	\$55,360
\$200M to \$500M	33	\$46,180	\$42,270	\$46,810	\$49,230	\$50,110
\$500M to \$1B	23	\$51,100	\$46,560	\$50,340	\$53,530	\$62,180
\$1B to \$3B	30	\$48,470	\$44,290	\$48,620	\$52,120	\$58,170
\$3B or more	9	\$52,660	\$44,480	\$51,110	\$56,910	\$73,060
By region						
New England	9	\$51,620	\$49,000	\$51,080	\$53,310	\$57,460
Middle Atlantic	6	\$49,270	\$46,690	\$46,690	\$49,070	*
East North Central	32	\$47,380	\$42,260	\$48,400	\$49,220	\$55,790
West North Central	15	\$46,200	\$39,610	\$46,560	\$53,450	\$54,180
South Atlantic	18	\$52,510	\$51,110	\$51,130	\$56,910	\$56,910
East South Central	8	\$44,540	\$41,600	\$43,540	\$49,380	\$51,500
West South Central	12	\$41,540	\$40,820	\$44,480	\$44,480	\$48,300
Mountain	13	\$46,160	\$40,670	\$48,490	\$48,870	\$55,360
Pacific	20	\$62,160	\$52,130	\$63,020	\$73,060	\$73,850
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	4	*	*	*	*	*
10 - 49	35	\$45,800	\$39,610	\$45,660	\$51,330	\$56,730
50 - 99	32	\$45,930	\$42,000	\$46,810	\$49,370	\$50,310
100 or more	61	\$50,380	\$44,480	\$48,890	\$55,810	\$62,840
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	1	*	*	*	*	*
9 - 10	2	*	*	*	*	*
11 - 12	5	\$47,570	\$43,210	\$49,760	\$52,570	*
13 - 20	124	\$49,250	\$44,180	\$48,620	\$54,180	\$58,620
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	0					
\$20M to \$50M	8	\$43,480	\$34,980	\$43,240	\$51,580	*
\$50M to \$100M	17	\$42,860	\$36,150	\$43,890	\$47,840	\$49,700
\$100M to \$200M	27	\$46,100	\$41,290	\$45,660	\$49,700	\$55,360
\$200M or more	79	\$50,120	\$44,480	\$48,890	\$55,500	\$62,100
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	8	\$46,090	\$42,930	\$46,320	\$50,730	*
5,000 - 9,999	13	\$40,370	\$34,360	\$40,000	\$44,840	\$49,700
10,000 - 19,999	31	\$45,870	\$40,000	\$45,660	\$49,370	\$55,360
20,000 - 39,999	23	\$47,520	\$44,180	\$47,000	\$49,760	\$52,690
40,000 - 49,999	7	\$52,780	\$45,510	\$49,000	\$55,810	\$73,850
50,000 - 59,999	0					
60,000 or more	44	\$50,500	\$44,480	\$48,890	\$56,910	\$62,740
Number of branch offices						
1	6	\$45,870	\$43,650	\$47,780	\$49,070	*
2	15	\$47,430	\$41,670	\$48,500	\$50,040	\$60,000
3	12	\$41,600	\$38,960	\$40,870	\$44,770	\$47,780
4	13	\$45,420	\$39,610	\$45,660	\$49,370	\$58,620
5 or more	85	\$49,880	\$44,480	\$48,890	\$54,930	\$60,090

\* Insufficient data

**Table 41 - 2  
Incentives and Bonuses  
Consumer Loan Officer I**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		128	85%	106	\$7,160
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 \$50M	1	0%	0	
	\$50M to \$100M	14	68%	10	\$3,030
	\$100M to \$200M	19	96%	18	\$5,890
	\$200M to \$500M	33	90%	28	\$5,110
	\$500M to \$1B	22	92%	19	\$6,480
	\$1B to \$3B	29	96%	24	\$6,290
\$3B or more	9	63%	8	\$11,730	
By region	New England	9	93%	7	\$8,550
	Middle Atlantic	5	100%	5	\$4,150
	East North Central	32	95%	26	\$4,770
	West North Central	15	91%	14	\$5,200
	South Atlantic	16	63%	15	\$4,930
	East South Central	8	85%	5	\$5,320
	West South Central	11	98%	9	\$14,940
	Mountain Pacific	13 20	92% 67%	10 15	\$7,670 \$4,840
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	4	76%	3	*
	10 - 49	34	86%	27	\$5,160
	50 - 99	31	89%	27	\$5,500
	100 or more	59	83%	49	\$7,920
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	33%	1	*
	11 - 12	5	72%	2	*
	13 - 20	121	85%	102	\$7,190
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	8	54%	4	*
	\$50M to \$100M	16	92%	14	\$2,760
	\$100M to \$200M	27	92%	22	\$7,280
	\$200M or more	77	83%	65	\$7,490
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	8	49%	4	*
	5,000 - 9,999	13	88%	10	\$3,170
	10,000 - 19,999	29	94%	26	\$6,280
	20,000 - 39,999	23	85%	20	\$4,640
	40,000 - 49,999	7	100%	7	\$8,030
	50,000 - 59,999 60,000 or more	0 42	 80%	0 34	 \$8,080
Number of branch offices	1	5	63%	3	*
	2	15	87%	12	\$8,430
	3	12	96%	9	\$5,900
	4	13	98%	12	\$5,500
	5 or more	83	83%	69	\$7,300

\* Insufficient data

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

**Table 41 - 3**  
**Total Cash Compensation**  
**Consumer Loan Officer I**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	132	\$54,740	\$47,430	\$52,510	\$57,000	\$72,930
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	1	*	*	*	*	*
\$50M to \$100M	14	\$47,120	\$41,620	\$46,000	\$50,760	\$56,360
\$100M to \$200M	20	\$49,320	\$41,670	\$48,580	\$55,970	\$62,010
\$200M to \$500M	33	\$50,610	\$45,660	\$50,120	\$53,220	\$60,000
\$500M to \$1B	23	\$56,740	\$51,300	\$55,330	\$60,410	\$66,000
\$1B to \$3B	30	\$53,320	\$47,570	\$51,360	\$56,350	\$69,960
\$3B or more	9	\$60,010	\$45,480	\$56,910	\$70,650	\$83,390
By region						
New England	9	\$59,590	\$53,070	\$54,910	\$74,000	\$74,000
Middle Atlantic	6	\$52,840	\$51,360	\$51,360	\$51,360	*
East North Central	32	\$50,930	\$45,050	\$48,890	\$52,970	\$59,480
West North Central	15	\$50,930	\$47,790	\$49,790	\$54,930	\$56,350
South Atlantic	18	\$55,430	\$55,050	\$56,910	\$56,910	\$62,010
East South Central	8	\$49,070	\$44,920	\$46,680	\$51,500	\$60,370
West South Central	12	\$55,040	\$45,480	\$45,480	\$56,800	\$96,500
Mountain	13	\$52,410	\$46,890	\$51,380	\$54,750	\$62,010
Pacific	20	\$65,240	\$59,320	\$66,000	\$73,060	\$76,480
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	4	*	*	*	*	*
10 - 49	35	\$50,080	\$43,200	\$48,640	\$53,640	\$63,920
50 - 99	32	\$50,630	\$48,310	\$50,370	\$53,220	\$57,970
100 or more	61	\$56,310	\$47,580	\$54,930	\$59,260	\$73,060
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	1	*	*	*	*	*
9 - 10	2	*	*	*	*	*
11 - 12	5	\$49,450	\$43,790	\$52,180	\$54,990	*
13 - 20	124	\$54,830	\$47,440	\$52,660	\$57,250	\$73,060
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	0					
\$20M to \$50M	8	\$44,730	\$37,290	\$43,870	\$52,490	*
\$50M to \$100M	17	\$45,160	\$41,030	\$46,000	\$48,750	\$52,070
\$100M to \$200M	27	\$52,470	\$47,610	\$51,950	\$57,750	\$62,040
\$200M or more	79	\$55,810	\$47,790	\$53,960	\$57,800	\$73,060
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	8	\$46,930	\$43,650	\$46,690	\$51,150	*
5,000 - 9,999	13	\$43,180	\$37,030	\$41,780	\$45,770	\$51,800
10,000 - 19,999	31	\$51,310	\$46,890	\$50,370	\$55,450	\$62,010
20,000 - 39,999	23	\$51,460	\$47,190	\$49,760	\$54,150	\$60,040
40,000 - 49,999	7	\$60,810	\$47,790	\$62,660	\$74,000	\$76,030
50,000 - 59,999	0					
60,000 or more	44	\$56,100	\$47,430	\$55,050	\$56,910	\$73,060
Number of branch offices						
1	6	\$47,100	\$45,650	\$49,070	\$49,620	*
2	15	\$54,800	\$45,220	\$51,340	\$56,060	\$84,090
3	12	\$46,330	\$41,120	\$44,930	\$50,650	\$53,840
4	13	\$50,830	\$47,610	\$50,370	\$57,000	\$63,330
5 or more	85	\$55,440	\$47,790	\$53,940	\$57,810	\$73,060

\* 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  
Consumer Loan Officer I**

		N	average minimum	average midpoint	average maximum
Overall		91	\$41,800	\$51,910	\$62,030
By credit union asset size					
	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	4	*	*	*
	\$100M to \$200M	8	\$36,860	\$44,160	\$51,460
	\$200M to \$500M	27	\$39,020	\$48,340	\$57,660
	\$500M to \$1B	20	\$43,030	\$54,670	\$66,300
	\$1B to \$3B	26	\$41,890	\$52,490	\$63,080
	\$3B or more	7	\$52,830	\$64,890	\$76,960

\* 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 42 - 1**  
**Salaries**  
**Consumer Loan Processor / Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		119	\$46,320	\$41,600	\$44,480	\$50,130	\$56,080
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	0					
	\$50M to \$100M	7	\$40,350	\$33,250	\$39,090	\$42,980	*
	\$100M to \$200M	13	\$42,400	\$36,000	\$43,880	\$46,590	\$47,910
	\$200M to \$500M	27	\$43,110	\$40,400	\$42,500	\$46,970	\$50,930
	\$500M to \$1B	27	\$46,710	\$40,980	\$45,420	\$51,680	\$58,340
	\$1B to \$3B	32	\$46,640	\$42,170	\$44,470	\$51,000	\$60,280
\$3B or more	12	\$49,240	\$41,780	\$45,080	\$52,740	\$65,410	
By region	New England	5	\$48,580	\$41,970	\$45,440	\$51,000	*
	Middle Atlantic	6	\$46,780	\$43,270	\$43,450	\$50,130	*
	East North Central	29	\$42,350	\$40,600	\$42,510	\$45,020	\$47,320
	West North Central	9	\$43,920	\$39,760	\$40,980	\$47,290	\$56,970
	South Atlantic	13	\$47,190	\$42,110	\$47,330	\$49,640	\$53,800
	East South Central	8	\$44,580	\$39,150	\$43,070	\$53,040	\$53,590
	West South Central	14	\$41,240	\$39,890	\$41,000	\$41,780	\$46,520
	Mountain	11	\$49,920	\$44,470	\$47,470	\$51,940	\$65,410
Pacific	24	\$53,000	\$46,380	\$51,620	\$60,280	\$62,260	
By number of full-time employees	1	0					
	2 - 4	2	*	*	*	*	*
	5 - 9	0					
	10 - 49	21	\$42,110	\$37,380	\$43,200	\$46,590	\$48,630
	50 - 99	25	\$44,790	\$40,060	\$43,680	\$48,180	\$53,980
	100 or more	71	\$46,920	\$41,780	\$44,860	\$51,270	\$60,280
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	2	*	*	*	*	*
	11 - 12	1	*	*	*	*	*
	13 - 20	116	\$46,310	\$41,520	\$44,470	\$50,130	\$56,950
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	2	*	*	*	*	*
	\$5M to \$20M	0					
	\$20M to \$50M	3	*	*	*	*	*
	\$50M to \$100M	7	\$39,710	\$35,930	\$38,570	\$44,350	*
	\$100M to \$200M	24	\$42,160	\$37,520	\$42,620	\$46,590	\$47,740
	\$200M or more	83	\$46,960	\$41,780	\$44,890	\$51,270	\$60,280
By number of members	1 - 999	0					
	1,000 - 1,999	2	*	*	*	*	*
	2,000 - 4,999	0					
	5,000 - 9,999	8	\$41,230	\$37,020	\$42,370	\$44,550	*
	10,000 - 19,999	24	\$43,050	\$36,700	\$42,910	\$46,780	\$48,180
	20,000 - 39,999	21	\$44,350	\$40,400	\$42,290	\$46,810	\$53,400
	40,000 - 49,999	10	\$45,790	\$38,780	\$42,000	\$46,720	\$64,970
	50,000 - 59,999	0					
	60,000 or more	47	\$47,600	\$42,110	\$45,060	\$51,610	\$60,280
Number of branch offices	1	4	*	*	*	*	*
	2	7	\$39,290	\$34,560	\$39,730	\$44,400	*
	3	8	\$41,430	\$37,440	\$39,120	\$46,370	\$50,920
	4	9	\$43,030	\$41,600	\$43,200	\$46,520	\$47,070
	5 or more	90	\$46,690	\$41,780	\$44,860	\$51,000	\$60,280

\* Insufficient data

**Table 42 - 2  
Incentives and Bonuses  
Consumer Loan Processor / Clerk**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		115	87%	93	\$2,780
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 \$50M	0		0	
	\$50M to \$100M	7	88%	6	\$660
	\$100M to \$200M	13	77%	10	\$1,980
	\$200M to \$500M	26	74%	19	\$2,210
	\$500M to \$1B	24	83%	22	\$3,460
	\$1B to \$3B	31	95%	26	\$2,960
\$3B or more	12	86%	9	\$2,340	
By region	New England	5	96%	5	\$3,420
	Middle Atlantic	5	93%	4	\$2,520
	East North Central	29	77%	22	\$1,670
	West North Central	8	73%	7	\$2,450
	South Atlantic	12	99%	12	\$4,400
	East South Central	8	70%	6	\$4,710
	West South Central	12	100%	11	\$2,530
	Mountain Pacific	10 24	92% 84%	7 20	\$2,170 \$2,690
By number of full-time employees	1	0		0	
	2 - 4	2	100%	2	*
	5 - 9	0		0	
	10 - 49	21	77%	16	\$1,590
	50 - 99	25	75%	19	\$1,820
	100 or more	67	90%	56	\$3,020
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	1	100%	1	*
	13 - 20	112	87%	91	\$2,770
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	2	100%	2	*
	\$5M to \$20M	0		0	
	\$20M to \$50M	3	67%	2	*
	\$50M to \$100M	7	74%	6	\$780
	\$100M to \$200M	24	74%	17	\$2,520
	\$200M or more	79	89%	67	\$2,860
By number of members	1 - 999	0		0	
	1,000 - 1,999	2	100%	2	*
	2,000 - 4,999	0		0	
	5,000 - 9,999	8	56%	5	\$680
	10,000 - 19,999	24	81%	19	\$1,870
	20,000 - 39,999	20	83%	17	\$2,780
	40,000 - 49,999	10	71%	7	\$2,520
	50,000 - 59,999 60,000 or more	0 44	 92%	0 36	 \$2,860
Number of branch offices	1	4	100%	4	*
	2	7	93%	6	\$810
	3	8	62%	5	\$1,660
	4	9	97%	9	\$2,950
	5 or more	86	86%	69	\$2,880

\* Insufficient data

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

**Table 42 - 3**  
**Total Cash Compensation**  
**Consumer Loan Processor / Clerk**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	119	\$48,480	\$42,820	\$47,210	\$52,590	\$59,640
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	0					
\$50M to \$100M	7	\$40,920	\$33,570	\$39,920	\$43,480	*
\$100M to \$200M	13	\$43,920	\$37,200	\$45,600	\$48,950	\$49,230
\$200M to \$500M	27	\$44,540	\$40,420	\$43,400	\$47,800	\$50,940
\$500M to \$1B	27	\$49,340	\$42,000	\$47,520	\$55,750	\$63,000
\$1B to \$3B	32	\$49,100	\$44,350	\$47,640	\$54,270	\$62,300
\$3B or more	12	\$51,010	\$42,820	\$45,080	\$55,410	\$65,410
By region						
New England	5	\$51,880	\$46,820	\$47,330	\$56,100	*
Middle Atlantic	6	\$49,070	\$47,640	\$47,640	\$50,630	*
East North Central	29	\$43,480	\$41,530	\$44,300	\$45,320	\$47,320
West North Central	9	\$45,670	\$40,980	\$42,180	\$49,960	\$57,690
South Atlantic	13	\$51,360	\$46,410	\$52,590	\$55,270	\$59,640
East South Central	8	\$47,870	\$39,150	\$47,820	\$57,430	\$58,390
West South Central	14	\$43,250	\$40,400	\$42,820	\$45,390	\$53,700
Mountain	11	\$51,100	\$44,470	\$49,190	\$55,750	\$65,410
Pacific	24	\$55,250	\$47,960	\$54,530	\$62,300	\$64,360
By number of full-time employees						
1	0					
2 - 4	2	*	*	*	*	*
5 - 9	0					
10 - 49	21	\$43,340	\$38,960	\$43,560	\$48,390	\$49,460
50 - 99	25	\$46,140	\$41,910	\$46,380	\$49,430	\$54,980
100 or more	71	\$49,280	\$42,820	\$47,320	\$54,530	\$62,300
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	2	*	*	*	*	*
11 - 12	1	*	*	*	*	*
13 - 20	116	\$48,460	\$42,750	\$47,140	\$52,590	\$60,040
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	2	*	*	*	*	*
\$5M to \$20M	0					
\$20M to \$50M	3	*	*	*	*	*
\$50M to \$100M	7	\$40,290	\$37,080	\$39,560	\$44,410	*
\$100M to \$200M	24	\$43,980	\$40,130	\$44,610	\$48,790	\$49,190
\$200M or more	83	\$49,200	\$42,820	\$47,330	\$53,880	\$62,300
By number of members						
1 - 999	0					
1,000 - 1,999	2	*	*	*	*	*
2,000 - 4,999	0					
5,000 - 9,999	8	\$41,610	\$38,160	\$42,900	\$44,550	*
10,000 - 19,999	24	\$44,550	\$40,050	\$43,640	\$48,780	\$50,300
20,000 - 39,999	21	\$46,350	\$41,910	\$43,760	\$50,930	\$55,600
40,000 - 49,999	10	\$47,570	\$39,530	\$43,630	\$48,160	\$68,860
50,000 - 59,999	0					
60,000 or more	47	\$49,840	\$44,100	\$47,440	\$54,970	\$62,300
Number of branch offices						
1	4	*	*	*	*	*
2	7	\$40,040	\$35,240	\$41,280	\$45,250	*
3	8	\$42,350	\$38,830	\$41,160	\$46,370	\$50,920
4	9	\$45,900	\$43,270	\$45,600	\$49,280	\$53,700
5 or more	90	\$48,890	\$42,820	\$47,330	\$53,030	\$62,300

\* 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**  
**Consumer Loan Processor / Clerk**

		N	average minimum	average midpoint	average maximum
Overall		93	\$37,900	\$47,320	\$56,730
By credit union asset size					
	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	2	*	*	*
	\$100M to \$200M	8	\$35,760	\$44,130	\$52,490
	\$200M to \$500M	21	\$36,310	\$44,450	\$52,590
	\$500M to \$1B	23	\$37,690	\$48,160	\$58,630
	\$1B to \$3B	29	\$37,820	\$47,630	\$57,440
	\$3B or more	11	\$43,820	\$54,170	\$64,510

\* 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 assess 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 43 - 1**  
**Salaries**  
**Mortgage Loan Officer II / Sr.**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	115	\$63,760	\$50,890	\$65,330	\$75,860	\$78,430
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	2	*	*	*	*	*
\$50M to \$100M	14	\$57,550	\$48,060	\$52,140	\$64,200	\$78,020
\$100M to \$200M	20	\$58,580	\$51,640	\$60,250	\$69,160	\$72,120
\$200M to \$500M	33	\$63,450	\$56,600	\$63,500	\$69,910	\$76,950
\$500M to \$1B	18	\$59,310	\$43,820	\$56,950	\$76,760	\$86,390
\$1B to \$3B	18	\$55,600	\$39,000	\$50,280	\$70,560	\$72,950
\$3B or more	9	\$78,660	\$75,690	\$77,310	\$77,310	\$80,870
By region						
New England	6	\$74,900	\$64,230	\$71,150	\$89,250	*
Middle Atlantic	6	\$64,140	\$62,150	\$65,220	\$65,330	*
East North Central	33	\$57,840	\$38,060	\$64,440	\$72,500	\$76,120
West North Central	16	\$56,230	\$43,130	\$54,640	\$67,100	\$71,810
South Atlantic	13	\$70,330	\$64,150	\$77,310	\$77,310	\$77,310
East South Central	6	\$58,920	\$47,350	\$61,890	\$63,640	*
West South Central	10	\$60,940	\$50,210	\$58,240	\$72,160	\$79,040
Mountain	8	\$53,660	\$47,830	\$56,950	\$59,190	\$67,420
Pacific	17	\$82,270	\$70,170	\$74,620	\$87,850	\$121,050
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	4	*	*	*	*	*
10 - 49	36	\$58,800	\$50,380	\$60,180	\$67,100	\$71,830
50 - 99	27	\$63,980	\$56,860	\$63,760	\$70,890	\$76,340
100 or more	48	\$64,710	\$48,010	\$70,560	\$77,310	\$80,630
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	5	\$54,860	\$47,980	\$51,530	\$63,450	*
13 - 20	109	\$63,940	\$51,540	\$65,640	\$76,320	\$78,430
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	1	*	*	*	*	*
\$20M to \$50M	11	\$60,300	\$50,620	\$60,080	\$72,780	\$73,270
\$50M to \$100M	15	\$58,860	\$48,150	\$60,210	\$63,750	\$83,270
\$100M to \$200M	22	\$59,420	\$55,020	\$59,210	\$67,100	\$70,000
\$200M or more	66	\$64,890	\$49,390	\$70,000	\$77,310	\$79,880
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	9	\$60,600	\$48,880	\$63,300	\$72,930	*
5,000 - 9,999	10	\$55,010	\$47,830	\$50,940	\$58,730	\$88,370
10,000 - 19,999	31	\$61,440	\$56,160	\$64,450	\$69,160	\$72,500
20,000 - 39,999	22	\$59,210	\$54,640	\$58,300	\$69,840	\$78,430
40,000 - 49,999	8	\$61,230	\$48,010	\$59,120	\$80,420	\$87,020
50,000 - 59,999	0					
60,000 or more	31	\$66,320	\$47,170	\$72,160	\$77,310	\$80,870
Number of branch offices						
1	8	\$67,380	\$63,260	\$67,100	\$72,930	*
2	8	\$54,480	\$37,120	\$59,580	\$68,720	*
3	17	\$61,180	\$55,110	\$60,630	\$68,900	\$76,600
4	13	\$61,510	\$55,370	\$58,000	\$69,670	\$70,850
5 or more	68	\$64,370	\$48,360	\$68,390	\$77,310	\$79,790

\* Insufficient data

**Table 43 - 2  
Incentives and Bonuses  
Mortgage Loan Officer II / Sr.**

		% paid incentive and/or bonus		average incentive/ bonus	
		N		N	
Overall		113	72%	91	\$15,030
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 \$50M	2	100%	2	*
	\$50M to \$100M	14	76%	12	\$4,620
	\$100M to \$200M	20	85%	16	\$13,080
	\$200M to \$500M	33	91%	29	\$14,450
	\$500M to \$1B	16	71%	13	\$16,410
	\$1B to \$3B	18	87%	13	\$22,760
\$3B or more	9	38%	7	\$5,470	
By region	New England	6	85%	5	\$2,330
	Middle Atlantic	6	86%	4	\$9,350
	East North Central	33	81%	28	\$17,620
	West North Central	16	69%	13	\$16,020
	South Atlantic	12	22%	9	\$10,490
	East South Central	6	81%	3	\$10,750
	West South Central	10	96%	9	\$11,350
	Mountain Pacific	8 17	90% 87%	7 12	\$28,850 \$9,110
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	4	100%	4	*
	10 - 49	36	82%	30	\$10,390
	50 - 99	27	90%	22	\$9,720
	100 or more	46	66%	35	\$18,640
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	5	89%	5	\$2,500
	13 - 20	107	72%	86	\$15,380
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	11	100%	11	\$2,000
	\$50M to \$100M	15	66%	11	\$5,950
	\$100M to \$200M	22	82%	17	\$16,950
	\$200M or more	64	70%	51	\$16,520
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	9	84%	8	\$1,840
	5,000 - 9,999	10	81%	8	\$5,580
	10,000 - 19,999	31	86%	25	\$12,510
	20,000 - 39,999	21	81%	19	\$13,570
	40,000 - 49,999	7	100%	7	\$20,570
	50,000 - 59,999 60,000 or more	0 30	 63%	0 21	 \$17,480
Number of branch offices	1	8	77%	6	\$3,270
	2	8	83%	7	\$10,110
	3	17	86%	14	\$7,410
	4	13	96%	13	\$14,230
	5 or more	66	69%	51	\$16,990

\* Insufficient data

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



**Table 43 - 3**  
**Total Cash Compensation**  
**Mortgage Loan Officer II / Sr.**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	115	\$73,190	\$61,760	\$75,690	\$81,010	\$95,130
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	2	*	*	*	*	*
\$50M to \$100M	14	\$61,090	\$49,900	\$60,950	\$71,050	\$84,890
\$100M to \$200M	20	\$68,130	\$60,220	\$68,450	\$74,040	\$77,390
\$200M to \$500M	33	\$76,560	\$63,700	\$73,180	\$84,840	\$101,020
\$500M to \$1B	18	\$69,840	\$47,320	\$64,240	\$89,530	\$95,480
\$1B to \$3B	18	\$70,020	\$43,130	\$68,390	\$82,840	\$95,020
\$3B or more	9	\$80,590	\$75,690	\$77,310	\$77,310	\$86,200
By region						
New England	6	\$76,720	\$67,300	\$73,400	\$92,190	*
Middle Atlantic	6	\$72,230	\$63,450	\$77,090	\$77,090	*
East North Central	33	\$68,380	\$39,150	\$74,040	\$81,380	\$86,900
West North Central	16	\$67,360	\$47,920	\$67,030	\$73,750	\$108,040
South Atlantic	13	\$72,520	\$68,730	\$77,310	\$77,310	\$77,310
East South Central	6	\$66,050	\$47,780	\$68,190	\$82,580	*
West South Central	10	\$71,090	\$58,440	\$76,160	\$82,910	\$92,140
Mountain	8	\$79,640	\$61,760	\$82,850	\$96,280	\$97,130
Pacific	17	\$89,520	\$73,710	\$79,880	\$90,420	\$133,520
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	4	*	*	*	*	*
10 - 49	36	\$67,290	\$55,940	\$65,320	\$74,230	\$85,520
50 - 99	27	\$72,090	\$61,760	\$70,000	\$81,850	\$87,500
100 or more	48	\$74,770	\$62,070	\$77,090	\$82,840	\$96,910
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	5	\$57,090	\$49,900	\$52,910	\$66,040	*
13 - 20	109	\$73,570	\$61,760	\$75,690	\$81,380	\$95,480
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	1	*	*	*	*	*
\$20M to \$50M	11	\$62,300	\$51,410	\$62,350	\$73,780	\$75,300
\$50M to \$100M	15	\$62,780	\$51,000	\$62,670	\$70,750	\$84,730
\$100M to \$200M	22	\$71,960	\$62,850	\$70,190	\$74,990	\$91,090
\$200M or more	66	\$74,670	\$62,070	\$77,090	\$82,840	\$95,480
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	9	\$62,160	\$50,380	\$64,250	\$73,780	*
5,000 - 9,999	10	\$59,540	\$47,900	\$54,110	\$64,430	\$91,190
10,000 - 19,999	31	\$71,530	\$64,330	\$70,020	\$79,000	\$87,500
20,000 - 39,999	22	\$70,080	\$60,110	\$65,910	\$83,530	\$104,210
40,000 - 49,999	8	\$79,500	\$62,620	\$65,210	\$89,900	\$143,270
50,000 - 59,999	0					
60,000 or more	31	\$74,790	\$64,830	\$77,090	\$81,380	\$93,170
Number of branch offices						
1	8	\$69,910	\$64,310	\$72,500	\$74,240	*
2	8	\$62,920	\$50,620	\$63,300	\$75,440	*
3	17	\$66,690	\$58,690	\$66,400	\$70,000	\$82,510
4	13	\$75,210	\$59,800	\$71,180	\$82,290	\$122,100
5 or more	68	\$74,210	\$61,880	\$76,850	\$82,840	\$95,480

\* 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**  
**Mortgage Loan Officer II / Sr.**

		N	average minimum	average midpoint	average maximum
Overall		73	\$50,820	\$63,220	\$75,610
By credit union asset size					
	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	7	\$46,600	\$56,540	\$66,480
	\$100M to \$200M	10	\$44,760	\$54,650	\$64,540
	\$200M to \$500M	23	\$47,710	\$59,380	\$71,060
	\$500M to \$1B	11	\$51,470	\$64,820	\$78,180
	\$1B to \$3B	15	\$51,230	\$64,440	\$77,650
	\$3B or more	8	\$68,850	\$85,510	\$102,170

\* 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, assess, process, and document all required forms and related documentation for real-estate loans. Approve or deny loan applications based on assessment 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.
- 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 44 - 1**  
**Salaries**  
**Mortgage Loan Officer I**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	162	\$53,560	\$48,950	\$55,850	\$58,980	\$65,940
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	4	*	*	*	*	*
\$50M to \$100M	12	\$58,330	\$48,020	\$57,730	\$69,140	\$74,300
\$100M to \$200M	37	\$51,490	\$46,720	\$51,270	\$55,610	\$60,560
\$200M to \$500M	38	\$51,500	\$46,630	\$51,020	\$55,260	\$61,970
\$500M to \$1B	30	\$57,240	\$49,400	\$58,000	\$65,500	\$70,900
\$1B to \$3B	28	\$50,830	\$39,870	\$50,950	\$59,370	\$77,770
\$3B or more	15	\$54,440	\$55,850	\$55,850	\$58,190	\$62,900
By region						
New England	8	\$69,420	\$60,610	\$65,500	\$78,960	\$93,870
Middle Atlantic	9	\$56,810	\$46,490	\$52,090	\$77,280	\$78,930
East North Central	47	\$50,470	\$46,300	\$51,070	\$58,250	\$60,910
West North Central	21	\$52,370	\$44,670	\$51,420	\$58,980	\$65,040
South Atlantic	18	\$54,570	\$55,850	\$55,850	\$55,850	\$59,290
East South Central	9	\$49,910	\$40,000	\$44,960	\$58,750	\$68,060
West South Central	18	\$52,830	\$49,890	\$52,000	\$53,330	\$68,470
Mountain	12	\$54,520	\$39,870	\$50,430	\$69,160	\$78,200
Pacific	20	\$52,040	\$33,210	\$52,880	\$63,170	\$68,980
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	2	*	*	*	*	*
10 - 49	45	\$53,930	\$49,060	\$52,000	\$58,060	\$65,500
50 - 99	44	\$50,930	\$46,300	\$50,820	\$54,940	\$62,110
100 or more	71	\$53,970	\$50,000	\$55,850	\$59,290	\$68,060
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	3	*	*	*	*	*
13 - 20	158	\$53,620	\$49,000	\$55,850	\$59,160	\$66,130
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	1	*	*	*	*	*
\$20M to \$50M	8	\$51,700	\$48,660	\$52,000	\$57,090	*
\$50M to \$100M	22	\$55,080	\$49,790	\$52,210	\$61,090	\$70,900
\$100M to \$200M	35	\$50,560	\$46,250	\$50,770	\$54,940	\$60,560
\$200M or more	96	\$53,810	\$49,320	\$55,850	\$59,290	\$66,140
By number of members						
1 - 999	0					
1,000 - 1,999	1	*	*	*	*	*
2,000 - 4,999	7	\$58,710	\$50,150	\$57,020	\$58,120	*
5,000 - 9,999	15	\$55,770	\$45,750	\$52,080	\$65,900	\$71,510
10,000 - 19,999	40	\$51,240	\$46,620	\$51,270	\$54,940	\$60,560
20,000 - 39,999	33	\$51,740	\$46,180	\$50,620	\$54,610	\$64,530
40,000 - 49,999	7	\$55,120	\$52,120	\$55,690	\$59,690	\$61,450
50,000 - 59,999	0					
60,000 or more	51	\$53,910	\$50,000	\$55,850	\$59,290	\$67,480
Number of branch offices						
1	11	\$54,430	\$49,470	\$52,000	\$58,000	\$70,860
2	10	\$54,990	\$48,940	\$56,210	\$63,000	\$65,280
3	16	\$50,760	\$46,300	\$50,220	\$52,520	\$57,890
4	19	\$48,170	\$41,560	\$50,420	\$52,860	\$53,600
5 or more	106	\$53,940	\$49,900	\$55,850	\$59,290	\$67,610

\* Insufficient data

**Table 44 - 2  
Incentives and Bonuses  
Mortgage Loan Officer I**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		158	66%	121	\$15,810
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 \$50M	4	50%	1	*
	\$50M to \$100M	12	92%	11	\$3,890
	\$100M to \$200M	36	84%	28	\$8,930
	\$200M to \$500M	37	83%	29	\$14,420
	\$500M to \$1B	28	87%	24	\$10,140
	\$1B to \$3B	27	88%	20	\$21,840
\$3B or more	15	34%	9	\$19,940	
By region	New England	8	77%	6	\$3,500
	Middle Atlantic	8	70%	7	\$11,320
	East North Central	47	89%	36	\$21,940
	West North Central	21	83%	16	\$21,070
	South Atlantic	17	31%	13	\$18,410
	East South Central	9	79%	6	\$17,510
	West South Central	17	98%	14	\$11,210
	Mountain Pacific	12 20	94% 57%	10 13	\$6,590 \$7,710
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	2	0%	0	
	10 - 49	44	86%	36	\$6,890
	50 - 99	43	84%	34	\$13,700
	100 or more	68	60%	52	\$17,910
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	100%	3	*
	13 - 20	154	65%	118	\$15,990
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	8	75%	6	\$2,810
	\$50M to \$100M	21	79%	16	\$5,630
	\$100M to \$200M	35	84%	27	\$8,270
	\$200M or more	93	63%	71	\$17,870
By number of members	1 - 999	0		0	
	1,000 - 1,999	1	100%	1	*
	2,000 - 4,999	7	66%	5	\$2,100
	5,000 - 9,999	15	79%	12	\$6,010
	10,000 - 19,999	39	86%	31	\$15,210
	20,000 - 39,999	33	86%	25	\$11,000
	40,000 - 49,999	7	77%	7	\$9,930
	50,000 - 59,999 60,000 or more	0 49	 56%	0 34	 \$19,640
Number of branch offices	1	10	74%	6	\$7,290
	2	10	100%	10	\$29,130
	3	16	93%	13	\$8,470
	4	19	95%	18	\$14,290
	5 or more	102	62%	75	\$16,120

\* Insufficient data

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

**Table 44 - 3**  
**Total Cash Compensation**  
**Mortgage Loan Officer I**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	162	\$62,830	\$54,600	\$56,330	\$69,940	\$88,010
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	4	*	*	*	*	*
\$50M to \$100M	12	\$61,920	\$49,190	\$58,750	\$72,180	\$86,080
\$100M to \$200M	37	\$58,220	\$50,470	\$54,950	\$62,000	\$77,740
\$200M to \$500M	38	\$62,560	\$49,970	\$55,620	\$65,100	\$79,690
\$500M to \$1B	30	\$64,990	\$56,480	\$64,130	\$72,270	\$82,910
\$1B to \$3B	28	\$66,440	\$41,640	\$61,760	\$80,500	\$112,420
\$3B or more	15	\$61,050	\$55,850	\$55,850	\$64,240	\$88,010
By region						
New England	8	\$72,030	\$63,010	\$67,460	\$81,640	\$93,870
Middle Atlantic	9	\$64,120	\$51,930	\$57,950	\$78,930	\$79,000
East North Central	47	\$66,540	\$54,000	\$60,000	\$76,000	\$102,750
West North Central	21	\$68,400	\$49,340	\$58,980	\$75,230	\$93,980
South Atlantic	18	\$60,180	\$55,850	\$55,850	\$61,660	\$88,010
East South Central	9	\$63,780	\$47,830	\$54,810	\$72,270	\$121,580
West South Central	18	\$61,510	\$51,240	\$56,090	\$68,540	\$83,500
Mountain	12	\$59,950	\$41,640	\$54,220	\$80,500	\$80,500
Pacific	20	\$56,320	\$33,650	\$56,000	\$68,300	\$76,560
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	2	*	*	*	*	*
10 - 49	45	\$59,370	\$51,140	\$56,330	\$62,070	\$85,350
50 - 99	44	\$61,630	\$49,900	\$55,250	\$67,210	\$74,640
100 or more	71	\$63,500	\$55,850	\$56,930	\$73,280	\$93,870
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	3	*	*	*	*	*
13 - 20	158	\$62,950	\$54,600	\$56,330	\$70,570	\$88,010
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	1	*	*	*	*	*
\$20M to \$50M	8	\$53,800	\$49,070	\$56,550	\$57,880	*
\$50M to \$100M	22	\$59,220	\$51,000	\$56,330	\$63,840	\$75,510
\$100M to \$200M	35	\$56,890	\$47,840	\$54,670	\$59,970	\$75,120
\$200M or more	96	\$63,770	\$55,850	\$56,930	\$72,270	\$93,870
By number of members						
1 - 999	0					
1,000 - 1,999	1	*	*	*	*	*
2,000 - 4,999	7	\$60,080	\$51,380	\$57,970	\$59,910	*
5,000 - 9,999	15	\$60,540	\$51,000	\$58,800	\$70,860	\$84,280
10,000 - 19,999	40	\$63,050	\$49,060	\$54,970	\$62,000	\$95,000
20,000 - 39,999	33	\$60,670	\$49,840	\$57,010	\$69,840	\$82,270
40,000 - 49,999	7	\$62,740	\$58,580	\$59,690	\$66,570	\$75,940
50,000 - 59,999	0					
60,000 or more	51	\$63,390	\$55,850	\$55,850	\$73,570	\$93,870
Number of branch offices						
1	11	\$58,310	\$49,470	\$56,430	\$62,330	\$85,250
2	10	\$84,130	\$50,050	\$58,620	\$91,260	\$217,700
3	16	\$57,890	\$51,660	\$57,030	\$62,770	\$73,810
4	19	\$61,740	\$46,110	\$54,000	\$68,710	\$103,330
5 or more	106	\$62,730	\$55,770	\$56,120	\$70,990	\$88,010

\* 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  
Mortgage Loan Officer I**

		N	average minimum	average midpoint	average maximum
Overall		116	\$46,250	\$57,550	\$68,850
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	7	\$43,360	\$54,130	\$64,910
	\$100M to \$200M	23	\$42,950	\$52,520	\$62,100
	\$200M to \$500M	29	\$45,340	\$56,380	\$67,420
	\$500M to \$1B	24	\$47,850	\$59,870	\$71,890
	\$1B to \$3B	22	\$46,140	\$58,240	\$70,330
	\$3B or more	12	\$53,450	\$66,090	\$78,730

\* 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 assess financial information on members for the purpose of 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**

- Review and process mortgage loan applications and 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 identify 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 flood certification to identify if property is or is not in a flood zone.
- Perform various preliminary reviews on loan files such as title reports, flood determinations, hazard binders and appraisals.
- Order title work from attorney.
- 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 45 - 1**  
**Salaries**  
**Mortgage Loan Processor / Clerk**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	194	\$49,470	\$44,240	\$49,020	\$54,070	\$59,400
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	1	*	*	*	*	*
\$50M to \$100M	14	\$42,220	\$37,580	\$40,950	\$45,880	\$54,600
\$100M to \$200M	21	\$42,520	\$38,910	\$41,160	\$46,780	\$49,120
\$200M to \$500M	53	\$44,550	\$40,150	\$43,400	\$48,000	\$51,650
\$500M to \$1B	41	\$48,660	\$44,280	\$48,610	\$52,930	\$56,820
\$1B to \$3B	45	\$49,730	\$45,350	\$49,730	\$54,080	\$59,400
\$3B or more	16	\$54,040	\$49,190	\$53,600	\$57,740	\$62,830
By region						
New England	10	\$50,180	\$44,810	\$51,620	\$54,080	\$57,010
Middle Atlantic	12	\$48,860	\$46,640	\$49,190	\$52,460	\$56,300
East North Central	56	\$47,610	\$43,920	\$47,190	\$52,940	\$54,810
West North Central	20	\$48,510	\$43,120	\$46,870	\$54,250	\$57,600
South Atlantic	19	\$49,670	\$45,500	\$50,650	\$51,390	\$57,000
East South Central	10	\$43,420	\$39,520	\$44,060	\$46,670	\$46,850
West South Central	24	\$46,690	\$42,380	\$45,000	\$50,770	\$52,930
Mountain	16	\$49,210	\$42,550	\$47,430	\$54,780	\$65,410
Pacific	26	\$57,540	\$52,920	\$58,000	\$62,830	\$62,830
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	40	\$44,230	\$38,980	\$44,320	\$48,430	\$51,490
50 - 99	52	\$44,300	\$39,320	\$42,970	\$48,000	\$55,780
100 or more	102	\$50,750	\$46,110	\$49,900	\$54,910	\$61,530
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	2	*	*	*	*	*
11 - 12	8	\$47,510	\$45,500	\$48,740	\$49,350	*
13 - 20	184	\$49,560	\$44,240	\$49,140	\$54,080	\$59,400
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	2	*	*	*	*	*
\$20M to \$50M	8	\$39,380	\$34,170	\$40,950	\$42,400	*
\$50M to \$100M	14	\$45,510	\$41,320	\$45,860	\$49,210	\$55,000
\$100M to \$200M	37	\$44,060	\$39,950	\$42,960	\$48,000	\$51,650
\$200M or more	133	\$50,140	\$44,870	\$49,850	\$54,810	\$60,400
By number of members						
1 - 999	0					
1,000 - 1,999	1	*	*	*	*	*
2,000 - 4,999	3	*	*	*	*	*
5,000 - 9,999	19	\$42,410	\$37,890	\$41,760	\$46,200	\$52,600
10,000 - 19,999	34	\$43,850	\$40,000	\$42,950	\$48,000	\$51,650
20,000 - 39,999	45	\$46,090	\$40,180	\$46,080	\$50,620	\$55,070
40,000 - 49,999	14	\$45,940	\$42,620	\$44,810	\$51,640	\$54,080
50,000 - 59,999	0					
60,000 or more	65	\$51,290	\$46,130	\$50,650	\$56,720	\$61,720
Number of branch offices						
1	6	\$45,930	\$43,550	\$45,660	\$49,120	*
2	16	\$45,880	\$41,440	\$44,880	\$55,980	\$57,260
3	15	\$44,110	\$40,000	\$42,250	\$48,740	\$56,630
4	17	\$44,230	\$40,110	\$44,250	\$48,580	\$50,670
5 or more	141	\$50,020	\$44,810	\$49,660	\$54,810	\$60,400

\* Insufficient data

**Table 45 - 2  
Incentives and Bonuses  
Mortgage Loan Processor / Clerk**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		188	84%	149	\$3,660
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 \$50M	1	100%	1	*
	\$50M to \$100M	14	70%	11	\$1,020
	\$100M to \$200M	21	84%	18	\$3,110
	\$200M to \$500M	52	85%	41	\$5,010
	\$500M to \$1B	39	84%	30	\$4,230
	\$1B to \$3B	43	93%	36	\$3,410
\$3B or more	16	72%	10	\$3,160	
By region	New England	10	96%	9	\$2,640
	Middle Atlantic	12	78%	9	\$2,260
	East North Central	56	78%	42	\$3,250
	West North Central	20	75%	17	\$4,260
	South Atlantic	17	90%	15	\$3,860
	East South Central	10	67%	7	\$5,600
	West South Central	23	96%	20	\$4,640
	Mountain Pacific	15 26	96% 87%	12 20	\$4,760 \$2,920
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	40	77%	31	\$1,890
	50 - 99	51	86%	42	\$4,520
	100 or more	97	84%	76	\$3,640
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	2	67%	1	*
	11 - 12	7	88%	6	\$9,430
	13 - 20	179	84%	142	\$3,540
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	8	82%	7	\$1,240
	\$50M to \$100M	14	74%	11	\$1,930
	\$100M to \$200M	37	80%	30	\$2,650
	\$200M or more	127	84%	100	\$3,830
By number of members	1 - 999	0		0	
	1,000 - 1,999	1	100%	1	*
	2,000 - 4,999	3	63%	2	*
	5,000 - 9,999	19	77%	16	\$1,120
	10,000 - 19,999	34	85%	28	\$5,140
	20,000 - 39,999	44	83%	34	\$4,200
	40,000 - 49,999	14	73%	11	\$3,010
	50,000 - 59,999 60,000 or more	0 60	 84%	0 47	 \$3,290
Number of branch offices	1	6	100%	6	\$2,240
	2	16	82%	12	\$11,110
	3	15	84%	12	\$2,570
	4	17	89%	14	\$4,820
	5 or more	135	84%	105	\$3,300

\* Insufficient data

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

**Table 45 - 3**  
**Total Cash Compensation**  
**Mortgage Loan Processor / Clerk**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	194	\$52,310	\$46,820	\$52,440	\$57,600	\$63,850
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	1	*	*	*	*	*
\$50M to \$100M	14	\$42,940	\$37,770	\$41,540	\$46,650	\$54,730
\$100M to \$200M	21	\$45,130	\$38,960	\$43,960	\$51,810	\$53,790
\$200M to \$500M	53	\$48,680	\$42,800	\$48,920	\$52,540	\$61,750
\$500M to \$1B	41	\$51,830	\$47,190	\$52,550	\$54,610	\$59,380
\$1B to \$3B	45	\$52,570	\$46,850	\$51,240	\$57,230	\$62,400
\$3B or more	16	\$56,170	\$52,800	\$55,300	\$62,240	\$64,920
By region						
New England	10	\$52,720	\$46,950	\$53,220	\$57,870	\$59,340
Middle Atlantic	12	\$50,620	\$49,690	\$51,260	\$52,720	\$56,300
East North Central	56	\$49,900	\$44,930	\$50,810	\$53,600	\$57,480
West North Central	20	\$51,590	\$47,230	\$52,270	\$57,600	\$59,380
South Atlantic	19	\$52,890	\$49,040	\$54,080	\$56,200	\$62,240
East South Central	10	\$47,180	\$40,580	\$50,210	\$52,580	\$53,910
West South Central	24	\$50,640	\$46,100	\$46,900	\$53,990	\$61,690
Mountain	16	\$52,570	\$45,290	\$51,200	\$58,980	\$65,410
Pacific	26	\$60,090	\$56,190	\$60,020	\$64,530	\$64,920
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	40	\$45,680	\$39,810	\$45,510	\$51,410	\$54,690
50 - 99	52	\$48,110	\$41,150	\$48,370	\$52,540	\$61,400
100 or more	102	\$53,520	\$48,150	\$53,000	\$57,610	\$63,850
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	2	*	*	*	*	*
11 - 12	8	\$55,130	\$45,850	\$61,690	\$63,580	*
13 - 20	184	\$52,300	\$46,850	\$52,440	\$57,590	\$63,850
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	2	*	*	*	*	*
\$20M to \$50M	8	\$40,410	\$34,730	\$41,450	\$43,970	*
\$50M to \$100M	14	\$46,940	\$43,760	\$46,430	\$53,300	\$55,000
\$100M to \$200M	37	\$46,120	\$40,690	\$44,310	\$50,400	\$54,600
\$200M or more	133	\$53,110	\$47,600	\$52,620	\$57,620	\$63,850
By number of members						
1 - 999	0					
1,000 - 1,999	1	*	*	*	*	*
2,000 - 4,999	3	*	*	*	*	*
5,000 - 9,999	19	\$43,260	\$38,740	\$43,480	\$47,100	\$53,370
10,000 - 19,999	34	\$48,110	\$41,260	\$49,240	\$53,620	\$61,750
20,000 - 39,999	45	\$49,530	\$43,590	\$50,320	\$53,000	\$58,540
40,000 - 49,999	14	\$48,070	\$44,990	\$47,150	\$51,800	\$59,340
50,000 - 59,999	0					
60,000 or more	65	\$53,730	\$48,630	\$53,270	\$57,780	\$63,850
Number of branch offices						
1	6	\$48,170	\$44,110	\$47,460	\$53,620	*
2	16	\$55,000	\$43,330	\$54,750	\$61,750	\$83,440
3	15	\$46,100	\$40,560	\$45,560	\$50,930	\$57,350
4	17	\$48,550	\$40,640	\$48,890	\$52,000	\$65,540
5 or more	141	\$52,550	\$47,230	\$52,580	\$57,600	\$63,850

\* 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**  
**Mortgage Loan Processor / Clerk**

		N	average minimum	average midpoint	average maximum
Overall		142	\$39,000	\$49,160	\$59,330
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	5	\$37,000	\$42,480	\$47,960
	\$100M to \$200M	12	\$36,250	\$44,410	\$52,560
	\$200M to \$500M	37	\$37,740	\$46,710	\$55,670
	\$500M to \$1B	33	\$39,260	\$49,600	\$59,930
	\$1B to \$3B	40	\$39,560	\$51,280	\$63,010
	\$3B or more	15	\$42,820	\$54,490	\$66,150

\* 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 identify 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 46 - 1**  
**Salaries**  
**Collector / Adjuster**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		240	\$48,490	\$43,080	\$47,670	\$53,200	\$57,050
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	12	\$42,690	\$37,990	\$41,980	\$49,520	\$54,620
	\$50M to \$100M	37	\$46,890	\$39,590	\$47,150	\$53,170	\$57,380
	\$100M to \$200M	42	\$45,630	\$38,640	\$44,670	\$49,640	\$54,810
	\$200M to \$500M	49	\$46,290	\$41,760	\$44,370	\$51,260	\$57,770
	\$500M to \$1B	40	\$47,190	\$41,720	\$46,930	\$51,640	\$56,040
	\$1B to \$3B	39	\$48,680	\$44,250	\$48,690	\$53,610	\$56,570
\$3B or more	20	\$51,250	\$46,500	\$51,770	\$54,500	\$57,480	
By region	New England	13	\$51,690	\$45,220	\$52,990	\$56,720	\$61,910
	Middle Atlantic	19	\$49,880	\$46,500	\$48,700	\$54,910	\$60,190
	East North Central	57	\$47,830	\$43,340	\$48,040	\$51,770	\$53,740
	West North Central	17	\$47,090	\$42,770	\$45,920	\$48,490	\$56,550
	South Atlantic	32	\$46,480	\$41,000	\$47,040	\$50,120	\$54,160
	East South Central	18	\$40,960	\$34,760	\$40,000	\$44,710	\$47,890
	West South Central	31	\$46,950	\$41,720	\$47,060	\$51,000	\$57,000
	Mountain	17	\$46,870	\$41,150	\$45,960	\$50,960	\$53,990
Pacific	35	\$57,410	\$53,080	\$56,420	\$58,760	\$72,670	
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	7	\$43,570	\$36,020	\$44,750	\$53,430	*
	10 - 49	88	\$47,070	\$40,710	\$47,180	\$52,530	\$56,460
	50 - 99	42	\$46,870	\$41,380	\$46,130	\$51,260	\$59,590
	100 or more	101	\$49,050	\$43,960	\$47,890	\$53,580	\$57,050
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	1	*	*	*	*	*
	9 - 10	8	\$41,510	\$35,170	\$37,240	\$48,740	*
	11 - 12	11	\$46,600	\$43,670	\$48,500	\$48,520	\$54,250
	13 - 20	220	\$48,420	\$42,760	\$47,440	\$53,580	\$57,480
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	8	\$41,750	\$35,000	\$40,520	\$48,940	*
	\$20M to \$50M	31	\$44,850	\$38,980	\$43,160	\$52,530	\$54,820
	\$50M to \$100M	32	\$48,960	\$43,230	\$48,680	\$53,330	\$62,030
	\$100M to \$200M	46	\$45,540	\$39,770	\$44,410	\$49,000	\$54,520
	\$200M or more	123	\$49,100	\$43,960	\$48,040	\$53,580	\$57,220
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	18	\$44,640	\$39,160	\$44,730	\$51,030	\$54,790
	5,000 - 9,999	37	\$46,890	\$40,620	\$47,410	\$52,130	\$54,980
	10,000 - 19,999	56	\$46,940	\$39,690	\$44,460	\$52,670	\$58,660
	20,000 - 39,999	35	\$47,310	\$42,000	\$45,550	\$51,350	\$57,880
	40,000 - 49,999	15	\$44,960	\$41,600	\$42,240	\$46,900	\$56,820
	50,000 - 59,999	0					
	60,000 or more	66	\$49,550	\$44,360	\$48,500	\$53,580	\$57,000
Number of branch offices	1	24	\$50,240	\$51,770	\$51,770	\$51,770	\$51,970
	2	32	\$48,090	\$42,570	\$48,040	\$53,510	\$54,830
	3	24	\$44,090	\$38,660	\$42,670	\$46,800	\$53,000
	4	26	\$47,120	\$42,240	\$47,480	\$52,120	\$58,250
	5 or more	133	\$48,680	\$43,740	\$47,440	\$53,610	\$57,480

\* Insufficient data

**Table 46 - 2  
Incentives and Bonuses  
Collector / Adjuster**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		232	88%	182	\$4,630
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 \$50M	12	70%	7	\$4,070
	\$50M to \$100M	36	85%	31	\$2,440
	\$100M to \$200M	41	83%	32	\$3,550
	\$200M to \$500M	47	78%	34	\$3,900
	\$500M to \$1B	36	91%	31	\$3,070
	\$1B to \$3B	38	93%	32	\$4,130
\$3B or more	20	87%	15	\$6,800	
By region	New England	13	89%	10	\$2,270
	Middle Atlantic	19	87%	14	\$3,060
	East North Central	56	89%	40	\$3,630
	West North Central	16	95%	13	\$3,010
	South Atlantic	30	83%	25	\$5,330
	East South Central	18	82%	14	\$10,630
	West South Central	29	95%	24	\$6,070
	Mountain Pacific	17 34	94% 80%	13 28	\$2,800 \$3,500
By number of full-time employees	1	0		0	
	2 - 4	1	100%	1	*
	5 - 9	7	87%	5	\$4,490
	10 - 49	87	77%	65	\$3,170
	50 - 99	41	83%	31	\$2,470
	100 or more	96	90%	80	\$5,160
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	1	100%	1	*
	9 - 10	8	71%	5	\$2,170
	11 - 12	11	95%	10	\$4,570
	13 - 20	212	87%	166	\$4,720
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	8	74%	5	*
	\$20M to \$50M	30	81%	23	\$1,900
	\$50M to \$100M	31	85%	25	\$2,920
	\$100M to \$200M	45	76%	31	\$3,140
	\$200M or more	118	90%	97	\$5,010
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	18	76%	13	\$3,490
	5,000 - 9,999	36	83%	29	\$2,520
	10,000 - 19,999	54	77%	39	\$3,100
	20,000 - 39,999	34	81%	27	\$3,220
	40,000 - 49,999	14	93%	13	\$5,060
	50,000 - 59,999	0		0	
	60,000 or more	63	90%	50	\$5,360
Number of branch offices	1	24	95%	19	\$3,620
	2	32	77%	22	\$2,980
	3	23	67%	16	\$2,270
	4	26	86%	21	\$6,460
	5 or more	128	89%	104	\$4,840

\* Insufficient data

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

**Table 46 - 3**  
**Total Cash Compensation**  
**Collector / Adjuster**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	240	\$52,180	\$45,270	\$50,930	\$56,710	\$63,210
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	12	\$45,130	\$39,690	\$42,780	\$53,290	\$56,880
\$50M to \$100M	37	\$48,880	\$39,880	\$48,910	\$55,240	\$62,660
\$100M to \$200M	42	\$48,480	\$41,190	\$46,740	\$52,820	\$64,600
\$200M to \$500M	49	\$49,220	\$43,200	\$47,420	\$56,010	\$62,000
\$500M to \$1B	40	\$49,430	\$45,000	\$48,990	\$53,200	\$60,710
\$1B to \$3B	39	\$52,060	\$46,500	\$52,300	\$56,700	\$63,210
\$3B or more	20	\$56,930	\$50,100	\$55,610	\$57,480	\$79,240
By region						
New England	13	\$53,640	\$49,140	\$54,780	\$59,480	\$63,300
Middle Atlantic	19	\$52,490	\$48,150	\$51,000	\$59,800	\$62,270
East North Central	57	\$50,650	\$45,090	\$49,800	\$55,610	\$56,700
West North Central	17	\$49,620	\$45,730	\$47,290	\$49,090	\$60,610
South Atlantic	32	\$50,670	\$45,320	\$50,480	\$54,270	\$64,220
East South Central	18	\$49,620	\$38,630	\$48,460	\$52,540	\$76,960
West South Central	31	\$51,970	\$43,220	\$48,430	\$53,970	\$85,400
Mountain	17	\$48,920	\$42,960	\$47,950	\$53,360	\$57,230
Pacific	35	\$60,150	\$55,850	\$57,480	\$62,480	\$78,100
By number of full-time employees						
1	0					
2 - 4	1	*	*	*	*	*
5 - 9	7	\$46,710	\$39,450	\$46,190	\$54,790	*
10 - 49	88	\$49,430	\$41,920	\$48,760	\$56,030	\$63,990
50 - 99	42	\$48,810	\$43,450	\$47,700	\$54,070	\$60,830
100 or more	101	\$53,220	\$46,500	\$52,240	\$57,280	\$64,250
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	1	*	*	*	*	*
9 - 10	8	\$43,050	\$35,920	\$37,800	\$50,200	*
11 - 12	11	\$50,530	\$46,260	\$50,940	\$53,970	\$55,590
13 - 20	220	\$52,110	\$45,270	\$50,480	\$57,350	\$63,400
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	8	\$44,860	\$39,120	\$40,560	\$54,790	*
\$20M to \$50M	31	\$46,310	\$39,800	\$45,000	\$52,530	\$57,460
\$50M to \$100M	32	\$51,380	\$44,490	\$49,990	\$57,240	\$64,930
\$100M to \$200M	46	\$47,880	\$42,060	\$46,040	\$54,210	\$58,400
\$200M or more	123	\$53,140	\$46,500	\$52,200	\$57,350	\$63,370
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	18	\$47,070	\$40,150	\$45,390	\$53,930	\$57,120
5,000 - 9,999	37	\$48,930	\$40,900	\$49,730	\$54,220	\$59,090
10,000 - 19,999	56	\$49,220	\$41,890	\$46,370	\$56,720	\$63,820
20,000 - 39,999	35	\$49,790	\$43,960	\$49,500	\$54,390	\$62,860
40,000 - 49,999	15	\$49,550	\$43,310	\$45,690	\$58,050	\$62,440
50,000 - 59,999	0					
60,000 or more	66	\$53,820	\$47,370	\$52,310	\$57,230	\$65,960
Number of branch offices						
1	24	\$53,600	\$54,860	\$55,610	\$55,610	\$55,610
2	32	\$50,300	\$43,350	\$50,440	\$54,990	\$58,520
3	24	\$45,510	\$40,000	\$45,010	\$49,870	\$56,500
4	26	\$52,700	\$43,390	\$52,110	\$62,440	\$66,230
5 or more	133	\$52,510	\$45,550	\$50,480	\$57,350	\$64,230

\* 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**  
**Collector / Adjuster**

		N	average minimum	average midpoint	average maximum
Overall		173	\$39,960	\$49,900	\$59,840
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	6	\$34,680	\$37,920	\$41,150
	\$50M to \$100M	19	\$37,290	\$47,250	\$57,210
	\$100M to \$200M	25	\$38,850	\$47,710	\$56,570
	\$200M to \$500M	35	\$39,350	\$48,140	\$56,920
	\$500M to \$1B	34	\$40,770	\$51,120	\$61,460
	\$1B to \$3B	35	\$40,210	\$52,080	\$63,950
	\$3B or more	18	\$45,240	\$56,620	\$67,990

\* 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.
- Analyze accounts to identify next steps (i.e. account types, amount owed, credit score, collateral value, etc.)
- 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.
- Correspond with attorneys regarding accounts that have been sent out for legal.

**Table 47 - 1**  
**Salaries**  
**Collection Clerk**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	151	\$49,380	\$41,420	\$46,220	\$57,070	\$67,300
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	3	*	*	*	*	*
\$20M to \$50M	11	\$36,870	\$33,510	\$36,400	\$39,500	*
\$50M to \$100M	12	\$40,630	\$39,420	\$40,640	\$43,740	\$46,740
\$100M to \$200M	21	\$43,320	\$40,350	\$44,440	\$46,800	\$49,700
\$200M to \$500M	37	\$42,060	\$38,890	\$40,610	\$45,630	\$48,410
\$500M to \$1B	25	\$43,470	\$36,910	\$42,950	\$49,080	\$52,780
\$1B to \$3B	28	\$45,620	\$41,490	\$45,030	\$49,190	\$52,710
\$3B or more	14	\$58,360	\$46,950	\$67,300	\$67,300	\$67,300
By region						
New England	7	\$47,400	\$41,260	\$45,760	\$52,890	\$62,510
Middle Atlantic	13	\$43,330	\$42,060	\$45,920	\$45,920	\$45,920
East North Central	38	\$44,090	\$40,240	\$43,090	\$47,300	\$50,030
West North Central	12	\$42,340	\$34,580	\$40,610	\$52,270	\$54,550
South Atlantic	20	\$61,320	\$67,300	\$67,300	\$67,300	\$67,300
East South Central	14	\$39,930	\$36,570	\$40,000	\$43,710	\$45,770
West South Central	18	\$42,800	\$39,840	\$43,530	\$46,240	\$49,400
Mountain	8	\$45,690	\$44,470	\$45,030	\$48,260	\$53,990
Pacific	21	\$49,560	\$46,910	\$47,130	\$51,370	\$58,440
By number of full-time employees						
1	0					
2 - 4	4	*	*	*	*	*
5 - 9	1	*	*	*	*	*
10 - 49	39	\$42,110	\$36,910	\$42,650	\$46,800	\$51,550
50 - 99	38	\$42,520	\$39,030	\$41,260	\$45,630	\$48,110
100 or more	68	\$51,750	\$43,320	\$47,280	\$67,300	\$67,300
By number of services offered						
1 - 2	2	*	*	*	*	*
3 - 4	0					
5 - 6	1	*	*	*	*	*
7 - 8	2	*	*	*	*	*
9 - 10	0					
11 - 12	7	\$39,650	\$35,170	\$42,350	\$42,380	*
13 - 20	139	\$49,730	\$41,600	\$46,290	\$58,440	\$67,300
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	10	\$37,840	\$35,130	\$36,520	\$43,000	*
\$20M to \$50M	13	\$37,570	\$32,260	\$39,170	\$40,810	\$44,280
\$50M to \$100M	15	\$42,730	\$40,370	\$43,300	\$46,800	\$52,170
\$100M to \$200M	26	\$42,920	\$39,440	\$41,950	\$45,000	\$51,540
\$200M or more	87	\$51,090	\$43,090	\$46,950	\$67,300	\$67,300
By number of members						
1 - 999	0					
1,000 - 1,999	3	*	*	*	*	*
2,000 - 4,999	10	\$37,060	\$32,240	\$36,920	\$39,780	*
5,000 - 9,999	14	\$43,190	\$39,230	\$43,060	\$47,080	\$55,170
10,000 - 19,999	32	\$42,570	\$40,000	\$42,090	\$45,430	\$48,900
20,000 - 39,999	29	\$42,530	\$39,000	\$41,190	\$45,760	\$49,540
40,000 - 49,999	11	\$44,620	\$39,730	\$45,210	\$47,970	\$52,700
50,000 - 59,999	0					
60,000 or more	46	\$52,910	\$44,580	\$48,350	\$67,300	\$67,300
Number of branch offices						
1	13	\$39,620	\$36,060	\$39,210	\$45,340	\$50,390
2	13	\$43,700	\$39,190	\$44,820	\$47,280	\$50,940
3	12	\$42,090	\$39,450	\$40,660	\$44,440	\$59,430
4	15	\$41,570	\$34,620	\$43,840	\$45,620	\$48,360
5 or more	99	\$50,650	\$42,390	\$46,950	\$63,600	\$67,300

\* Insufficient data

**Table 47 - 2  
Incentives and Bonuses  
Collection Clerk**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		148	64%	111	\$2,740
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	3	0%	0	
	\$20M to \$50M	11	78%	9	\$1,530
	\$50M to \$100M	12	67%	8	\$4,030
	\$100M to \$200M	20	83%	15	\$1,910
	\$200M to \$500M	37	79%	29	\$2,560
	\$500M to \$1B	24	87%	18	\$3,150
	\$1B to \$3B	27	95%	24	\$3,180
	\$3B or more	14	33%	9	\$2,270
By region	New England	7	93%	6	\$4,440
	Middle Atlantic	12	46%	10	\$1,010
	East North Central	38	88%	31	\$3,110
	West North Central	12	74%	8	\$2,070
	South Atlantic	20	20%	14	\$3,080
	East South Central	14	86%	11	\$2,560
	West South Central	18	80%	11	\$2,770
	Mountain Pacific	8 20	96% 87%	6 14	\$3,440 \$2,460
By number of full-time employees	1	0		0	
	2 - 4	4	28%	1	*
	5 - 9	1	0%	0	
	10 - 49	38	73%	28	\$2,280
	50 - 99	38	83%	31	\$2,350
	100 or more	66	60%	52	\$2,920
By number of services offered	1 - 2	2	0%	0	
	3 - 4	0		0	
	5 - 6	1	100%	1	*
	7 - 8	2	0%	0	
	9 - 10	0		0	
	11 - 12	7	89%	6	\$3,700
	13 - 20	137	64%	104	\$2,710
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	10	46%	5	*
	\$20M to \$50M	13	77%	10	\$2,200
	\$50M to \$100M	14	67%	9	\$2,570
	\$100M to \$200M	26	80%	21	\$1,920
	\$200M or more	85	62%	67	\$2,870
By number of members	1 - 999	0		0	
	1,000 - 1,999	3	0%	0	
	2,000 - 4,999	10	75%	7	\$1,750
	5,000 - 9,999	13	62%	9	\$3,580
	10,000 - 19,999	32	84%	25	\$2,000
	20,000 - 39,999	29	80%	23	\$2,560
	40,000 - 49,999	11	64%	7	\$3,610
	50,000 - 59,999 60,000 or more	0 45	 56%	0 36	 \$2,770
Number of branch offices	1	12	63%	8	\$2,540
	2	13	87%	11	\$6,100
	3	12	64%	6	\$1,380
	4	15	84%	12	\$2,660
	5 or more	97	62%	75	\$2,630

\* Insufficient data

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

**Table 47 - 3**  
**Total Cash Compensation**  
**Collection Clerk**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	151	\$51,010	\$43,440	\$48,250	\$61,450	\$67,300
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	3	*	*	*	*	*
\$20M to \$50M	11	\$38,060	\$33,780	\$37,940	\$41,750	*
\$50M to \$100M	12	\$43,320	\$39,420	\$41,540	\$46,800	\$60,560
\$100M to \$200M	21	\$44,860	\$41,650	\$45,640	\$47,630	\$52,560
\$200M to \$500M	37	\$44,090	\$39,960	\$42,830	\$47,640	\$52,500
\$500M to \$1B	25	\$45,920	\$37,290	\$46,240	\$50,590	\$56,720
\$1B to \$3B	28	\$48,390	\$44,410	\$47,720	\$52,600	\$57,080
\$3B or more	14	\$59,020	\$48,250	\$67,300	\$67,300	\$67,300
By region						
New England	7	\$51,540	\$43,960	\$51,240	\$57,760	\$63,700
Middle Atlantic	13	\$43,790	\$44,180	\$45,920	\$45,920	\$45,920
East North Central	38	\$46,600	\$41,970	\$44,800	\$49,730	\$57,080
West North Central	12	\$43,870	\$36,430	\$41,370	\$52,270	\$58,430
South Atlantic	20	\$61,910	\$67,300	\$67,300	\$67,300	\$67,300
East South Central	14	\$42,120	\$37,850	\$42,920	\$47,620	\$50,180
West South Central	18	\$44,710	\$41,000	\$45,660	\$49,400	\$52,990
Mountain	8	\$48,160	\$44,470	\$47,640	\$51,410	\$57,230
Pacific	21	\$51,670	\$48,250	\$48,370	\$56,090	\$62,070
By number of full-time employees						
1	0					
2 - 4	4	*	*	*	*	*
5 - 9	1	*	*	*	*	*
10 - 49	39	\$43,750	\$38,210	\$42,890	\$47,990	\$54,030
50 - 99	38	\$44,460	\$40,600	\$44,560	\$47,540	\$51,180
100 or more	68	\$53,340	\$44,970	\$50,040	\$67,300	\$67,300
By number of services offered						
1 - 2	2	*	*	*	*	*
3 - 4	0					
5 - 6	1	*	*	*	*	*
7 - 8	2	*	*	*	*	*
9 - 10	0					
11 - 12	7	\$42,940	\$35,240	\$46,750	\$49,070	*
13 - 20	139	\$51,340	\$43,930	\$48,250	\$62,070	\$67,300
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	10	\$39,740	\$35,130	\$36,580	\$44,010	*
\$20M to \$50M	13	\$39,260	\$32,940	\$40,140	\$42,520	\$49,170
\$50M to \$100M	15	\$44,370	\$41,910	\$44,800	\$47,080	\$53,730
\$100M to \$200M	26	\$44,470	\$40,570	\$45,110	\$47,630	\$52,320
\$200M or more	87	\$52,720	\$44,470	\$49,460	\$67,300	\$67,300
By number of members						
1 - 999	0					
1,000 - 1,999	3	*	*	*	*	*
2,000 - 4,999	10	\$38,380	\$32,690	\$38,870	\$41,920	*
5,000 - 9,999	14	\$45,280	\$39,250	\$43,680	\$49,250	\$61,620
10,000 - 19,999	32	\$44,270	\$40,700	\$44,950	\$47,100	\$51,330
20,000 - 39,999	29	\$44,570	\$39,710	\$43,860	\$48,680	\$52,320
40,000 - 49,999	11	\$46,800	\$45,010	\$47,750	\$49,730	\$52,700
50,000 - 59,999	0					
60,000 or more	46	\$54,310	\$45,010	\$51,940	\$67,300	\$67,300
Number of branch offices						
1	13	\$41,120	\$36,060	\$40,860	\$47,300	\$53,510
2	13	\$48,990	\$39,330	\$46,870	\$61,060	\$65,000
3	12	\$42,970	\$39,490	\$42,830	\$45,660	\$60,160
4	15	\$43,810	\$35,490	\$45,050	\$49,160	\$52,980
5 or more	99	\$52,150	\$44,440	\$49,070	\$67,100	\$67,300

\* 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  
Collection Clerk**

		N	average minimum	average midpoint	average maximum
Overall		100	\$37,070	\$46,470	\$55,870
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	1	*	*	*
	\$50M to \$100M	3	*	*	*
	\$100M to \$200M	12	\$36,640	\$45,180	\$53,720
	\$200M to \$500M	26	\$35,450	\$44,970	\$54,500
	\$500M to \$1B	20	\$37,690	\$47,630	\$57,560
	\$1B to \$3B	26	\$37,080	\$46,210	\$55,350
	\$3B or more	12	\$40,780	\$51,480	\$62,190

\* 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, assess, 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 conclusions 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 48 - 1**  
**Salaries**  
**Plastic Card Manager / Supervisor**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	154	\$72,490	\$58,510	\$69,600	\$85,850	\$104,640
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	10	\$40,010	\$33,610	\$38,000	\$47,780	*
\$50M to \$100M	10	\$64,340	\$42,050	\$54,080	\$86,140	\$118,100
\$100M to \$200M	20	\$55,890	\$45,370	\$57,510	\$65,310	\$72,000
\$200M to \$500M	23	\$64,640	\$54,380	\$63,490	\$73,650	\$85,870
\$500M to \$1B	34	\$75,120	\$63,960	\$71,110	\$86,310	\$100,470
\$1B to \$3B	39	\$79,160	\$67,360	\$75,690	\$92,640	\$102,550
\$3B or more	19	\$96,620	\$73,090	\$95,580	\$113,500	\$136,260
By region						
New England	7	\$73,260	\$62,090	\$69,770	\$89,370	\$94,500
Middle Atlantic	16	\$67,280	\$52,980	\$67,920	\$77,890	\$99,040
East North Central	36	\$67,120	\$55,780	\$64,630	\$78,230	\$100,940
West North Central	9	\$66,210	\$55,250	\$68,670	\$74,030	\$86,100
South Atlantic	26	\$75,230	\$60,310	\$74,110	\$93,620	\$104,930
East South Central	12	\$58,960	\$44,360	\$60,400	\$70,440	\$86,660
West South Central	12	\$69,440	\$54,860	\$68,830	\$78,760	\$102,750
Mountain	11	\$67,050	\$50,650	\$66,200	\$83,980	\$95,180
Pacific	26	\$90,420	\$71,970	\$81,830	\$111,550	\$135,280
By number of full-time employees						
1	0					
2 - 4	1	*	*	*	*	*
5 - 9	10	\$62,040	\$37,280	\$49,130	\$88,310	*
10 - 49	28	\$53,770	\$44,910	\$50,230	\$64,050	\$75,220
50 - 99	26	\$64,760	\$58,200	\$64,800	\$72,110	\$85,630
100 or more	89	\$81,530	\$67,330	\$76,640	\$94,640	\$109,760
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	1	*	*	*	*	*
7 - 8	1	*	*	*	*	*
9 - 10	1	*	*	*	*	*
11 - 12	8	\$60,870	\$37,710	\$62,360	\$87,020	*
13 - 20	142	\$73,110	\$60,000	\$69,810	\$85,520	\$104,880
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	7	\$43,010	\$34,310	\$37,540	\$48,000	*
\$20M to \$50M	11	\$58,580	\$42,920	\$47,070	\$73,860	\$114,200
\$50M to \$100M	10	\$52,700	\$43,820	\$54,010	\$63,510	\$71,510
\$100M to \$200M	22	\$60,850	\$49,630	\$61,960	\$70,850	\$81,040
\$200M or more	104	\$79,520	\$65,360	\$74,030	\$92,530	\$108,570
By number of members						
1 - 999	0					
1,000 - 1,999	2	*	*	*	*	*
2,000 - 4,999	10	\$54,570	\$34,960	\$47,420	\$75,940	*
5,000 - 9,999	11	\$57,420	\$41,870	\$47,090	\$67,220	\$114,830
10,000 - 19,999	24	\$58,900	\$47,000	\$60,290	\$72,000	\$79,200
20,000 - 39,999	22	\$66,640	\$54,240	\$67,040	\$71,970	\$89,340
40,000 - 49,999	12	\$67,900	\$58,230	\$63,430	\$85,150	\$99,160
50,000 - 59,999	0					
60,000 or more	61	\$85,580	\$69,590	\$80,190	\$96,460	\$113,560
Number of branch offices						
1	8	\$68,200	\$42,140	\$56,500	\$104,180	*
2	7	\$62,070	\$44,600	\$52,380	\$78,600	*
3	14	\$54,660	\$45,910	\$49,560	\$69,540	\$82,040
4	16	\$58,620	\$46,900	\$62,710	\$69,970	\$74,000
5 or more	110	\$77,280	\$63,890	\$73,440	\$90,990	\$107,390

\* Insufficient data



**Table 48 - 2  
Incentives and Bonuses  
Plastic Card Manager / Supervisor**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		150	77%	110	\$4,670
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 \$50M	9	57%	5	*
	\$50M to \$100M	10	64%	7	\$1,580
	\$100M to \$200M	20	88%	17	\$3,170
	\$200M to \$500M	22	74%	16	\$4,370
	\$500M to \$1B	32	73%	23	\$4,480
	\$1B to \$3B	38	86%	30	\$5,110
	\$3B or more	19	68%	13	\$8,690
By region	New England	7	73%	5	\$4,160
	Middle Atlantic	16	82%	13	\$3,460
	East North Central	36	72%	24	\$4,050
	West North Central	9	78%	7	\$4,030
	South Atlantic	25	72%	19	\$5,830
	East South Central	10	64%	6	\$3,890
	West South Central	10	100%	10	\$5,690
	Mountain Pacific	11 26	79% 78%	8 19	\$3,370 \$5,480
By number of full-time employees	1	0		0	
	2 - 4	1	100%	1	*
	5 - 9	9	50%	4	*
	10 - 49	28	71%	20	\$2,210
	50 - 99	25	80%	20	\$4,560
	100 or more	86	79%	65	\$5,590
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	1	100%	1	*
	7 - 8	1	0%	0	
	9 - 10	1	0%	0	
	11 - 12	7	60%	4	\$3,310
	13 - 20	138	78%	104	\$4,800
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	6	58%	3	*
	\$20M to \$50M	11	59%	7	\$870
	\$50M to \$100M	10	82%	8	\$2,160
	\$100M to \$200M	22	85%	18	\$3,950
	\$200M or more	101	77%	74	\$5,460
By number of members	1 - 999	0		0	
	1,000 - 1,999	1	0%	0	
	2,000 - 4,999	10	77%	7	\$1,750
	5,000 - 9,999	11	71%	8	\$1,500
	10,000 - 19,999	24	74%	17	\$3,580
	20,000 - 39,999	20	77%	16	\$4,490
	40,000 - 49,999	12	63%	8	\$2,760
	50,000 - 59,999 60,000 or more	0 60	 81%	0 46	 \$6,150
Number of branch offices	1	8	60%	5	\$1,280
	2	6	100%	6	\$3,680
	3	14	60%	8	\$3,740
	4	16	74%	12	\$3,290
	5 or more	107	79%	81	\$5,170

\* Insufficient data

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

**Table 48 - 3**  
**Total Cash Compensation**  
**Plastic Card Manager / Supervisor**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	154	\$75,840	\$60,490	\$72,110	\$89,400	\$109,500
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	10	\$40,700	\$33,860	\$39,650	\$47,780	*
\$50M to \$100M	10	\$65,340	\$42,970	\$55,850	\$88,560	\$118,100
\$100M to \$200M	20	\$58,550	\$48,910	\$61,090	\$70,520	\$72,080
\$200M to \$500M	23	\$67,680	\$57,000	\$64,600	\$81,050	\$87,920
\$500M to \$1B	34	\$78,220	\$65,210	\$73,000	\$92,580	\$103,590
\$1B to \$3B	39	\$83,220	\$71,010	\$79,240	\$96,640	\$107,070
\$3B or more	19	\$102,230	\$76,970	\$105,500	\$122,800	\$145,830
By region						
New England	7	\$76,320	\$63,540	\$70,110	\$91,520	\$103,500
Middle Atlantic	16	\$70,120	\$54,540	\$69,920	\$82,620	\$99,160
East North Central	36	\$69,820	\$57,440	\$69,650	\$81,460	\$107,180
West North Central	9	\$69,360	\$62,440	\$71,790	\$78,120	\$87,390
South Atlantic	26	\$79,220	\$61,500	\$80,830	\$99,560	\$111,920
East South Central	12	\$61,060	\$44,360	\$61,670	\$75,620	\$91,130
West South Central	12	\$74,320	\$57,150	\$73,910	\$85,830	\$108,520
Mountain	11	\$69,420	\$54,910	\$67,930	\$89,880	\$99,420
Pacific	26	\$94,550	\$73,640	\$88,230	\$117,340	\$138,030
By number of full-time employees						
1	0					
2 - 4	1	*	*	*	*	*
5 - 9	10	\$63,130	\$39,600	\$49,720	\$90,330	*
10 - 49	28	\$55,330	\$47,000	\$53,410	\$65,270	\$76,610
50 - 99	26	\$68,180	\$61,020	\$68,590	\$80,840	\$87,330
100 or more	89	\$85,640	\$69,590	\$80,470	\$98,840	\$117,890
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	1	*	*	*	*	*
7 - 8	1	*	*	*	*	*
9 - 10	1	*	*	*	*	*
11 - 12	8	\$62,720	\$38,230	\$62,360	\$90,790	*
13 - 20	142	\$76,620	\$62,020	\$72,140	\$89,180	\$109,570
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	7	\$44,200	\$35,110	\$39,620	\$48,000	*
\$20M to \$50M	11	\$59,100	\$43,600	\$47,230	\$75,480	\$114,200
\$50M to \$100M	10	\$54,460	\$43,920	\$55,470	\$64,460	\$71,940
\$100M to \$200M	22	\$64,080	\$53,750	\$66,460	\$73,980	\$81,800
\$200M or more	104	\$83,440	\$68,650	\$78,680	\$96,880	\$115,750
By number of members						
1 - 999	0					
1,000 - 1,999	2	*	*	*	*	*
2,000 - 4,999	10	\$55,920	\$36,490	\$48,360	\$79,040	*
5,000 - 9,999	11	\$58,490	\$42,910	\$48,680	\$70,880	\$114,830
10,000 - 19,999	24	\$61,440	\$48,750	\$62,700	\$72,000	\$82,010
20,000 - 39,999	22	\$69,910	\$56,740	\$68,600	\$81,300	\$93,550
40,000 - 49,999	12	\$69,560	\$58,490	\$64,900	\$85,830	\$99,160
50,000 - 59,999	0					
60,000 or more	61	\$90,210	\$73,870	\$84,130	\$103,130	\$121,740
Number of branch offices						
1	8	\$68,970	\$43,050	\$56,800	\$107,390	*
2	7	\$65,160	\$48,350	\$53,790	\$81,530	*
3	14	\$56,700	\$47,000	\$51,140	\$71,150	\$82,860
4	16	\$61,050	\$47,400	\$65,280	\$72,060	\$81,180
5 or more	110	\$81,090	\$66,010	\$76,770	\$95,670	\$113,490

\* 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**  
**Plastic Card Manager / Supervisor**

		N	average minimum	average midpoint	average maximum
Overall		113	\$61,970	\$78,220	\$94,460
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	4	*	*	*
	\$50M to \$100M	2	*	*	*
	\$100M to \$200M	10	\$46,260	\$57,840	\$69,420
	\$200M to \$500M	19	\$52,030	\$65,440	\$78,850
	\$500M to \$1B	27	\$62,500	\$79,580	\$96,670
	\$1B to \$3B	35	\$63,990	\$80,720	\$97,450
	\$3B or more	17	\$85,940	\$108,230	\$130,530

\* 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.
- Input information on new plastic card accounts.
- 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 associated general ledger accounts.
- Reconcile and balance daily banking account settlements and performing other department duties.
- 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 49 - 1**  
**Salaries**  
**Plastic Card Clerk**

	N	average	25th percentile	median	75th percentile	90th percentile	
Overall	125	\$45,570	\$40,980	\$44,320	\$50,520	\$54,690	
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	2	*	*	*	*	
	\$50M to \$100M	15	\$40,910	\$36,400	\$38,950	\$44,670	\$54,580
	\$100M to \$200M	24	\$44,150	\$39,510	\$44,040	\$49,540	\$51,920
	\$200M to \$500M	32	\$43,500	\$38,780	\$43,720	\$47,990	\$50,000
	\$500M to \$1B	20	\$45,750	\$39,800	\$45,450	\$53,420	\$57,360
	\$1B to \$3B	20	\$47,820	\$43,190	\$46,610	\$52,200	\$55,900
\$3B or more	12	\$46,460	\$41,570	\$43,290	\$50,190	\$57,970	
By region	New England	7	\$47,920	\$43,400	\$49,480	\$51,940	\$57,560
	Middle Atlantic	9	\$47,780	\$45,520	\$49,190	\$49,190	\$53,520
	East North Central	35	\$45,590	\$40,210	\$43,970	\$53,270	\$54,690
	West North Central	12	\$44,580	\$40,650	\$44,330	\$50,710	\$56,330
	South Atlantic	19	\$44,250	\$39,800	\$41,580	\$45,450	\$58,660
	East South Central	9	\$43,100	\$39,520	\$43,070	\$46,020	\$53,690
	West South Central	10	\$43,330	\$41,640	\$42,670	\$44,320	\$50,190
	Mountain	11	\$48,570	\$40,880	\$49,670	\$52,200	\$64,660
Pacific	14	\$47,660	\$43,190	\$48,550	\$52,280	\$52,780	
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	2	*	*	*	*	
	10 - 49	40	\$43,180	\$38,230	\$42,120	\$48,630	\$51,160
	50 - 99	28	\$43,580	\$39,290	\$43,260	\$49,460	\$53,790
	100 or more	55	\$46,620	\$41,570	\$45,450	\$52,090	\$55,900
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	5	\$46,230	\$43,010	\$45,450	\$52,200	*
	13 - 20	121	\$45,540	\$40,980	\$44,020	\$50,220	\$54,870
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	4	*	*	*	*	
	\$20M to \$50M	9	\$44,140	\$36,400	\$42,000	\$48,530	*
	\$50M to \$100M	19	\$40,770	\$36,000	\$39,180	\$45,760	\$50,570
	\$100M to \$200M	26	\$43,640	\$39,640	\$43,060	\$48,000	\$51,050
	\$200M or more	68	\$46,530	\$41,570	\$45,520	\$51,600	\$55,780
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	7	\$44,350	\$41,000	\$43,630	\$50,820	*
	5,000 - 9,999	17	\$41,950	\$36,370	\$39,420	\$47,690	\$51,230
	10,000 - 19,999	29	\$43,720	\$39,510	\$43,500	\$45,990	\$50,240
	20,000 - 39,999	23	\$44,330	\$39,580	\$43,600	\$48,950	\$57,120
	40,000 - 49,999	8	\$42,320	\$38,630	\$39,820	\$46,120	\$53,810
	50,000 - 59,999	0					
	60,000 or more	33	\$46,920	\$41,570	\$46,010	\$51,610	\$55,900
Number of branch offices	1	5	\$48,440	\$41,350	\$43,860	\$58,070	*
	2	13	\$41,780	\$36,980	\$41,160	\$47,030	\$50,240
	3	13	\$44,000	\$40,080	\$44,580	\$47,390	\$53,240
	4	11	\$41,160	\$35,670	\$41,360	\$45,270	\$53,620
	5 or more	83	\$46,130	\$41,570	\$45,210	\$51,310	\$55,360

\* Insufficient data

**Table 49 - 2  
Incentives and Bonuses  
Plastic Card Clerk**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		125	66%	84	\$2,330
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 \$50M	2	50%	1	*
	\$50M to \$100M	15	65%	10	\$1,050
	\$100M to \$200M	24	72%	18	\$1,710
	\$200M to \$500M	32	71%	21	\$1,700
	\$500M to \$1B	20	74%	14	\$2,820
	\$1B to \$3B	19	76%	13	\$2,750
\$3B or more	12	50%	7	\$2,720	
By region	New England	7	55%	4	\$2,050
	Middle Atlantic	9	54%	7	\$970
	East North Central	35	67%	26	\$2,190
	West North Central	12	60%	8	\$2,500
	South Atlantic	19	71%	13	\$2,670
	East South Central	9	54%	3	\$3,320
	West South Central	10	87%	7	\$1,980
	Mountain Pacific	11 13	64% 69%	7 9	\$2,270 \$2,610
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	2	44%	1	*
	10 - 49	40	64%	27	\$1,270
	50 - 99	28	77%	20	\$1,750
	100 or more	55	65%	36	\$2,750
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	65%	4	\$3,210
	13 - 20	120	66%	80	\$2,290
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	4	50%	2	*
	\$20M to \$50M	9	80%	7	\$1,290
	\$50M to \$100M	19	67%	13	\$1,410
	\$100M to \$200M	26	69%	18	\$1,780
	\$200M or more	67	65%	44	\$2,620
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	7	56%	4	*
	5,000 - 9,999	17	69%	13	\$1,170
	10,000 - 19,999	29	74%	21	\$1,700
	20,000 - 39,999	23	71%	14	\$1,880
	40,000 - 49,999	8	46%	4	\$1,790
	50,000 - 59,999 60,000 or more	0 33	 63%	0 21	 \$2,700
Number of branch offices	1	5	81%	4	*
	2	13	81%	10	\$1,420
	3	13	47%	7	\$1,800
	4	11	70%	7	\$2,070
	5 or more	83	66%	55	\$2,500

\* Insufficient data

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

**Table 49 - 3**  
**Total Cash Compensation**  
**Plastic Card Clerk**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	125	\$47,060	\$42,530	\$46,020	\$51,500	\$56,510
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	2	*	*	*	*	*
\$50M to \$100M	15	\$41,590	\$37,690	\$39,590	\$44,830	\$55,000
\$100M to \$200M	24	\$45,380	\$39,590	\$45,710	\$50,540	\$53,320
\$200M to \$500M	32	\$44,680	\$40,230	\$43,900	\$49,070	\$52,540
\$500M to \$1B	20	\$47,840	\$40,300	\$49,430	\$55,950	\$58,540
\$1B to \$3B	20	\$49,650	\$45,860	\$49,690	\$52,360	\$59,400
\$3B or more	12	\$47,810	\$43,310	\$45,970	\$50,200	\$57,970
By region						
New England	7	\$49,040	\$43,400	\$51,010	\$54,320	\$59,550
Middle Atlantic	9	\$48,300	\$46,020	\$49,190	\$49,190	\$55,310
East North Central	35	\$46,990	\$41,990	\$45,900	\$54,480	\$56,510
West North Central	12	\$46,090	\$41,190	\$46,830	\$52,770	\$57,740
South Atlantic	19	\$46,140	\$40,450	\$45,970	\$49,860	\$58,660
East South Central	9	\$44,880	\$40,580	\$43,070	\$49,690	\$55,910
West South Central	10	\$44,770	\$42,420	\$43,960	\$46,220	\$51,920
Mountain	11	\$49,860	\$40,880	\$50,780	\$52,200	\$66,420
Pacific	14	\$49,420	\$45,810	\$49,220	\$53,950	\$57,730
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	2	*	*	*	*	*
10 - 49	40	\$43,990	\$39,410	\$43,660	\$48,860	\$51,740
50 - 99	28	\$44,900	\$40,120	\$43,910	\$50,300	\$54,590
100 or more	55	\$48,320	\$43,320	\$48,040	\$53,340	\$58,540
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	0					
11 - 12	5	\$48,320	\$45,190	\$49,860	\$52,200	*
13 - 20	121	\$47,000	\$42,520	\$46,010	\$51,460	\$56,510
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	4	*	*	*	*	*
\$20M to \$50M	9	\$45,170	\$39,160	\$42,280	\$49,290	*
\$50M to \$100M	19	\$41,720	\$37,020	\$40,160	\$46,300	\$51,330
\$100M to \$200M	26	\$44,870	\$40,330	\$43,810	\$49,010	\$52,690
\$200M or more	68	\$48,150	\$43,290	\$48,180	\$52,450	\$58,390
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	7	\$45,060	\$41,240	\$43,640	\$51,170	*
5,000 - 9,999	17	\$42,760	\$37,770	\$40,130	\$48,570	\$51,730
10,000 - 19,999	29	\$44,970	\$40,060	\$43,950	\$50,020	\$51,640
20,000 - 39,999	23	\$45,620	\$40,800	\$43,900	\$50,080	\$58,480
40,000 - 49,999	8	\$43,140	\$38,630	\$40,300	\$50,720	\$54,730
50,000 - 59,999	0					
60,000 or more	33	\$48,510	\$43,430	\$48,190	\$52,200	\$58,560
Number of branch offices						
1	5	\$49,290	\$42,220	\$44,330	\$58,940	*
2	13	\$42,920	\$38,350	\$41,360	\$50,580	\$51,480
3	13	\$44,850	\$40,080	\$45,590	\$48,470	\$53,460
4	11	\$42,620	\$35,770	\$41,460	\$49,130	\$54,930
5 or more	83	\$47,700	\$43,040	\$46,220	\$52,200	\$57,430

\* 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  
Plastic Card Clerk**

		N	average minimum	average midpoint	average maximum
Overall		88	\$36,690	\$45,670	\$54,650
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	8	\$36,030	\$42,090	\$48,140
	\$100M to \$200M	14	\$35,690	\$43,150	\$50,620
	\$200M to \$500M	19	\$35,630	\$44,030	\$52,430
	\$500M to \$1B	17	\$36,990	\$46,170	\$55,350
	\$1B to \$3B	19	\$38,150	\$48,220	\$58,290
	\$3B or more	11	\$37,280	\$49,080	\$60,890

\* 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 50 - 1**  
**Salaries**  
**Member Service Rep. - Plastic Cards**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		99	\$46,720	\$40,720	\$44,410	\$50,660	\$62,440
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	4	*	*	*	*	*
	\$50M to \$100M	7	\$41,420	\$33,960	\$36,170	\$49,140	*
	\$100M to \$200M	16	\$43,470	\$37,150	\$40,000	\$48,860	\$53,370
	\$200M to \$500M	21	\$43,110	\$40,420	\$42,800	\$46,300	\$50,830
	\$500M to \$1B	22	\$45,000	\$38,730	\$45,150	\$49,880	\$52,570
	\$1B to \$3B	19	\$49,580	\$41,160	\$45,000	\$62,440	\$62,440
\$3B or more	9	\$48,300	\$41,990	\$45,610	\$54,850	\$58,530	
By region	New England	5	\$47,760	\$41,000	\$46,850	\$53,140	*
	Middle Atlantic	7	\$43,100	\$41,990	\$41,990	\$42,800	*
	East North Central	25	\$44,490	\$40,000	\$43,880	\$46,740	\$51,350
	West North Central	8	\$42,990	\$39,180	\$41,350	\$48,560	\$51,090
	South Atlantic	14	\$48,990	\$44,890	\$48,820	\$52,660	\$58,530
	East South Central	8	\$38,310	\$33,260	\$39,390	\$40,000	*
	West South Central	12	\$41,370	\$38,300	\$41,500	\$41,990	\$48,060
	Mountain	8	\$42,520	\$39,430	\$39,890	\$44,220	\$48,120
Pacific	13	\$55,380	\$46,700	\$54,850	\$62,440	\$62,440	
By number of full-time employees	1	0					
	2 - 4	2	*	*	*	*	*
	5 - 9	4	*	*	*	*	*
	10 - 49	23	\$42,500	\$36,000	\$40,470	\$48,890	\$51,490
	50 - 99	20	\$42,760	\$39,550	\$42,800	\$43,890	\$50,830
	100 or more	50	\$48,060	\$41,970	\$45,330	\$54,100	\$62,440
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	2	*	*	*	*	*
	11 - 12	7	\$47,560	\$33,460	\$44,100	\$66,550	*
	13 - 20	91	\$46,720	\$41,000	\$44,400	\$50,710	\$62,440
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	5	*	*	*	*	*
	\$20M to \$50M	9	\$51,020	\$43,780	\$48,920	\$55,010	*
	\$50M to \$100M	9	\$39,400	\$35,880	\$39,320	\$40,740	\$52,850
	\$100M to \$200M	16	\$41,270	\$40,000	\$42,460	\$43,200	\$45,120
	\$200M or more	61	\$47,770	\$41,820	\$45,000	\$53,030	\$62,440
By number of members	1 - 999	0					
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	6	\$50,080	\$38,880	\$46,660	\$59,690	*
	5,000 - 9,999	10	\$41,650	\$34,360	\$40,000	\$46,410	\$61,100
	10,000 - 19,999	19	\$42,860	\$39,270	\$41,860	\$45,560	\$50,420
	20,000 - 39,999	17	\$43,070	\$39,490	\$42,800	\$47,660	\$50,740
	40,000 - 49,999	8	\$43,640	\$38,770	\$43,360	\$49,870	\$51,690
	50,000 - 59,999	0					
	60,000 or more	31	\$48,990	\$41,990	\$45,430	\$58,530	\$62,440
Number of branch offices	1	7	\$48,780	\$39,590	\$47,710	\$54,430	*
	2	9	\$45,450	\$37,640	\$40,230	\$50,620	\$72,150
	3	8	\$41,400	\$36,000	\$41,670	\$45,130	\$51,350
	4	11	\$43,020	\$37,300	\$43,850	\$46,720	\$52,080
	5 or more	64	\$47,220	\$41,500	\$45,000	\$51,760	\$62,440

\* Insufficient data

**Table 50 - 2  
Incentives and Bonuses  
Member Service Rep. - Plastic Cards**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		97	79%	78	\$2,280
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 \$50M	4	67%	2	*
	\$50M to \$100M	7	75%	6	\$1,110
	\$100M to \$200M	16	91%	14	\$1,990
	\$200M to \$500M	21	68%	17	\$2,300
	\$500M to \$1B	20	77%	15	\$2,090
	\$1B to \$3B	19	94%	15	\$2,320
\$3B or more	9	58%	7	\$2,870	
By region	New England	5	86%	4	\$2,410
	Middle Atlantic	7	33%	5	\$2,300
	East North Central	25	79%	19	\$2,040
	West North Central	8	92%	7	\$1,620
	South Atlantic	14	79%	10	\$3,110
	East South Central	8	100%	8	\$1,720
	West South Central	11	91%	10	\$1,750
	Mountain	7	88%	5	\$1,740
	Pacific	13	88%	10	\$2,710
By number of full-time employees	1	0		0	
	2 - 4	2	100%	2	*
	5 - 9	4	71%	3	*
	10 - 49	23	85%	20	\$1,710
	50 - 99	20	68%	17	\$1,990
	100 or more	48	81%	37	\$2,450
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	6	75%	5	*
	13 - 20	90	79%	72	\$2,310
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	5	76%	4	*
	\$20M to \$50M	9	91%	8	\$1,610
	\$50M to \$100M	9	84%	8	\$1,980
	\$100M to \$200M	16	59%	12	\$1,730
	\$200M or more	59	81%	46	\$2,410
By number of members	1 - 999	0		0	
	1,000 - 1,999	1	0%	0	
	2,000 - 4,999	6	100%	6	\$1,110
	5,000 - 9,999	10	79%	9	\$1,650
	10,000 - 19,999	19	84%	17	\$1,830
	20,000 - 39,999	17	63%	13	\$2,220
	40,000 - 49,999	7	85%	6	\$2,210
	50,000 - 59,999	0		0	
	60,000 or more	29	82%	23	\$2,420
Number of branch offices	1	7	85%	6	\$1,240
	2	9	100%	9	\$2,090
	3	8	58%	6	\$1,630
	4	11	91%	9	\$2,500
	5 or more	62	78%	48	\$2,340

\* Insufficient data

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

**Table 50 - 3**  
**Total Cash Compensation**  
**Member Service Rep. - Plastic Cards**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	99	\$48,420	\$41,990	\$46,100	\$51,830	\$65,490
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	4	*	*	*	*	*
\$50M to \$100M	7	\$42,250	\$34,420	\$37,310	\$50,300	*
\$100M to \$200M	16	\$45,280	\$38,840	\$43,210	\$49,640	\$54,040
\$200M to \$500M	21	\$44,690	\$41,680	\$44,530	\$48,270	\$51,530
\$500M to \$1B	22	\$46,340	\$39,590	\$45,680	\$51,490	\$54,850
\$1B to \$3B	19	\$51,610	\$42,300	\$47,000	\$65,490	\$65,490
\$3B or more	9	\$49,940	\$41,990	\$46,920	\$56,020	\$65,050
By region						
New England	5	\$49,830	\$41,650	\$49,550	\$55,110	*
Middle Atlantic	7	\$43,850	\$41,990	\$41,990	\$45,350	*
East North Central	25	\$45,900	\$41,520	\$45,450	\$49,040	\$53,030
West North Central	8	\$44,480	\$40,870	\$43,370	\$49,440	\$52,310
South Atlantic	14	\$51,240	\$48,350	\$49,550	\$54,510	\$65,050
East South Central	8	\$40,030	\$35,110	\$40,500	\$42,130	*
West South Central	12	\$42,860	\$38,930	\$42,450	\$44,180	\$48,130
Mountain	8	\$43,800	\$41,190	\$41,190	\$45,150	\$51,150
Pacific	13	\$57,770	\$48,550	\$59,620	\$65,490	\$65,490
By number of full-time employees						
1	0					
2 - 4	2	*	*	*	*	*
5 - 9	4	*	*	*	*	*
10 - 49	23	\$43,940	\$37,620	\$43,400	\$50,060	\$53,750
50 - 99	20	\$44,100	\$41,150	\$42,800	\$46,600	\$51,530
100 or more	50	\$49,880	\$41,990	\$47,000	\$55,530	\$65,490
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	2	*	*	*	*	*
11 - 12	7	\$48,080	\$34,780	\$44,190	\$67,390	*
13 - 20	91	\$48,440	\$41,990	\$46,100	\$51,930	\$65,490
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	5	*	*	*	*	*
\$20M to \$50M	9	\$52,480	\$46,420	\$50,150	\$56,170	*
\$50M to \$100M	9	\$41,050	\$36,000	\$41,680	\$43,400	\$53,650
\$100M to \$200M	16	\$42,290	\$41,170	\$42,800	\$45,020	\$47,680
\$200M or more	61	\$49,580	\$41,990	\$47,000	\$54,710	\$65,490
By number of members						
1 - 999	0					
1,000 - 1,999	1	*	*	*	*	*
2,000 - 4,999	6	\$51,190	\$39,900	\$47,230	\$61,000	*
5,000 - 9,999	10	\$42,940	\$35,170	\$42,140	\$48,580	\$61,920
10,000 - 19,999	19	\$44,390	\$41,220	\$43,560	\$48,280	\$52,190
20,000 - 39,999	17	\$44,460	\$39,550	\$43,790	\$49,950	\$51,530
40,000 - 49,999	8	\$45,320	\$39,560	\$45,230	\$51,490	\$51,750
50,000 - 59,999	0					
60,000 or more	31	\$50,790	\$41,990	\$47,000	\$59,620	\$65,490
Number of branch offices						
1	7	\$49,840	\$39,660	\$48,300	\$56,530	*
2	9	\$47,540	\$39,060	\$43,400	\$52,010	\$75,110
3	8	\$42,340	\$36,000	\$41,860	\$46,060	\$53,750
4	11	\$45,290	\$39,770	\$47,190	\$48,360	\$54,500
5 or more	64	\$48,910	\$41,990	\$46,100	\$52,890	\$65,490

\* 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  
Member Service Rep. - Plastic Cards**

		N	average minimum	average midpoint	average maximum
Overall		64	\$37,870	\$47,690	\$57,510
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	1	*	*	*
	\$100M to \$200M	6	\$29,770	\$37,940	\$46,100
	\$200M to \$500M	13	\$36,200	\$46,890	\$57,580
	\$500M to \$1B	18	\$37,310	\$46,790	\$56,280
	\$1B to \$3B	17	\$38,720	\$48,550	\$58,390
	\$3B or more	8	\$46,130	\$56,900	\$67,680

\* Insufficient data

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

## ATM SPECIALIST

**Reports to:** *Executive VP/Assistant Manager or COO or Plastic Card Manager/Supervisor*

**Position Purpose:** Restock automated teller machines (ATMs) with cash and balance on a daily basis. Research and resolve any discrepancies. Process ATM applications for members. Coordinate technology needs with outsourced vendors.

### **Job Responsibilities**

- Visit ATMs daily to collect customer transactions and machine transaction summaries.
- Restock ATMs with appropriate amounts of cash and memo printout paper.
- Maintain adequate supplies of envelopes and deposit slips at each ATM.
- Verify ATM cash and check deposits of customers against the machine transaction summaries.
- Research and resolve any ATM discrepancies. Adjust members' accounts in the event of a customer input error. Communicate the adjustment with the member.
- Balance transaction totals for each assigned ATM.
- Prepare and forward items to operations of proof department.
- Set up and order ATM cards for members. When coordinating an ATM order with a member, utilize the opportunity to promote other credit union products or services where appropriate.
- Notify ATM service and maintenance staff of any machine malfunctions. When repairs or malfunctions are handled by a vendor, coordinate and evaluate the service provided.
- Ensure ATM compliance with all Federal and State rules and regulations and with credit union policies and procedures.

**Table 51 - 1  
Salaries  
ATM Specialist**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	34	\$55,950	\$46,970	\$50,520	\$60,870	\$84,750
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	2	*	*	*	*	*
\$100M to \$200M	1	*	*	*	*	*
\$200M to \$500M	4	\$41,380	\$36,040	\$44,090	\$45,910	*
\$500M to \$1B	5	\$52,470	\$44,530	\$48,770	\$59,470	*
\$1B to \$3B	11	\$56,520	\$49,850	\$58,880	\$64,830	\$74,010
\$3B or more	11	\$60,720	\$49,460	\$58,670	\$64,380	\$85,670
By region						
New England	2	*	*	*	*	*
Middle Atlantic	4	\$49,290	\$45,380	\$49,460	\$49,460	*
East North Central	7	\$49,510	\$39,910	\$48,750	\$60,290	\$64,470
West North Central	1	*	*	*	*	*
South Atlantic	6	\$62,900	\$57,520	\$58,950	\$71,950	*
East South Central	2	*	*	*	*	*
West South Central	3	\$44,020	\$32,450	\$40,050	\$66,130	*
Mountain	1	*	*	*	*	*
Pacific	9	\$61,960	\$50,340	\$57,100	\$67,770	\$86,150
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	4	\$42,840	\$36,410	\$45,290	\$48,330	*
50 - 99	3	*	*	*	*	*
100 or more	27	\$57,630	\$49,380	\$51,720	\$64,140	\$85,480
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	34	\$55,950	\$46,970	\$50,520	\$60,870	\$84,750
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	1	*	*	*	*	*
\$100M to \$200M	3	*	*	*	*	*
\$200M or more	28	\$57,390	\$48,860	\$51,490	\$63,770	\$85,410
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	0					
5,000 - 9,999	1	*	*	*	*	*
10,000 - 19,999	3	*	*	*	*	*
20,000 - 39,999	3	\$42,200	\$35,980	\$45,000	\$46,270	*
40,000 - 49,999	3	*	*	*	*	*
50,000 - 59,999	0					
60,000 or more	23	\$58,590	\$49,460	\$58,490	\$64,320	\$85,570
Number of branch offices						
1	0					
2	2	*	*	*	*	*
3	2	*	*	*	*	*
4	1	*	*	*	*	*
5 or more	30	\$56,710	\$48,150	\$50,680	\$62,540	\$85,330

\* Insufficient data

**Table 51 - 2  
Incentives and Bonuses  
ATM Specialist**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		32	60%	22	\$3,430
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 \$50M	0		0	
	\$50M to \$100M	2	50%	1	*
	\$100M to \$200M	1	0%	0	
	\$200M to \$500M	4	67%	3	*
	\$500M to \$1B	5	70%	3	\$2,470
	\$1B to \$3B	10	95%	8	\$3,000
	\$3B or more	11	43%	7	\$5,140
By region	New England	2	100%	2	*
	Middle Atlantic	4	23%	2	*
	East North Central	7	73%	4	\$2,090
	West North Central	1	100%	1	*
	South Atlantic	6	52%	4	\$4,840
	East South Central	2	42%	1	*
	West South Central	2	100%	2	*
	Mountain Pacific	1 8	100% 73%	1 6	* \$3,760
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	4	39%	2	*
	50 - 99	3	67%	2	*
	100 or more	25	62%	19	\$3,750
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	32	60%	22	\$3,430
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	50%	1	*
	\$50M to \$100M	1	0%	0	
	\$100M to \$200M	3	40%	1	*
	\$200M or more	26	63%	20	\$3,630
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	3	51%	2	*
	20,000 - 39,999	3	63%	2	*
	40,000 - 49,999	3	60%	2	*
	50,000 - 59,999 60,000 or more	0 21		0 16	
Number of branch offices	1	0		0	
	2	2	100%	2	*
	3	2	0%	0	
	4	1	0%	0	
	5 or more	28	62%	21	\$3,520

\* Insufficient data

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



**Table 51 - 3**  
**Total Cash Compensation**  
**ATM Specialist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		34	\$57,890	\$48,310	\$51,050	\$64,390	\$87,390
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	2	*	*	*	*	*
	\$100M to \$200M	1	*	*	*	*	*
	\$200M to \$500M	4	\$42,230	\$36,250	\$45,100	\$47,000	*
	\$500M to \$1B	5	\$54,040	\$44,760	\$49,490	\$61,720	*
	\$1B to \$3B	11	\$58,900	\$50,880	\$60,550	\$69,210	\$79,010
\$3B or more	11	\$62,910	\$49,460	\$58,950	\$68,140	\$94,350	
By region	New England	2	*	*	*	*	*
	Middle Atlantic	4	\$50,100	\$47,150	\$49,460	\$49,460	*
	East North Central	7	\$50,760	\$40,920	\$49,260	\$61,290	\$70,590
	West North Central	1	*	*	*	*	*
	South Atlantic	6	\$65,430	\$57,560	\$58,950	\$76,070	*
	East South Central	2	*	*	*	*	*
	West South Central	3	\$45,740	\$32,780	\$40,160	\$71,630	*
	Mountain	1	*	*	*	*	*
Pacific	9	\$64,590	\$50,970	\$59,550	\$70,710	\$92,250	
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	4	\$43,060	\$36,410	\$45,350	\$48,880	*
	50 - 99	3	*	*	*	*	*
	100 or more	27	\$59,770	\$49,460	\$55,630	\$67,040	\$91,080
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	34	\$57,890	\$48,310	\$51,050	\$64,390	\$87,390
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	1	*	*	*	*	*
	\$100M to \$200M	3	*	*	*	*	*
	\$200M or more	28	\$59,520	\$49,460	\$54,870	\$66,780	\$90,130
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	3	*	*	*	*	*
	20,000 - 39,999	3	\$43,070	\$36,730	\$46,000	\$47,510	*
	40,000 - 49,999	3	*	*	*	*	*
	50,000 - 59,999	0					
	60,000 or more	23	\$60,740	\$49,460	\$58,620	\$67,890	\$92,250
Number of branch offices	1	0					
	2	2	*	*	*	*	*
	3	2	*	*	*	*	*
	4	1	*	*	*	*	*
	5 or more	30	\$58,740	\$49,370	\$51,310	\$65,620	\$89,150

\* 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  
ATM Specialist**

		N	average minimum	average midpoint	average maximum
Overall		28	\$45,670	\$57,980	\$70,280
By credit union asset size					
	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	1	*	*	*
	\$100M to \$200M	1	*	*	*
	\$200M to \$500M	1	*	*	*
	\$500M to \$1B	4	\$48,820	\$60,830	\$72,840
	\$1B to \$3B	10	\$44,940	\$57,670	\$70,400
	\$3B or more	11	\$47,650	\$60,730	\$73,810

\* Insufficient data

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

## SVP/VP OF IT (#2 position)

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

**Position Purpose:** Assist/oversee, plan, and manage the IT/IS department and IT infrastructure of the credit union. Help/develop short-and long-term technology plans to provide efficient and cost-effective technology tools for the credit union.

### **Job Responsibilities**

- Work with direct reports and CIO to develop and oversee the implementation of long and short-term strategic operational plans for IT that align with the organization's strategic priorities and business needs.
- Develop strategies, goals and metrics to ensure the IT department runs smoothly and effectively.
- Accountable for improving business continuity processes for the organization, including disaster recovery, departmental recovery plans, collaboration with departmental leaders to develop business impact assessment, computer security and loss prevention plans, antivirus and firewall protections, etc.
- Research industry trends in technology to ensure the credit union remains competitive in its product and service offerings. Keep abreast of changing trends in technology to include hardware, networks and network tools, software, and systems.
- Evaluate, create, and adapt technology platforms to enhance member and staff experience.
- Assist/negotiate cost-effective contracts for the purchase of new systems, hardware, software, or peripherals. Assist/negotiate cost-effective contracts for service warranties, maintenance programs, or IT consultants to support the credit union's technology infrastructure.
- Assist/develop, update, monitor and continuously ensure compliance with the disaster recovery plans, computer security and loss prevention plans, antivirus and firewall protections, etc.
- Assist/ensure that operational manuals and documentation are accurate and up to date. Ensure that processes comply with State and Federal rules and regulations.
- Help/prepare, implement, and supervise the budget for the department that is consistent with the overall strategic plan and budget of the credit union.
- Assist/develop, apply, and evaluate policies and procedures for the department.

**Table 52 - 1**  
**Salaries**  
**SVP / VP of IT (#2 position)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	112	\$152,680	\$115,000	\$145,010	\$178,140	\$222,750
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	1	*	*	*	*	*
\$100M to \$200M	8	\$91,060	\$71,430	\$84,670	\$104,500	*
\$200M to \$500M	23	\$108,380	\$92,630	\$102,590	\$125,190	\$145,210
\$500M to \$1B	23	\$138,050	\$111,460	\$129,110	\$160,780	\$223,520
\$1B to \$3B	41	\$154,340	\$131,620	\$147,650	\$174,760	\$197,380
\$3B or more	17	\$212,710	\$175,000	\$205,430	\$240,900	\$300,650
By region						
New England	7	\$130,800	\$109,460	\$136,590	\$147,650	\$187,410
Middle Atlantic	7	\$132,480	\$100,200	\$139,250	\$143,480	\$224,000
East North Central	22	\$147,230	\$108,180	\$147,660	\$196,620	\$220,270
West North Central	8	\$126,910	\$98,400	\$130,180	\$146,500	\$183,700
South Atlantic	16	\$169,350	\$111,990	\$155,220	\$202,800	\$300,650
East South Central	7	\$144,800	\$114,410	\$150,000	\$178,080	\$200,960
West South Central	17	\$135,660	\$115,460	\$128,880	\$155,570	\$184,010
Mountain	10	\$153,960	\$123,120	\$137,690	\$202,090	\$245,850
Pacific	18	\$184,510	\$146,790	\$176,900	\$221,150	\$243,320
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	10	\$95,540	\$76,940	\$93,360	\$112,850	\$136,470
50 - 99	19	\$108,680	\$91,120	\$101,280	\$132,890	\$150,000
100 or more	83	\$165,720	\$129,910	\$155,220	\$194,390	\$224,980
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	110	\$152,670	\$115,000	\$143,830	\$178,030	\$223,360
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	3	*	*	*	*	*
\$100M to \$200M	13	\$101,450	\$85,270	\$95,440	\$120,670	\$148,190
\$200M or more	96	\$160,110	\$126,700	\$150,000	\$184,530	\$224,830
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	1	*	*	*	*	*
5,000 - 9,999	2	*	*	*	*	*
10,000 - 19,999	12	\$98,070	\$76,000	\$93,440	\$124,230	\$145,670
20,000 - 39,999	21	\$113,100	\$92,480	\$106,600	\$124,930	\$146,250
40,000 - 49,999	11	\$148,920	\$114,400	\$138,760	\$171,650	\$224,830
50,000 - 59,999	0					
60,000 or more	58	\$175,320	\$140,000	\$165,980	\$202,400	\$238,860
Number of branch offices						
1	1	*	*	*	*	*
2	2	*	*	*	*	*
3	5	\$106,050	\$83,480	\$94,230	\$142,090	*
4	8	\$95,640	\$71,740	\$94,850	\$110,850	\$156,000
5 or more	95	\$159,580	\$126,530	\$147,910	\$184,970	\$224,830

\* Insufficient data

**Table 52 - 2  
Incentives and Bonuses  
SVP / VP of IT (#2 position)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		111	81%	86	\$14,380
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 \$50M	0		0	
	\$50M to \$100M	1	100%	1	*
	\$100M to \$200M	8	89%	6	\$5,180
	\$200M to \$500M	23	76%	17	\$8,020
	\$500M to \$1B	22	82%	18	\$9,250
	\$1B to \$3B	40	90%	33	\$13,540
\$3B or more	17	64%	12	\$30,980	
By region	New England	7	100%	7	\$9,280
	Middle Atlantic	7	91%	6	\$9,750
	East North Central	22	75%	16	\$16,520
	West North Central	8	80%	6	\$10,070
	South Atlantic	16	78%	13	\$17,230
	East South Central	7	58%	4	\$10,540
	West South Central	17	83%	13	\$14,900
	Mountain	9	83%	7	\$16,150
	Pacific	18	84%	15	\$14,910
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	10	91%	9	\$5,530
	50 - 99	19	72%	13	\$7,560
	100 or more	81	81%	64	\$16,420
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	51%	1	*
	13 - 20	110	81%	86	\$14,410
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	3	100%	3	*
	\$100M to \$200M	13	82%	10	\$7,140
	\$200M or more	95	80%	73	\$15,490
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	2	100%	2	*
	10,000 - 19,999	12	82%	9	\$6,260
	20,000 - 39,999	21	75%	15	\$8,520
	40,000 - 49,999	11	80%	9	\$9,250
	50,000 - 59,999	0		0	
	60,000 or more	56	80%	44	\$18,760
Number of branch offices	1	1	100%	1	*
	2	2	100%	2	*
	3	5	83%	4	\$6,460
	4	8	84%	7	\$5,500
	5 or more	94	80%	73	\$15,570

\* Insufficient data

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

**Table 52 - 3**  
**Total Cash Compensation**  
**SVP / VP of IT (#2 position)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	112	\$163,660	\$122,510	\$150,730	\$188,100	\$240,920
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	1	*	*	*	*	*
\$100M to \$200M	8	\$95,090	\$77,260	\$86,230	\$108,920	*
\$200M to \$500M	23	\$114,280	\$95,000	\$111,200	\$129,200	\$150,700
\$500M to \$1B	23	\$145,400	\$115,910	\$133,510	\$169,460	\$229,200
\$1B to \$3B	41	\$165,710	\$140,580	\$156,410	\$185,330	\$222,290
\$3B or more	17	\$231,890	\$183,430	\$222,010	\$295,020	\$300,670
By region						
New England	7	\$140,070	\$117,870	\$147,980	\$155,020	\$204,910
Middle Atlantic	7	\$141,350	\$108,440	\$142,120	\$163,450	\$232,080
East North Central	22	\$158,390	\$110,400	\$150,190	\$206,010	\$249,670
West North Central	8	\$134,950	\$100,880	\$133,020	\$163,730	\$201,880
South Atlantic	16	\$182,270	\$119,710	\$182,300	\$247,180	\$300,650
East South Central	7	\$150,890	\$125,760	\$157,210	\$185,360	\$207,940
West South Central	17	\$147,160	\$121,650	\$137,790	\$170,150	\$214,020
Mountain	10	\$165,870	\$133,670	\$143,820	\$204,490	\$295,020
Pacific	18	\$196,500	\$150,740	\$180,000	\$231,060	\$268,190
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	10	\$100,590	\$80,440	\$95,450	\$117,950	\$150,510
50 - 99	19	\$113,810	\$95,250	\$109,520	\$134,260	\$154,740
100 or more	83	\$178,270	\$134,740	\$170,510	\$206,680	\$262,680
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	110	\$163,760	\$122,640	\$150,730	\$187,820	\$241,940
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	3	*	*	*	*	*
\$100M to \$200M	13	\$106,840	\$88,050	\$98,960	\$124,460	\$154,870
\$200M or more	96	\$171,850	\$133,350	\$159,840	\$203,480	\$251,860
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	1	*	*	*	*	*
5,000 - 9,999	2	*	*	*	*	*
10,000 - 19,999	12	\$102,730	\$79,420	\$96,470	\$126,830	\$150,390
20,000 - 39,999	21	\$119,220	\$96,790	\$111,300	\$129,720	\$151,580
40,000 - 49,999	11	\$156,340	\$126,250	\$151,170	\$184,860	\$230,640
50,000 - 59,999	0					
60,000 or more	58	\$189,270	\$148,270	\$181,500	\$221,910	\$292,070
Number of branch offices						
1	1	*	*	*	*	*
2	2	*	*	*	*	*
3	5	\$110,380	\$84,120	\$97,420	\$150,100	*
4	8	\$100,260	\$77,650	\$98,610	\$113,800	\$166,800
5 or more	95	\$171,360	\$133,300	\$159,550	\$203,860	\$252,350

\* 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**  
**SVP / VP of IT (#2 position)**

		N	average minimum	average midpoint	average maximum
Overall		93	\$114,200	\$146,730	\$179,250
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	1	*	*	*
	\$100M to \$200M	6	\$67,950	\$84,300	\$100,650
	\$200M to \$500M	15	\$82,720	\$104,110	\$125,500
	\$500M to \$1B	19	\$105,050	\$131,930	\$158,800
	\$1B to \$3B	36	\$124,040	\$160,560	\$197,080
	\$3B or more	15	\$154,190	\$202,080	\$249,980

\* Insufficient data

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

## IT MANAGER/SUPERVISOR

### ***Reports to: Information Systems VP or CIO***

**Position Purpose:** Provide ongoing assessment and planning 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 that meet the dynamic needs of the credit union.

### **Job Responsibilities**

- Develop and maintain the strategy and future direction of LAN technologies and protocols, voice over IP, telecommunications, hardware and software. Keep abreast of new technologies and their impact and cost to the credit union.
- Develop configuration and performance standards for the network. Implement and monitor controls to ensure standards are maintained.
- Evaluate business needs, and goals, researching products available and designating procedures and systems to best meet those needs.
- Develop plans for implementation of new projects, coordinating process with project head. Provide well-defined plans including procedures, documentation, deadlines, and accountability.
- Coach and direct staff in operational activities to ensure compliance with departmental goals, objectives of the credit union, external regulations, and budgetary requirements.
- Direct the department's personnel administration activities including job assignment, training, performance evaluation, and compensation review.
- Maintain awareness of changing trends in technology and regulations in the credit union industry that might affect the department and act as required.
- Make purchasing conclusions based on bid pricing. Ensure that accurate documentation is maintained.
- Develop and maintain a disaster recovery plan for the network.
- Develop an annual budget. Recommend capital expenditures. Review and compare actual results to planned budgetary performance.
- Ensure that network staff utilize technology to provide credit union staff with a fast, accurate, and secure method to access information, in order that members can be served in a highly efficient and effective manner.
- Ensure hardware and software and network support is provided to internal staff in a professional, courteous, and timely manner.



**Table 53 - 1**  
**Salaries**  
**IT Manager / Supervisor**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	158	\$115,520	\$88,600	\$116,380	\$138,090	\$165,020
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	2	*	*	*	*	*
\$50M to \$100M	7	\$57,720	\$51,210	\$55,060	\$72,120	*
\$100M to \$200M	23	\$75,310	\$61,570	\$72,060	\$85,770	\$104,200
\$200M to \$500M	31	\$85,280	\$73,660	\$83,190	\$92,250	\$109,180
\$500M to \$1B	34	\$105,590	\$91,310	\$102,120	\$119,630	\$135,000
\$1B to \$3B	44	\$115,240	\$101,860	\$116,540	\$124,970	\$138,200
\$3B or more	16	\$148,580	\$131,790	\$164,740	\$165,020	\$165,020
By region						
New England	10	\$103,560	\$82,950	\$101,580	\$124,500	\$140,150
Middle Atlantic	10	\$100,190	\$72,290	\$95,000	\$124,970	\$154,380
East North Central	34	\$104,960	\$85,980	\$112,030	\$125,650	\$130,110
West North Central	15	\$90,570	\$79,280	\$84,450	\$106,670	\$126,560
South Atlantic	23	\$139,690	\$116,160	\$165,020	\$165,020	\$165,020
East South Central	10	\$96,090	\$71,910	\$94,180	\$119,650	\$141,420
West South Central	18	\$97,470	\$86,880	\$101,170	\$114,410	\$116,540
Mountain	13	\$108,120	\$88,620	\$110,050	\$131,790	\$140,980
Pacific	26	\$128,480	\$115,000	\$135,000	\$144,580	\$162,000
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	1	*	*	*	*	*
10 - 49	34	\$71,940	\$58,110	\$70,010	\$79,070	\$104,590
50 - 99	26	\$89,350	\$76,840	\$85,200	\$99,150	\$118,650
100 or more	96	\$126,010	\$107,700	\$123,260	\$147,200	\$165,020
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	1	*	*	*	*	*
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	4	\$99,190	\$73,810	\$112,110	\$118,760	*
13 - 20	151	\$116,200	\$88,950	\$116,540	\$138,150	\$165,020
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	0					
\$20M to \$50M	8	\$57,060	\$50,830	\$55,070	\$66,500	*
\$50M to \$100M	14	\$70,080	\$55,540	\$64,520	\$72,670	\$116,710
\$100M to \$200M	25	\$83,920	\$69,890	\$80,200	\$93,950	\$107,250
\$200M or more	110	\$123,660	\$101,610	\$121,300	\$144,580	\$165,020
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	4	*	*	*	*	*
5,000 - 9,999	10	\$61,350	\$52,050	\$58,170	\$72,610	\$79,340
10,000 - 19,999	32	\$81,790	\$64,780	\$76,560	\$94,090	\$121,730
20,000 - 39,999	21	\$94,320	\$83,190	\$89,970	\$102,220	\$127,560
40,000 - 49,999	16	\$105,200	\$91,280	\$106,940	\$121,320	\$131,310
50,000 - 59,999	0					
60,000 or more	62	\$131,700	\$114,360	\$129,990	\$165,020	\$165,020
Number of branch offices						
1	4	\$75,900	\$51,830	\$63,540	\$116,380	*
2	8	\$63,540	\$56,240	\$63,880	\$74,400	*
3	12	\$80,710	\$60,960	\$79,790	\$101,170	\$108,070
4	13	\$81,910	\$62,070	\$77,490	\$86,460	\$142,810
5 or more	120	\$121,660	\$97,950	\$120,000	\$144,520	\$165,020

\* Insufficient data

**Table 53 - 2  
Incentives and Bonuses  
IT Manager / Supervisor**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		154	71%	121	\$8,730
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 \$50M	2	0%	0	
	\$50M to \$100M	7	57%	4	*
	\$100M to \$200M	23	81%	17	\$4,130
	\$200M to \$500M	31	82%	23	\$4,240
	\$500M to \$1B	33	84%	28	\$5,830
	\$1B to \$3B	43	90%	36	\$7,840
	\$3B or more	16	45%	13	\$18,490
By region	New England	9	95%	8	\$7,040
	Middle Atlantic	9	94%	8	\$6,670
	East North Central	34	73%	25	\$11,910
	West North Central	15	79%	10	\$6,450
	South Atlantic	22	39%	18	\$10,940
	East South Central	9	82%	7	\$6,190
	West South Central	18	80%	13	\$5,940
	Mountain Pacific	13 26	93% 87%	11 18	\$5,960 \$9,260
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	1	0%	0	
	10 - 49	34	71%	23	\$3,650
	50 - 99	25	85%	19	\$3,580
	100 or more	94	70%	79	\$10,290
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	0%	0	
	11 - 12	4	51%	2	*
	13 - 20	149	72%	119	\$8,750
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	8	47%	4	*
	\$50M to \$100M	14	74%	11	\$3,780
	\$100M to \$200M	25	77%	17	\$4,230
	\$200M or more	107	71%	90	\$9,690
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	4	70%	3	*
	5,000 - 9,999	10	43%	4	*
	10,000 - 19,999	32	81%	24	\$3,930
	20,000 - 39,999	21	83%	17	\$4,980
	40,000 - 49,999	15	65%	12	\$4,900
	50,000 - 59,999 60,000 or more	0 60		0 52	
Number of branch offices	1	4	51%	2	*
	2	8	77%	5	\$4,160
	3	12	78%	8	\$3,190
	4	13	61%	8	\$3,750
	5 or more	117	72%	98	\$9,490

\* Insufficient data

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

**Table 53 - 3**  
**Total Cash Compensation**  
**IT Manager / Supervisor**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		158	\$121,330	\$92,000	\$121,030	\$149,880	\$165,020
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	2	*	*	*	*	*
	\$50M to \$100M	7	\$59,030	\$52,000	\$55,080	\$75,350	*
	\$100M to \$200M	23	\$78,320	\$64,230	\$74,510	\$88,580	\$109,060
	\$200M to \$500M	31	\$88,500	\$75,520	\$86,470	\$100,420	\$112,830
	\$500M to \$1B	34	\$110,250	\$94,910	\$105,610	\$123,230	\$142,000
	\$1B to \$3B	44	\$121,560	\$107,970	\$120,720	\$134,070	\$146,630
\$3B or more	16	\$156,680	\$142,330	\$165,020	\$165,020	\$170,530	
By region	New England	10	\$109,910	\$87,750	\$108,220	\$132,760	\$146,350
	Middle Atlantic	10	\$106,160	\$73,980	\$100,930	\$140,160	\$155,640
	East North Central	34	\$112,730	\$87,590	\$118,060	\$126,170	\$146,630
	West North Central	15	\$95,170	\$81,700	\$89,240	\$115,490	\$131,970
	South Atlantic	23	\$143,820	\$120,730	\$165,020	\$165,020	\$165,020
	East South Central	10	\$100,920	\$79,280	\$101,020	\$121,520	\$149,640
	West South Central	18	\$102,110	\$89,040	\$104,910	\$118,500	\$127,060
	Mountain	13	\$112,980	\$91,620	\$116,530	\$142,330	\$146,460
	Pacific	26	\$136,040	\$119,440	\$137,340	\$155,960	\$175,460
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	1	*	*	*	*	*
	10 - 49	34	\$74,370	\$59,090	\$74,050	\$84,250	\$106,260
	50 - 99	26	\$92,060	\$78,730	\$87,990	\$102,970	\$121,710
	100 or more	96	\$132,780	\$112,600	\$127,670	\$158,760	\$165,020
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	1	*	*	*	*	*
	7 - 8	0					
	9 - 10	1	*	*	*	*	*
	11 - 12	4	\$101,450	\$74,740	\$114,420	\$120,120	*
	13 - 20	151	\$122,150	\$92,650	\$121,750	\$150,860	\$165,020
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	8	\$58,510	\$51,070	\$55,150	\$68,820	*
	\$50M to \$100M	14	\$72,890	\$55,710	\$67,900	\$78,730	\$120,600
	\$100M to \$200M	25	\$86,760	\$74,910	\$81,710	\$99,280	\$113,490
	\$200M or more	110	\$130,130	\$106,980	\$126,170	\$155,960	\$165,020
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	4	*	*	*	*	*
	5,000 - 9,999	10	\$63,070	\$52,050	\$58,910	\$78,780	\$85,670
	10,000 - 19,999	32	\$84,790	\$69,250	\$79,590	\$99,460	\$124,790
	20,000 - 39,999	21	\$98,220	\$86,420	\$94,870	\$105,260	\$129,930
	40,000 - 49,999	16	\$108,310	\$92,800	\$111,670	\$121,430	\$131,380
	50,000 - 59,999	0					
	60,000 or more	62	\$139,050	\$118,530	\$140,160	\$165,020	\$165,020
Number of branch offices	1	4	\$78,340	\$51,830	\$65,380	\$122,230	*
	2	8	\$66,280	\$56,650	\$65,470	\$79,580	*
	3	12	\$82,960	\$61,960	\$81,190	\$103,160	\$111,180
	4	13	\$84,210	\$64,770	\$83,280	\$87,600	\$143,250
	5 or more	120	\$128,020	\$104,520	\$125,880	\$155,960	\$165,020

\* 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**  
**IT Manager / Supervisor**

		N	average minimum	average midpoint	average maximum
Overall		122	\$82,230	\$104,370	\$126,510
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	1	*	*	*
	\$50M to \$100M	4	*	*	*
	\$100M to \$200M	13	\$60,290	\$74,350	\$88,410
	\$200M to \$500M	21	\$68,430	\$86,310	\$104,200
	\$500M to \$1B	30	\$85,980	\$107,650	\$129,310
	\$1B to \$3B	39	\$90,390	\$115,190	\$140,000
	\$3B or more	15	\$105,800	\$137,370	\$168,950

\* 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. Assist internal clients with continual assessment 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 assistance for computerized departmental systems and related projects.
- Act as primary contact for all application systems problems. Assess, 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 examine, 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 assistance.

**Table 54 - 1**  
**Salaries**  
**Systems Analyst**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		139	\$77,810	\$65,700	\$76,520	\$87,930	\$101,820
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	11	\$61,070	\$51,190	\$55,710	\$71,130	\$85,250
	\$200M to \$500M	35	\$63,430	\$50,110	\$63,610	\$73,210	\$85,150
	\$500M to \$1B	37	\$74,470	\$65,000	\$73,630	\$84,550	\$92,710
	\$1B to \$3B	34	\$79,170	\$70,810	\$78,590	\$85,790	\$97,960
\$3B or more	20	\$90,760	\$71,510	\$89,300	\$105,430	\$119,870	
By region	New England	8	\$80,470	\$73,860	\$79,060	\$86,020	\$99,200
	Middle Atlantic	9	\$71,250	\$60,100	\$72,000	\$76,760	\$90,210
	East North Central	30	\$71,060	\$60,330	\$66,690	\$83,420	\$93,350
	West North Central	14	\$75,340	\$66,880	\$73,440	\$85,790	\$102,220
	South Atlantic	18	\$79,530	\$65,490	\$83,870	\$96,280	\$105,690
	East South Central	7	\$67,440	\$65,700	\$65,700	\$73,380	\$82,870
	West South Central	17	\$71,150	\$65,210	\$71,800	\$80,460	\$81,240
	Mountain	14	\$72,990	\$66,320	\$72,000	\$83,660	\$94,980
Pacific	21	\$96,950	\$86,760	\$95,580	\$115,660	\$127,790	
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	17	\$60,870	\$49,830	\$54,610	\$71,740	\$85,250
	50 - 99	29	\$65,090	\$50,600	\$65,920	\$78,600	\$88,510
	100 or more	93	\$81,370	\$68,050	\$80,270	\$90,730	\$105,800
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	4	\$70,520	\$48,750	\$81,310	\$89,970	*
	13 - 20	134	\$78,000	\$65,700	\$76,520	\$87,930	\$101,820
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	5	\$62,570	\$50,550	\$58,310	\$84,660	*
	\$100M to \$200M	19	\$61,130	\$50,180	\$56,240	\$71,020	\$86,110
	\$200M or more	113	\$79,930	\$66,850	\$78,630	\$89,790	\$104,920
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	2	*	*	*	*	*
	5,000 - 9,999	4	*	*	*	*	*
	10,000 - 19,999	18	\$62,780	\$50,040	\$55,520	\$77,480	\$86,130
	20,000 - 39,999	31	\$67,580	\$57,090	\$69,620	\$74,900	\$85,720
	40,000 - 49,999	14	\$72,480	\$66,200	\$71,190	\$83,690	\$86,540
	50,000 - 59,999	0					
	60,000 or more	58	\$84,220	\$71,990	\$81,450	\$95,670	\$110,580
Number of branch offices	1	4	*	*	*	*	*
	2	1	*	*	*	*	*
	3	8	\$65,730	\$49,690	\$66,520	\$80,980	\$108,210
	4	11	\$64,710	\$50,360	\$68,890	\$73,860	\$88,600
	5 or more	115	\$79,450	\$65,900	\$78,630	\$89,610	\$101,820

\* Insufficient data

**Table 54 - 2  
Incentives and Bonuses  
Systems Analyst**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		136	74%	100	\$4,410
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	2	0%	0	
	\$20M to \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	11	71%	8	\$2,590
	\$200M to \$500M	35	69%	25	\$2,350
	\$500M to \$1B	35	73%	25	\$4,730
	\$1B to \$3B	34	87%	27	\$3,740
\$3B or more	20	67%	15	\$6,860	
By region	New England	8	91%	7	\$4,350
	Middle Atlantic	9	90%	7	\$3,690
	East North Central	30	57%	19	\$3,850
	West North Central	14	77%	12	\$4,430
	South Atlantic	17	74%	10	\$4,660
	East South Central	7	52%	5	\$4,890
	West South Central	17	83%	13	\$2,290
	Mountain Pacific	14 21	87% 81%	10 16	\$3,820 \$6,420
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	17	67%	11	\$2,330
	50 - 99	29	69%	20	\$2,310
	100 or more	91	76%	68	\$4,920
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	4	38%	1	*
	13 - 20	132	75%	99	\$4,370
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	5	57%	4	*
	\$100M to \$200M	19	75%	14	\$2,050
	\$200M or more	110	75%	82	\$4,670
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	4	100%	4	*
	10,000 - 19,999	18	63%	12	\$2,000
	20,000 - 39,999	31	72%	23	\$3,220
	40,000 - 49,999	14	44%	8	\$3,690
	50,000 - 59,999 60,000 or more	0 56	 78%	0 44	 \$4,990
Number of branch offices	1	4	69%	3	*
	2	1	100%	1	*
	3	8	75%	6	\$1,270
	4	11	74%	8	\$2,330
	5 or more	113	75%	82	\$4,690

\* Insufficient data

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

**Table 54 - 3**  
**Total Cash Compensation**  
**Systems Analyst**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	139	\$80,870	\$66,220	\$80,270	\$92,030	\$106,980
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	0					
\$50M to \$100M	0					
\$100M to \$200M	11	\$62,920	\$51,190	\$60,330	\$74,260	\$85,250
\$200M to \$500M	35	\$65,060	\$51,990	\$66,370	\$75,730	\$86,480
\$500M to \$1B	37	\$77,430	\$65,000	\$77,570	\$89,230	\$97,630
\$1B to \$3B	34	\$82,230	\$74,170	\$81,330	\$89,890	\$99,200
\$3B or more	20	\$94,980	\$74,400	\$91,480	\$109,660	\$127,010
By region						
New England	8	\$83,870	\$78,440	\$81,530	\$90,630	\$99,200
Middle Atlantic	9	\$74,420	\$62,350	\$74,230	\$84,740	\$90,350
East North Central	30	\$73,100	\$61,380	\$67,030	\$83,690	\$99,830
West North Central	14	\$78,770	\$70,180	\$77,980	\$89,220	\$102,220
South Atlantic	18	\$82,320	\$69,400	\$86,200	\$98,750	\$108,000
East South Central	7	\$69,970	\$65,700	\$65,700	\$81,280	\$87,100
West South Central	17	\$72,840	\$65,560	\$73,200	\$81,500	\$85,030
Mountain	14	\$76,230	\$66,320	\$75,860	\$88,770	\$100,680
Pacific	21	\$102,080	\$87,040	\$102,410	\$119,820	\$147,880
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	17	\$62,420	\$49,950	\$57,180	\$73,190	\$85,250
50 - 99	29	\$66,690	\$50,600	\$67,630	\$81,370	\$89,590
100 or more	93	\$84,790	\$71,340	\$81,510	\$97,230	\$109,840
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	0					
11 - 12	4	\$73,370	\$48,750	\$81,310	\$97,390	*
13 - 20	134	\$81,070	\$66,560	\$80,290	\$92,000	\$106,980
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	5	\$64,300	\$50,690	\$64,000	\$84,710	*
\$100M to \$200M	19	\$62,660	\$51,410	\$58,350	\$73,470	\$86,170
\$200M or more	113	\$83,180	\$69,130	\$81,370	\$93,100	\$107,850
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	2	*	*	*	*	*
5,000 - 9,999	4	*	*	*	*	*
10,000 - 19,999	18	\$64,040	\$50,230	\$57,700	\$80,010	\$86,130
20,000 - 39,999	31	\$69,910	\$58,040	\$71,440	\$79,990	\$89,980
40,000 - 49,999	14	\$74,100	\$66,440	\$72,810	\$83,690	\$89,230
50,000 - 59,999	0					
60,000 or more	58	\$87,760	\$73,500	\$84,740	\$100,110	\$117,010
Number of branch offices						
1	4	*	*	*	*	*
2	1	*	*	*	*	*
3	8	\$66,690	\$51,410	\$67,130	\$81,680	\$108,210
4	11	\$66,440	\$52,630	\$72,160	\$76,140	\$91,070
5 or more	115	\$82,670	\$67,010	\$81,330	\$92,710	\$107,260

\* 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  
Systems Analyst**

		N	average minimum	average midpoint	average maximum
Overall		112	\$61,950	\$78,690	\$95,420
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	0			
	\$100M to \$200M	9	\$49,690	\$59,920	\$70,140
	\$200M to \$500M	21	\$55,960	\$70,920	\$85,890
	\$500M to \$1B	32	\$60,400	\$75,800	\$91,200
	\$1B to \$3B	31	\$62,950	\$80,930	\$98,920
\$3B or more	18	\$75,930	\$98,100	\$120,260	

\* Insufficient data

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

## PROGRAMMER

**Reports to: Information Systems Manager/Supervisor or Information Systems VP**

**Position Purpose:** Code, test, and debug documents; install new programs; and update existing programs under supervision of Information Systems Manager/Supervisor or Vice President.

### **Job Responsibilities**

- Develop, implement, and maintain application software to established standards and specifications. Develop application software using approved programming languages.
- Modify acquired application software using tables, profiles, and other vendor supplied customization tools to reflect approved changes specified by users.
- Implement approved changes to application software to maintain currency standards, correct problems, and modify or enhance applications function.
- Participate in the design of proprietary software and/or the selection of application software products. Research the cost-effectiveness and efficient of “create” versus “buy.”
- In partnership with technical support and operations staffs, prepare application software procedures and documentation for use, operation, back-up and recovery, problem resolution, shut-down and initialization, and process automation.
- Document new programs or changes to existing programs.
- In partnership with the end user, test application software to assure accuracy, integrity, interoperability, and completeness to achieve desired results.
- Train users and validate ability to use and run applications. Document testing and training results.
- Analyze reasons for failure and revise assigned programs and/or procedures as necessary.

**Table 55 - 1  
Salaries  
Programmer**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		71	\$93,250	\$80,940	\$95,320	\$104,000	\$122,320
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	4	*	*	*	*	*
	\$200M to \$500M	8	\$78,240	\$63,910	\$71,080	\$95,640	\$125,050
	\$500M to \$1B	15	\$79,800	\$67,990	\$80,340	\$90,000	\$109,930
	\$1B to \$3B	27	\$85,940	\$74,480	\$85,290	\$98,320	\$101,910
\$3B or more	17	\$105,810	\$100,430	\$100,430	\$113,330	\$127,460	
By region	New England	2	*	*	*	*	*
	Middle Atlantic	5	\$87,160	\$81,810	\$82,570	\$89,930	*
	East North Central	16	\$93,860	\$80,280	\$100,430	\$100,430	\$114,430
	West North Central	3	\$75,940	\$68,380	\$77,470	\$82,590	*
	South Atlantic	11	\$89,580	\$60,230	\$95,240	\$109,430	\$109,430
	East South Central	4	\$85,210	\$68,880	\$91,330	\$94,350	*
	West South Central	9	\$87,760	\$68,250	\$90,000	\$100,000	\$128,840
	Mountain	4	\$93,200	\$70,970	\$92,710	\$116,390	*
Pacific	17	\$103,990	\$86,760	\$101,100	\$122,450	\$127,460	
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	5	\$74,330	\$56,010	\$70,480	\$99,090	*
	50 - 99	6	\$68,950	\$56,050	\$66,490	\$78,950	*
	100 or more	60	\$95,000	\$82,570	\$98,000	\$105,070	\$122,450
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	69	\$93,950	\$81,390	\$95,790	\$104,030	\$122,440
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	1	*	*	*	*	*
	\$100M to \$200M	5	\$67,080	\$50,630	\$70,970	\$81,380	*
	\$200M or more	65	\$94,050	\$81,480	\$95,790	\$104,170	\$122,450
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	7	\$70,180	\$60,930	\$71,620	\$81,380	*
	20,000 - 39,999	5	\$90,910	\$67,000	\$87,090	\$117,770	*
	40,000 - 49,999	7	\$82,050	\$65,190	\$80,400	\$95,790	\$126,390
	50,000 - 59,999	0					
	60,000 or more	46	\$96,630	\$83,760	\$100,000	\$107,820	\$122,450
Number of branch offices	1	1	*	*	*	*	*
	2	1	*	*	*	*	*
	3	1	*	*	*	*	*
	4	3	*	*	*	*	*
	5 or more	64	\$94,210	\$81,480	\$95,790	\$104,270	\$122,450

\* Insufficient data

**Table 55 - 2  
Incentives and Bonuses  
Programmer**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		70	73%	56	\$6,870
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 \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	4	100%	4	*
	\$200M to \$500M	8	86%	7	\$6,350
	\$500M to \$1B	14	81%	11	\$3,400
	\$1B to \$3B	27	77%	20	\$3,620
	\$3B or more	17	66%	14	\$11,270
By region	New England	2	100%	2	*
	Middle Atlantic	5	100%	5	\$2,980
	East North Central	16	48%	11	\$7,330
	West North Central	3	86%	3	*
	South Atlantic	11	75%	7	\$8,900
	East South Central	4	83%	3	\$6,580
	West South Central	8	85%	7	\$4,600
	Mountain	4	100%	3	\$3,340
	Pacific	17	89%	13	\$7,650
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	5	100%	5	\$3,460
	50 - 99	6	86%	6	\$2,770
	100 or more	59	72%	45	\$7,260
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	41%	1	*
	13 - 20	68	74%	54	\$6,910
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	1	100%	1	*
	\$100M to \$200M	5	100%	5	\$3,330
	\$200M or more	64	72%	50	\$7,030
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	100%	1	*
	10,000 - 19,999	7	82%	6	\$3,200
	20,000 - 39,999	5	100%	5	\$8,300
	40,000 - 49,999	7	50%	4	\$2,950
	50,000 - 59,999	0		0	
	60,000 or more	44	72%	35	\$7,540
Number of branch offices	1	1	100%	1	*
	2	1	100%	1	*
	3	1	100%	1	*
	4	3	70%	2	*
	5 or more	63	73%	50	\$7,080

\* Insufficient data

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

**Table 55 - 3**  
**Total Cash Compensation**  
**Programmer**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	71	\$98,090	\$83,580	\$100,430	\$106,340	\$127,980
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	0					
\$100M to \$200M	4	*	*	*	*	*
\$200M to \$500M	8	\$83,680	\$64,530	\$73,890	\$100,920	\$153,550
\$500M to \$1B	15	\$82,280	\$68,960	\$83,400	\$97,320	\$110,770
\$1B to \$3B	27	\$88,540	\$76,370	\$88,460	\$100,130	\$103,530
\$3B or more	17	\$113,200	\$100,430	\$105,980	\$123,410	\$150,260
By region						
New England	2	*	*	*	*	*
Middle Atlantic	5	\$90,140	\$82,960	\$83,570	\$96,140	*
East North Central	16	\$96,920	\$82,850	\$100,430	\$100,430	\$123,000
West North Central	3	\$79,200	\$70,690	\$82,180	\$85,990	*
South Atlantic	11	\$96,230	\$60,230	\$105,980	\$120,680	\$123,410
East South Central	4	\$90,670	\$74,310	\$95,910	\$98,990	*
West South Central	9	\$91,340	\$68,700	\$91,000	\$101,600	\$152,160
Mountain	4	\$96,080	\$72,360	\$96,900	\$120,720	*
Pacific	17	\$110,820	\$90,700	\$103,360	\$128,760	\$150,880
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	5	\$77,780	\$56,950	\$74,470	\$104,210	*
50 - 99	6	\$71,330	\$56,550	\$67,890	\$87,980	*
100 or more	60	\$100,000	\$84,630	\$100,430	\$110,670	\$127,980
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	69	\$98,840	\$83,850	\$100,430	\$108,150	\$127,980
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	1	*	*	*	*	*
\$100M to \$200M	5	\$70,410	\$52,540	\$72,530	\$88,420	*
\$200M or more	65	\$98,950	\$83,830	\$100,430	\$108,400	\$127,980
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	0					
5,000 - 9,999	1	*	*	*	*	*
10,000 - 19,999	7	\$72,800	\$61,440	\$74,440	\$88,420	*
20,000 - 39,999	5	\$99,210	\$69,190	\$97,510	\$125,920	*
40,000 - 49,999	7	\$83,540	\$68,650	\$82,400	\$98,760	\$126,840
50,000 - 59,999	0					
60,000 or more	46	\$101,800	\$87,170	\$100,430	\$115,800	\$128,170
Number of branch offices						
1	1	*	*	*	*	*
2	1	*	*	*	*	*
3	1	*	*	*	*	*
4	3	*	*	*	*	*
5 or more	64	\$99,140	\$83,840	\$100,430	\$108,990	\$127,980

\* 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  
Programmer**

		N	average minimum	average midpoint	average maximum
Overall		60	\$71,460	\$92,810	\$114,160
By credit union asset size					
	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	0			
	\$100M to \$200M	2	*	*	*
	\$200M to \$500M	5	\$63,520	\$80,040	\$96,560
	\$500M to \$1B	13	\$63,120	\$81,360	\$99,610
	\$1B to \$3B	24	\$68,320	\$89,190	\$110,050
	\$3B or more	16	\$86,830	\$113,770	\$140,700

\* 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.
- Reply 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 accountable 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 56 - 1  
Salaries  
Network Administrator**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	163	\$82,910	\$66,850	\$79,350	\$94,600	\$117,590
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	3	*	*	*	*	*
\$100M to \$200M	17	\$61,380	\$50,420	\$59,710	\$69,300	\$81,430
\$200M to \$500M	37	\$67,850	\$59,420	\$66,390	\$77,920	\$90,070
\$500M to \$1B	44	\$81,850	\$66,560	\$79,190	\$90,070	\$110,000
\$1B to \$3B	43	\$85,160	\$72,850	\$82,930	\$94,970	\$110,600
\$3B or more	20	\$101,600	\$76,850	\$101,660	\$118,880	\$140,640
By region						
New England	12	\$81,350	\$72,580	\$79,630	\$94,210	\$103,590
Middle Atlantic	14	\$74,170	\$67,730	\$75,120	\$82,420	\$88,000
East North Central	32	\$83,240	\$68,130	\$80,600	\$93,870	\$117,590
West North Central	11	\$82,410	\$68,480	\$82,960	\$103,860	\$110,170
South Atlantic	21	\$84,900	\$69,070	\$81,670	\$95,010	\$128,220
East South Central	9	\$69,970	\$58,570	\$71,780	\$86,320	\$89,600
West South Central	22	\$72,160	\$62,250	\$68,920	\$80,330	\$86,630
Mountain	14	\$78,570	\$60,680	\$78,980	\$94,620	\$127,630
Pacific	29	\$96,900	\$76,480	\$94,600	\$114,880	\$133,780
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	25	\$65,520	\$53,340	\$61,580	\$78,860	\$90,930
50 - 99	31	\$68,340	\$59,400	\$68,030	\$77,900	\$86,590
100 or more	108	\$88,000	\$71,960	\$83,880	\$100,610	\$117,590
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	161	\$82,800	\$66,560	\$79,350	\$94,600	\$117,590
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	10	\$58,110	\$50,000	\$58,120	\$67,140	\$75,110
\$100M to \$200M	24	\$66,630	\$56,730	\$62,050	\$78,630	\$91,020
\$200M or more	128	\$86,030	\$70,220	\$82,330	\$95,640	\$117,590
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	2	*	*	*	*	*
5,000 - 9,999	5	\$58,340	\$48,780	\$61,470	\$69,160	*
10,000 - 19,999	26	\$66,050	\$54,000	\$61,870	\$77,570	\$91,910
20,000 - 39,999	31	\$71,090	\$61,320	\$68,140	\$78,570	\$93,280
40,000 - 49,999	17	\$82,990	\$63,300	\$81,830	\$92,270	\$133,780
50,000 - 59,999	0					
60,000 or more	70	\$89,850	\$72,960	\$85,200	\$102,500	\$120,330
Number of branch offices						
1	3	*	*	*	*	*
2	5	\$66,290	\$53,970	\$70,520	\$76,400	*
3	12	\$64,800	\$53,460	\$62,810	\$77,870	\$93,500
4	11	\$69,550	\$54,380	\$68,140	\$80,930	\$113,180
5 or more	133	\$85,270	\$69,560	\$82,150	\$95,020	\$117,590

\* Insufficient data



**Table 56 - 2  
Incentives and Bonuses  
Network Administrator**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		159	78%	120	\$3,880
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 \$50M	0		0	
	\$50M to \$100M	3	67%	2	*
	\$100M to \$200M	17	70%	12	\$2,010
	\$200M to \$500M	37	71%	27	\$2,630
	\$500M to \$1B	41	81%	33	\$4,010
	\$1B to \$3B	41	88%	32	\$3,190
	\$3B or more	20	65%	14	\$7,040
By region	New England	11	83%	9	\$3,980
	Middle Atlantic	14	67%	11	\$3,070
	East North Central	32	68%	21	\$2,920
	West North Central	11	76%	8	\$3,340
	South Atlantic	19	84%	15	\$5,400
	East South Central	8	81%	7	\$4,400
	West South Central	20	87%	17	\$3,130
	Mountain Pacific	14 29	85% 79%	11 21	\$3,310 \$4,650
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	25	65%	17	\$2,160
	50 - 99	30	82%	25	\$2,500
	100 or more	104	78%	79	\$4,380
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	2	25%	1	*
	13 - 20	156	78%	119	\$3,860
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	10	69%	8	\$1,640
	\$100M to \$200M	24	70%	18	\$2,540
	\$200M or more	123	79%	95	\$4,130
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	5	84%	4	\$1,780
	10,000 - 19,999	26	66%	18	\$2,210
	20,000 - 39,999	30	73%	23	\$3,290
	40,000 - 49,999	16	75%	12	\$3,550
	50,000 - 59,999 60,000 or more	0 67	 80%	0 50	 \$4,340
Number of branch offices	1	3	35%	1	*
	2	5	90%	5	\$3,260
	3	12	51%	6	\$2,290
	4	11	94%	11	\$2,300
	5 or more	128	78%	98	\$4,070

\* Insufficient data

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

**Table 56 - 3**  
**Total Cash Compensation**  
**Network Administrator**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	163	\$85,720	\$69,780	\$82,420	\$96,970	\$117,590
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	3	*	*	*	*	*
\$100M to \$200M	17	\$62,790	\$50,780	\$60,950	\$70,700	\$85,400
\$200M to \$500M	37	\$69,710	\$60,980	\$68,870	\$79,020	\$93,210
\$500M to \$1B	44	\$84,740	\$70,250	\$82,740	\$92,450	\$112,100
\$1B to \$3B	43	\$87,700	\$77,070	\$85,020	\$97,150	\$111,720
\$3B or more	20	\$106,130	\$80,740	\$107,300	\$118,880	\$152,300
By region						
New England	12	\$84,260	\$75,430	\$82,650	\$97,560	\$103,590
Middle Atlantic	14	\$76,220	\$69,960	\$76,490	\$82,810	\$94,410
East North Central	32	\$84,930	\$71,480	\$82,410	\$95,800	\$117,590
West North Central	11	\$84,960	\$69,760	\$85,310	\$106,240	\$112,960
South Atlantic	21	\$88,890	\$73,010	\$86,250	\$95,430	\$128,430
East South Central	9	\$73,330	\$61,980	\$75,980	\$86,320	\$92,890
West South Central	22	\$74,760	\$64,280	\$71,750	\$82,280	\$88,670
Mountain	14	\$81,290	\$62,180	\$80,450	\$95,780	\$133,980
Pacific	29	\$100,570	\$80,390	\$96,970	\$120,030	\$139,090
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	25	\$66,930	\$56,010	\$63,200	\$78,860	\$91,950
50 - 99	31	\$70,360	\$61,670	\$71,000	\$80,080	\$90,890
100 or more	108	\$91,150	\$75,720	\$86,170	\$102,510	\$120,290
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	161	\$85,630	\$69,770	\$82,410	\$96,970	\$117,590
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	10	\$59,240	\$50,210	\$60,220	\$67,930	\$75,500
\$100M to \$200M	24	\$68,410	\$56,850	\$65,000	\$78,890	\$94,540
\$200M or more	128	\$89,060	\$73,430	\$84,210	\$98,270	\$117,710
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	2	*	*	*	*	*
5,000 - 9,999	5	\$59,830	\$49,420	\$62,830	\$70,460	*
10,000 - 19,999	26	\$67,510	\$56,080	\$64,850	\$77,570	\$92,070
20,000 - 39,999	31	\$73,440	\$62,100	\$71,750	\$80,200	\$95,680
40,000 - 49,999	17	\$85,500	\$68,400	\$84,020	\$96,790	\$137,160
50,000 - 59,999	0					
60,000 or more	70	\$93,020	\$77,040	\$87,430	\$106,080	\$122,040
Number of branch offices						
1	3	*	*	*	*	*
2	5	\$69,220	\$56,080	\$73,530	\$82,510	*
3	12	\$65,950	\$54,670	\$65,000	\$77,870	\$94,010
4	11	\$71,720	\$55,350	\$70,720	\$82,190	\$117,520
5 or more	133	\$88,230	\$72,630	\$83,890	\$97,900	\$117,590

\* 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**  
**Network Administrator**

		N	average minimum	average midpoint	average maximum
Overall		132	\$64,300	\$81,830	\$99,370
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	1	*	*	*
	\$100M to \$200M	8	\$48,180	\$60,240	\$72,290
	\$200M to \$500M	29	\$55,860	\$69,800	\$83,750
	\$500M to \$1B	36	\$63,230	\$80,030	\$96,820
	\$1B to \$3B	38	\$66,450	\$85,440	\$104,430
\$3B or more	20	\$81,390	\$105,330	\$129,260	

\* 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 assistance 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 contracts 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 57 - 1  
Salaries  
Technology Specialist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		151	\$56,560	\$46,870	\$54,460	\$62,290	\$73,040
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	4	*	*	*	*	*
	\$100M to \$200M	26	\$49,360	\$38,900	\$47,320	\$56,840	\$70,270
	\$200M to \$500M	48	\$50,800	\$42,440	\$49,130	\$59,350	\$67,960
	\$500M to \$1B	36	\$55,600	\$49,040	\$54,020	\$58,410	\$67,290
	\$1B to \$3B	26	\$58,210	\$49,390	\$56,600	\$67,370	\$72,800
\$3B or more	10	\$72,960	\$61,370	\$68,680	\$84,060	\$97,610	
By region	New England	10	\$60,600	\$54,020	\$59,420	\$63,320	\$91,570
	Middle Atlantic	7	\$56,490	\$42,750	\$61,380	\$67,370	\$67,370
	East North Central	43	\$51,870	\$44,440	\$50,120	\$57,590	\$67,870
	West North Central	16	\$52,710	\$45,930	\$49,600	\$61,870	\$71,430
	South Atlantic	20	\$55,690	\$45,590	\$53,620	\$68,890	\$76,250
	East South Central	8	\$56,100	\$46,880	\$52,350	\$65,760	\$76,080
	West South Central	17	\$57,780	\$46,070	\$52,500	\$63,940	\$95,020
	Mountain	14	\$56,310	\$48,130	\$54,590	\$60,530	\$73,080
Pacific	16	\$68,970	\$59,410	\$62,920	\$73,260	\$87,340	
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	34	\$53,730	\$42,670	\$49,880	\$63,710	\$73,080
	50 - 99	42	\$49,970	\$40,640	\$47,460	\$56,530	\$65,290
	100 or more	75	\$58,750	\$49,250	\$56,140	\$65,650	\$75,420
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	1	*	*	*	*	*
	11 - 12	3	*	*	*	*	*
	13 - 20	147	\$56,650	\$46,900	\$54,580	\$62,450	\$73,080
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	5	\$45,720	\$41,850	\$44,980	\$50,060	*
	\$50M to \$100M	11	\$45,760	\$38,760	\$47,300	\$51,590	\$61,740
	\$100M to \$200M	37	\$51,390	\$40,000	\$49,250	\$60,440	\$71,110
	\$200M or more	99	\$58,220	\$48,790	\$55,070	\$64,780	\$76,080
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	10	\$53,700	\$42,930	\$50,490	\$61,600	\$85,900
	10,000 - 19,999	39	\$50,520	\$40,140	\$47,580	\$59,050	\$72,670
	20,000 - 39,999	36	\$50,850	\$44,300	\$49,670	\$55,610	\$62,750
	40,000 - 49,999	12	\$53,930	\$44,690	\$50,420	\$58,760	\$85,220
	50,000 - 59,999	0					
60,000 or more	43	\$61,570	\$50,730	\$58,110	\$68,160	\$79,190	
Number of branch offices	1	2	*	*	*	*	*
	2	6	\$48,950	\$42,000	\$47,220	\$56,390	*
	3	15	\$53,760	\$42,740	\$50,130	\$70,600	\$79,360
	4	17	\$50,330	\$42,100	\$49,300	\$57,560	\$62,700
	5 or more	111	\$57,500	\$47,450	\$54,680	\$64,420	\$73,150

\* Insufficient data

**Table 57 - 2  
Incentives and Bonuses  
Technology Specialist**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		148	81%	110	\$2,870
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 \$50M	0		0	
	\$50M to \$100M	4	50%	2	*
	\$100M to \$200M	26	83%	21	\$2,310
	\$200M to \$500M	47	73%	32	\$2,040
	\$500M to \$1B	35	85%	27	\$2,730
	\$1B to \$3B	26	84%	20	\$3,000
	\$3B or more	9	78%	7	\$4,980
By region	New England	10	86%	8	\$2,670
	Middle Atlantic	7	88%	5	\$4,090
	East North Central	42	79%	30	\$2,310
	West North Central	16	76%	12	\$2,720
	South Atlantic	19	76%	15	\$2,760
	East South Central	7	85%	5	\$4,020
	West South Central	17	88%	14	\$3,430
	Mountain	14	75%	10	\$2,100
	Pacific	16	81%	12	\$3,140
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	34	75%	24	\$1,890
	50 - 99	41	71%	29	\$2,160
	100 or more	73	84%	57	\$3,200
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	3	63%	1	*
	13 - 20	145	81%	108	\$2,870
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	5	41%	2	*
	\$50M to \$100M	11	92%	10	\$1,810
	\$100M to \$200M	37	68%	24	\$2,090
	\$200M or more	96	83%	74	\$3,070
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	10	59%	6	\$2,050
	10,000 - 19,999	39	75%	28	\$2,190
	20,000 - 39,999	35	81%	27	\$2,090
	40,000 - 49,999	11	87%	9	\$2,200
	50,000 - 59,999	0		0	
	60,000 or more	42	84%	32	\$3,490
Number of branch offices	1	2	62%	2	*
	2	6	100%	6	\$1,940
	3	15	62%	9	\$2,330
	4	17	76%	13	\$2,370
	5 or more	108	82%	80	\$2,980

\* Insufficient data

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

**Table 57 - 3**  
**Total Cash Compensation**  
**Technology Specialist**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	151	\$58,740	\$48,070	\$55,680	\$64,240	\$78,890
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	4	*	*	*	*	*
\$100M to \$200M	26	\$51,270	\$40,030	\$48,280	\$63,800	\$72,610
\$200M to \$500M	48	\$52,240	\$44,390	\$49,570	\$59,630	\$70,330
\$500M to \$1B	36	\$57,580	\$50,670	\$55,640	\$61,030	\$69,710
\$1B to \$3B	26	\$60,650	\$50,730	\$58,400	\$69,730	\$75,260
\$3B or more	10	\$76,670	\$64,030	\$72,050	\$84,370	\$107,610
By region						
New England	10	\$62,800	\$55,640	\$61,570	\$64,470	\$95,450
Middle Atlantic	7	\$60,070	\$43,690	\$62,490	\$74,180	\$74,180
East North Central	43	\$53,500	\$45,870	\$51,380	\$59,180	\$68,870
West North Central	16	\$54,640	\$47,440	\$52,500	\$61,870	\$71,430
South Atlantic	20	\$57,700	\$47,030	\$55,230	\$70,470	\$80,520
East South Central	8	\$59,390	\$50,390	\$54,060	\$66,360	\$84,810
West South Central	17	\$60,590	\$49,040	\$55,680	\$66,480	\$103,510
Mountain	14	\$57,900	\$49,140	\$57,110	\$61,510	\$76,980
Pacific	16	\$71,390	\$62,280	\$64,260	\$74,230	\$89,990
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	34	\$55,130	\$43,950	\$50,300	\$65,070	\$76,980
50 - 99	42	\$51,440	\$40,950	\$49,080	\$58,800	\$66,570
100 or more	75	\$61,250	\$50,760	\$58,110	\$65,650	\$81,060
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	3	*	*	*	*	*
13 - 20	147	\$58,840	\$48,070	\$55,780	\$64,420	\$78,890
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	0					
\$20M to \$50M	5	\$46,230	\$42,810	\$45,490	\$50,060	*
\$50M to \$100M	11	\$47,430	\$40,620	\$47,480	\$55,340	\$63,590
\$100M to \$200M	37	\$52,780	\$41,040	\$52,060	\$63,920	\$72,440
\$200M or more	99	\$60,600	\$49,960	\$57,330	\$65,250	\$80,180
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	1	*	*	*	*	*
5,000 - 9,999	10	\$54,910	\$43,210	\$51,550	\$63,290	\$86,680
10,000 - 19,999	39	\$52,120	\$41,580	\$49,510	\$61,040	\$74,640
20,000 - 39,999	36	\$52,480	\$46,160	\$51,810	\$57,450	\$64,470
40,000 - 49,999	12	\$55,670	\$45,190	\$50,250	\$62,220	\$87,300
50,000 - 59,999	0					
60,000 or more	43	\$64,300	\$52,440	\$60,350	\$72,340	\$84,790
Number of branch offices						
1	2	*	*	*	*	*
2	6	\$50,890	\$44,420	\$49,220	\$57,900	*
3	15	\$55,220	\$42,740	\$52,850	\$72,040	\$82,120
4	17	\$52,130	\$43,270	\$50,300	\$62,040	\$63,920
5 or more	111	\$59,770	\$49,040	\$56,620	\$64,830	\$78,890

\* 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  
Technology Specialist**

		N	average minimum	average midpoint	average maximum
Overall		117	\$46,390	\$58,570	\$70,750
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	3	*	*	*
	\$100M to \$200M	18	\$43,070	\$52,260	\$61,460
	\$200M to \$500M	31	\$42,250	\$53,030	\$63,810
	\$500M to \$1B	30	\$45,040	\$57,260	\$69,480
	\$1B to \$3B	24	\$48,360	\$62,650	\$76,940
	\$3B or more	9	\$66,150	\$83,370	\$100,590

\* Insufficient data

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



## WEB ADMINISTRATOR

**Reports to:** *Information Systems Manager/Supervisor or Information Systems VP*

**Position Purpose:** Develop, implement, and maintain the credit union's web site to provide accurate, up-to-date information on products, services, rates, promotions, articles, etc. Assist in promoting credit union products and services via the Internet, and evaluate the site for member and potential member utilization. Coordinate and evaluate all outside Internet vendor relations.

### **Job Responsibilities**

- Develop, maintain, and/or coordinate information and content for web site. Create and/or coordinate newsletter articles, event notices, promotional campaign information, and rate updates.
- Ensure that all information on the web is monitored for accuracy and timeliness.
- Monitor software licenses to ensure compliance with vendors' regulations.
- Ensure that all Internet standards are met and that standards are maintained to protect the credit union's domain and on sites hosted by Internet vendors.
- Maintain and administer all legal Internet domains owned by the credit union and ensure compliance with all Internet privacy guidelines.
- Maintain and administer internal and external email systems. Research problems, resolve issues, and evaluate vendors on an on-going basis.
- Develop, maintain, and monitor web servers broadcasting on Internet domain.
- May maintain the credit union's Intranet, insuring that content is accurate, timely, and consistent with policies and procedures.
- Explore new ways to serve Internet members and to increase efficiency of serving members.
- Train credit union staff on effective use of web site for purpose of assisting members.

**Table 58 - 1**  
**Salaries**  
**Web Administrator**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		28	\$84,400	\$70,010	\$80,820	\$95,210	\$125,170
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M to \$500M	4	\$68,120	\$58,100	\$68,750	\$83,940	*
	\$500M to \$1B	7	\$65,260	\$51,020	\$70,010	\$74,060	\$88,040
	\$1B to \$3B	8	\$78,000	\$70,830	\$77,060	\$89,200	\$95,070
\$3B or more	9	\$104,850	\$90,980	\$95,640	\$125,170	\$136,960	
By region	New England	1	*	*	*	*	*
	Middle Atlantic	1	*	*	*	*	*
	East North Central	6	\$77,670	\$65,230	\$78,470	\$91,590	*
	West North Central	3	*	*	*	*	*
	South Atlantic	3	\$91,040	\$59,200	\$90,810	\$138,990	*
	East South Central	4	\$68,210	\$70,010	\$70,210	\$72,240	*
	West South Central	4	\$71,700	\$63,370	\$75,760	\$84,840	*
	Mountain	2	*	*	*	*	*
Pacific	4	\$112,060	\$90,970	\$122,350	\$136,030	*	
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	2	*	*	*	*	*
	100 or more	26	\$85,360	\$70,010	\$83,300	\$95,250	\$125,170
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	28	\$84,400	\$70,010	\$80,820	\$95,210	\$125,170
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	1	*	*	*	*	*
	\$200M or more	28	\$84,640	\$70,010	\$83,300	\$95,210	\$125,170
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	5	\$63,320	\$50,470	\$66,250	\$80,130	*
	40,000 - 49,999	3	\$78,430	\$73,300	\$78,490	\$88,320	*
	50,000 - 59,999	0					
	60,000 or more	18	\$90,990	\$71,590	\$90,000	\$97,910	\$134,290
Number of branch offices	1	0					
	2	0					
	3	0					
	4	0					
	5 or more	28	\$84,400	\$70,010	\$80,820	\$95,210	\$125,170

\* Insufficient data

**Table 58 - 2  
Incentives and Bonuses  
Web Administrator**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		28	77%	20	\$4,560
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 \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M to \$500M	4	67%	3	*
	\$500M to \$1B	7	73%	5	\$3,140
	\$1B to \$3B	8	83%	6	\$3,730
\$3B or more	9	77%	7	\$6,650	
By region	New England	1	100%	1	*
	Middle Atlantic	1	100%	1	*
	East North Central	6	45%	3	*
	West North Central	3	50%	1	*
	South Atlantic	3	81%	2	*
	East South Central	4	91%	3	\$3,880
	West South Central	4	67%	3	*
	Mountain	2	100%	2	*
	Pacific	4	100%	4	\$7,540
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	0		0	
	50 - 99	2	33%	1	*
	100 or more	26	79%	20	\$4,650
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	28	77%	20	\$4,560
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	1	0%	0	
	\$200M or more	28	78%	20	\$4,560
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	5	43%	2	*
	40,000 - 49,999	3	51%	2	*
	50,000 - 59,999	0		0	
	60,000 or more	18	84%	14	\$5,030
Number of branch offices	1	0		0	
	2	0		0	
	3	0		0	
	4	0		0	
	5 or more	28	77%	20	\$4,560

\* Insufficient data

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

**Table 58 - 3**  
**Total Cash Compensation**  
**Web Administrator**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		28	\$87,760	\$72,820	\$82,960	\$98,270	\$137,220
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M to \$500M	4	\$69,490	\$60,350	\$69,100	\$86,460	*
	\$500M to \$1B	7	\$67,570	\$53,190	\$72,820	\$78,950	\$88,470
	\$1B to \$3B	8	\$80,900	\$75,230	\$78,210	\$92,900	\$97,440
\$3B or more	9	\$109,680	\$91,590	\$101,830	\$137,220	\$141,280	
By region	New England	1	*	*	*	*	*
	Middle Atlantic	1	*	*	*	*	*
	East North Central	6	\$78,650	\$65,230	\$78,470	\$91,750	*
	West North Central	3	*	*	*	*	*
	South Atlantic	3	\$95,400	\$61,010	\$91,140	\$154,120	*
	East South Central	4	\$71,730	\$72,820	\$75,030	\$77,420	*
	West South Central	4	\$73,080	\$64,640	\$76,160	\$88,080	*
	Mountain	2	*	*	*	*	*
Pacific	4	\$119,600	\$97,170	\$133,840	\$140,260	*	
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	2	*	*	*	*	*
	100 or more	26	\$88,880	\$73,580	\$84,170	\$99,620	\$137,220
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	28	\$87,760	\$72,820	\$82,960	\$98,270	\$137,220
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	1	*	*	*	*	*
	\$200M or more	28	\$88,050	\$72,820	\$84,170	\$98,930	\$137,220
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	5	\$63,970	\$50,810	\$67,310	\$80,450	*
	40,000 - 49,999	3	\$79,750	\$71,380	\$78,580	\$90,790	*
	50,000 - 59,999	0					
	60,000 or more	18	\$94,970	\$77,030	\$92,620	\$102,740	\$139,770
Number of branch offices	1	0					
	2	0					
	3	0					
	4	0					
	5 or more	28	\$87,760	\$72,820	\$82,960	\$98,270	\$137,220

\* 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**  
**Web Administrator**

		N	average minimum	average midpoint	average maximum
Overall		25	\$67,240	\$85,210	\$103,180
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	0			
	\$100M to \$200M	0			
	\$200M to \$500M	2	*	*	*
	\$500M to \$1B	6	\$58,020	\$72,520	\$87,020
	\$1B to \$3B	8	\$61,390	\$76,670	\$91,950
\$3B or more	9	\$80,610	\$103,670	\$126,720	

\* Insufficient data

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

## DATA ENTRY SPECIALIST

**Reports to:** *Information Systems Manager/Supervisor or Information Systems VP*

**Position Purpose:** Process data and perform variety of clerical duties and support functions for the credit union. Ensure and verify the accuracy of all data.

### **Job Responsibilities**

- Perform all data entry and processing duties for the IS department and/or other departments in the credit union.
- Verify data input to insure accuracy.
- Review work for input. Resolve any issues regarding questionable data before inputting into the system.
- May provide data entry for specialized areas such as ACH or lending.
- Generate a variety of reports as requested.
- Perform a variety of other clerical duties of moderate scope and complexity.
- Provide telephone support and perform other administrative duties as needed.

**Table 59 - 1**  
**Salaries**  
**Data Entry Specialist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		32	\$51,650	\$41,430	\$50,480	\$64,280	\$69,590
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	1	*	*	*	*	*
	\$100M to \$200M	4	\$46,250	\$31,700	\$36,560	\$68,320	*
	\$200M to \$500M	10	\$46,110	\$41,080	\$43,760	\$52,620	\$59,210
	\$500M to \$1B	9	\$48,070	\$41,440	\$45,480	\$50,260	\$70,400
	\$1B to \$3B	6	\$55,190	\$40,230	\$59,600	\$68,980	\$69,030
\$3B or more	2	*	*	*	*	*	
By region	New England	3	\$50,380	\$41,430	\$42,530	\$67,740	*
	Middle Atlantic	2	*	*	*	*	*
	East North Central	9	\$50,600	\$44,920	\$46,540	\$60,690	\$68,980
	West North Central	4	\$43,630	\$35,120	\$47,120	\$51,870	*
	South Atlantic	4	\$56,750	\$40,310	\$64,720	\$69,590	*
	East South Central	2	*	*	*	*	*
	West South Central	3	*	*	*	*	*
	Mountain	2	*	*	*	*	*
	Pacific	4	\$52,520	\$49,990	\$53,340	\$56,390	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	6	\$41,440	\$32,500	\$39,460	\$53,540	*
	50 - 99	10	\$47,500	\$41,430	\$45,070	\$52,530	\$64,440
	100 or more	16	\$55,790	\$45,480	\$56,940	\$69,030	\$69,590
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	32	\$51,650	\$41,430	\$50,480	\$64,280	\$69,590
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	3	*	*	*	*	*
	\$100M to \$200M	5	\$46,990	\$36,580	\$42,700	\$59,720	*
	\$200M or more	24	\$52,780	\$41,530	\$52,200	\$64,630	\$69,590
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	5	\$47,670	\$33,870	\$40,950	\$69,160	*
	20,000 - 39,999	8	\$45,820	\$41,430	\$45,070	\$52,620	\$57,580
	40,000 - 49,999	4	\$56,140	\$45,460	\$52,690	\$68,980	*
	50,000 - 59,999	0					
	60,000 or more	11	\$54,480	\$40,460	\$53,340	\$69,030	\$69,590
Number of branch offices	1	1	*	*	*	*	*
	2	1	*	*	*	*	*
	3	3	*	*	*	*	*
	4	2	*	*	*	*	*
	5 or more	26	\$53,150	\$41,460	\$52,620	\$66,880	\$69,590

\* Insufficient data

**Table 59 - 2  
Incentives and Bonuses  
Data Entry Specialist**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		31	82%	23	\$2,850
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 \$50M	0		0	
	\$50M to \$100M	1	100%	1	*
	\$100M to \$200M	4	40%	2	*
	\$200M to \$500M	9	86%	7	\$2,220
	\$500M to \$1B	8	74%	5	\$2,860
	\$1B to \$3B	6	82%	5	\$2,240
\$3B or more	2	100%	2	*	
By region	New England	3	91%	3	*
	Middle Atlantic	2	69%	2	*
	East North Central	9	73%	6	\$2,520
	West North Central	4	85%	3	*
	South Atlantic	4	86%	3	\$4,820
	East South Central	1	0%	0	
	West South Central	3	100%	3	*
	Mountain Pacific	1 4	100% 76%	1 2	* *
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	6	63%	4	\$1,010
	50 - 99	9	86%	7	\$2,090
	100 or more	16	84%	12	\$3,540
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	31	82%	23	\$2,850
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	3	33%	1	*
	\$100M to \$200M	5	70%	4	\$1,160
	\$200M or more	22	85%	17	\$3,130
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	2	100%	2	*
	10,000 - 19,999	5	48%	2	*
	20,000 - 39,999	7	90%	6	\$2,270
	40,000 - 49,999	4	56%	3	*
	50,000 - 59,999 60,000 or more	0 11	 92%	0 9	 \$3,270
Number of branch offices	1	1	0%	0	
	2	1	100%	1	*
	3	3	72%	2	*
	4	2	100%	2	*
	5 or more	25	82%	18	\$3,090

\* Insufficient data

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



**Table 59 - 3**  
**Total Cash Compensation**  
**Data Entry Specialist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		32	\$53,890	\$43,720	\$52,380	\$66,760	\$76,870
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	1	*	*	*	*	*
	\$100M to \$200M	4	\$46,410	\$31,840	\$37,030	\$68,320	*
	\$200M to \$500M	10	\$47,940	\$43,610	\$44,290	\$56,700	\$60,990
	\$500M to \$1B	9	\$50,080	\$41,810	\$47,220	\$51,270	\$80,200
	\$1B to \$3B	6	\$56,910	\$41,700	\$60,450	\$68,980	\$72,890
\$3B or more	2	*	*	*	*	*	
By region	New England	3	\$54,060	\$43,920	\$44,990	\$72,100	*
	Middle Atlantic	2	*	*	*	*	*
	East North Central	9	\$52,350	\$45,390	\$49,450	\$62,120	\$68,980
	West North Central	4	\$44,450	\$35,570	\$47,250	\$53,460	*
	South Atlantic	4	\$60,920	\$42,260	\$70,220	\$76,870	*
	East South Central	2	*	*	*	*	*
	West South Central	3	*	*	*	*	*
	Mountain	2	*	*	*	*	*
Pacific	4	\$53,610	\$50,900	\$54,900	\$56,810	*	
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	6	\$42,070	\$32,570	\$40,760	\$54,290	*
	50 - 99	10	\$49,220	\$43,920	\$47,220	\$56,340	\$64,440
	100 or more	16	\$58,610	\$45,930	\$57,010	\$72,890	\$76,870
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	32	\$53,890	\$43,720	\$52,380	\$66,760	\$76,870
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	3	*	*	*	*	*
	\$100M to \$200M	5	\$47,800	\$37,920	\$44,230	\$59,720	*
	\$200M or more	24	\$55,330	\$43,920	\$54,120	\$68,280	\$76,870
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	2	*	*	*	*	*
	10,000 - 19,999	5	\$48,340	\$34,170	\$42,950	\$69,160	*
	20,000 - 39,999	8	\$47,780	\$43,820	\$46,660	\$56,700	\$59,960
	40,000 - 49,999	4	\$56,970	\$47,280	\$53,540	\$68,980	*
	50,000 - 59,999	0					
	60,000 or more	11	\$57,390	\$41,510	\$54,900	\$72,890	\$76,870
Number of branch offices	1	1	*	*	*	*	*
	2	1	*	*	*	*	*
	3	3	*	*	*	*	*
	4	2	*	*	*	*	*
	5 or more	26	\$55,580	\$43,920	\$54,900	\$68,930	\$76,870

\* 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  
Data Entry Specialist**

		N	average minimum	average midpoint	average maximum
Overall		26	\$42,100	\$53,680	\$65,260
By credit union asset size					
	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	0			
	\$100M to \$200M	2	*	*	*
	\$200M to \$500M	7	\$39,200	\$48,690	\$58,180
	\$500M to \$1B	8	\$40,110	\$51,820	\$63,540
	\$1B to \$3B	6	\$44,860	\$57,480	\$70,100
	\$3B or more	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 examine 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.
- Examine 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 60 - 1**  
**Salaries**  
**SVP / VP of Marketing (#2 position)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	98	\$122,240	\$87,660	\$112,660	\$150,000	\$187,350
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	1	*	*	*	*	*
\$50M to \$100M	4	*	*	*	*	*
\$100M to \$200M	9	\$77,960	\$66,530	\$77,570	\$86,950	\$104,000
\$200M to \$500M	21	\$99,070	\$81,200	\$90,340	\$106,250	\$154,380
\$500M to \$1B	18	\$123,400	\$99,850	\$114,640	\$135,450	\$186,270
\$1B to \$3B	29	\$129,520	\$100,360	\$122,090	\$151,400	\$189,120
\$3B or more	16	\$167,110	\$130,070	\$163,990	\$201,860	\$226,150
By region						
New England	7	\$139,120	\$91,680	\$146,780	\$187,550	\$229,520
Middle Atlantic	9	\$118,840	\$85,400	\$105,540	\$147,300	\$225,250
East North Central	27	\$105,600	\$83,340	\$99,430	\$125,970	\$162,530
West North Central	3	*	*	*	*	*
South Atlantic	13	\$129,360	\$103,830	\$131,330	\$150,730	\$188,140
East South Central	3	\$127,250	\$113,400	\$125,530	\$148,250	*
West South Central	11	\$111,170	\$83,540	\$105,050	\$151,880	\$178,690
Mountain	10	\$124,710	\$88,510	\$112,070	\$169,130	\$215,860
Pacific	14	\$153,860	\$117,200	\$156,860	\$185,750	\$229,130
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	2	*	*	*	*	*
10 - 49	15	\$89,110	\$71,670	\$80,810	\$88,250	\$165,530
50 - 99	18	\$95,820	\$77,320	\$93,290	\$104,570	\$142,370
100 or more	62	\$138,640	\$106,020	\$126,170	\$165,220	\$200,060
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	2	*	*	*	*	*
11 - 12	1	*	*	*	*	*
13 - 20	95	\$122,310	\$89,690	\$112,990	\$150,000	\$186,400
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	1	*	*	*	*	*
\$20M to \$50M	4	*	*	*	*	*
\$50M to \$100M	4	\$69,860	\$63,130	\$67,240	\$79,670	*
\$100M to \$200M	14	\$91,330	\$79,340	\$84,420	\$97,240	\$154,420
\$200M or more	74	\$133,380	\$99,800	\$125,000	\$155,180	\$196,760
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	3	*	*	*	*	*
5,000 - 9,999	4	*	*	*	*	*
10,000 - 19,999	15	\$86,380	\$67,040	\$80,630	\$98,390	\$151,460
20,000 - 39,999	17	\$105,520	\$85,000	\$94,970	\$123,820	\$158,160
40,000 - 49,999	7	\$127,240	\$95,830	\$104,280	\$161,390	\$229,520
50,000 - 59,999	0					
60,000 or more	46	\$144,180	\$111,430	\$133,340	\$182,030	\$206,920
Number of branch offices						
1	4	*	*	*	*	*
2	3	*	*	*	*	*
3	9	\$94,230	\$83,780	\$88,560	\$101,060	\$165,180
4	5	\$80,990	\$62,810	\$71,610	\$100,150	*
5 or more	77	\$130,070	\$97,130	\$121,960	\$153,070	\$194,720

\* Insufficient data

**Table 60 - 2  
Incentives and Bonuses  
SVP / VP of Marketing (#2 position)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		96	82%	74	\$12,820
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 \$50M	1	100%	1	*
	\$50M to \$100M	4	50%	2	*
	\$100M to \$200M	9	70%	6	\$4,080
	\$200M to \$500M	21	91%	19	\$9,360
	\$500M to \$1B	17	74%	13	\$9,290
	\$1B to \$3B	28	82%	21	\$14,880
\$3B or more	15	88%	12	\$22,180	
By region	New England	7	70%	5	\$11,050
	Middle Atlantic	9	85%	8	\$14,380
	East North Central	27	79%	20	\$10,700
	West North Central	3	79%	3	*
	South Atlantic	11	76%	8	\$12,040
	East South Central	3	78%	3	*
	West South Central	11	94%	9	\$11,290
	Mountain Pacific	10 14	80% 86%	7 12	\$16,190 \$17,280
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	2	56%	1	*
	10 - 49	15	77%	12	\$6,320
	50 - 99	18	89%	16	\$7,820
	100 or more	60	82%	45	\$16,230
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	93	81%	72	\$13,130
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	4	50%	2	*
	\$50M to \$100M	4	40%	2	*
	\$100M to \$200M	14	100%	13	\$5,670
	\$200M or more	72	82%	56	\$15,080
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	3	71%	2	*
	5,000 - 9,999	4	49%	2	*
	10,000 - 19,999	15	88%	13	\$5,770
	20,000 - 39,999	17	81%	14	\$9,220
	40,000 - 49,999	7	67%	5	\$11,910
	50,000 - 59,999 60,000 or more	0 44		0 35	
Number of branch offices	1	4	54%	2	*
	2	3	100%	3	*
	3	9	89%	7	\$5,750
	4	5	86%	4	\$4,120
	5 or more	75	81%	58	\$14,620

\* Insufficient data

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

**Table 60 - 3**  
**Total Cash Compensation**  
**SVP / VP of Marketing (#2 position)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	98	\$131,940	\$95,530	\$119,640	\$160,280	\$205,040
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	1	*	*	*	*	*
\$50M to \$100M	4	*	*	*	*	*
\$100M to \$200M	9	\$80,810	\$67,060	\$81,580	\$89,970	\$105,700
\$200M to \$500M	21	\$107,260	\$88,360	\$99,780	\$120,500	\$162,260
\$500M to \$1B	18	\$130,040	\$106,320	\$123,890	\$145,010	\$190,570
\$1B to \$3B	29	\$139,960	\$103,820	\$132,600	\$169,550	\$198,960
\$3B or more	16	\$185,190	\$145,060	\$184,180	\$211,170	\$267,960
By region						
New England	7	\$146,890	\$95,450	\$149,410	\$191,130	\$252,340
Middle Atlantic	9	\$131,080	\$88,240	\$108,570	\$162,980	\$267,960
East North Central	27	\$113,580	\$90,420	\$104,360	\$138,440	\$183,320
West North Central	3	*	*	*	*	*
South Atlantic	13	\$136,790	\$105,770	\$144,940	\$161,850	\$195,330
East South Central	3	\$134,400	\$118,940	\$135,770	\$154,950	*
West South Central	11	\$120,450	\$87,080	\$114,150	\$155,510	\$210,070
Mountain	10	\$135,180	\$99,270	\$118,410	\$177,460	\$246,760
Pacific	14	\$168,780	\$117,410	\$169,130	\$206,020	\$245,900
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	2	*	*	*	*	*
10 - 49	15	\$93,960	\$74,840	\$85,540	\$96,110	\$175,690
50 - 99	18	\$102,500	\$82,010	\$101,130	\$118,290	\$146,730
100 or more	62	\$150,570	\$113,060	\$139,200	\$185,200	\$212,800
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	2	*	*	*	*	*
11 - 12	1	*	*	*	*	*
13 - 20	95	\$132,310	\$97,610	\$120,130	\$160,090	\$205,040
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	1	*	*	*	*	*
\$20M to \$50M	4	*	*	*	*	*
\$50M to \$100M	4	\$71,700	\$66,050	\$67,580	\$80,880	*
\$100M to \$200M	14	\$96,720	\$82,440	\$91,960	\$103,140	\$164,420
\$200M or more	74	\$144,730	\$108,070	\$136,230	\$171,610	\$209,070
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	3	*	*	*	*	*
5,000 - 9,999	4	*	*	*	*	*
10,000 - 19,999	15	\$91,210	\$69,520	\$83,270	\$103,180	\$161,460
20,000 - 39,999	17	\$112,970	\$90,940	\$104,520	\$137,720	\$158,160
40,000 - 49,999	7	\$135,230	\$98,090	\$112,400	\$174,200	\$252,340
50,000 - 59,999	0					
60,000 or more	46	\$157,460	\$118,680	\$149,590	\$192,370	\$222,770
Number of branch offices						
1	4	*	*	*	*	*
2	3	*	*	*	*	*
3	9	\$98,910	\$86,210	\$98,390	\$103,190	\$175,180
4	5	\$84,550	\$69,090	\$74,780	\$101,960	*
5 or more	77	\$140,990	\$101,710	\$131,080	\$167,990	\$208,400

\* 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**  
**SVP / VP of Marketing (#2 position)**

		N	average minimum	average midpoint	average maximum
Overall		75	\$99,410	\$127,410	\$155,400
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	1	*	*	*
	\$100M to \$200M	5	\$61,420	\$81,140	\$100,850
	\$200M to \$500M	15	\$83,020	\$108,300	\$133,580
	\$500M to \$1B	17	\$102,000	\$130,800	\$159,590
	\$1B to \$3B	24	\$106,060	\$135,010	\$163,970
	\$3B or more	12	\$124,640	\$158,060	\$191,480

\* 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**

- Oversee implementation of and reporting on approved marketing plans and budgets.
- Develop, implement, and maintain a marketing compliance file system. Utilize the marketing system or other system tool to track and assess 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.
- Assess 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 61 - 1**  
**Salaries**  
**Marketing Manager / Supervisor**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	166	\$80,940	\$63,740	\$77,420	\$93,640	\$112,290
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	2	*	*	*	*	*
\$50M to \$100M	10	\$56,160	\$48,810	\$58,540	\$63,560	\$76,570
\$100M to \$200M	30	\$66,430	\$55,550	\$67,380	\$79,180	\$83,270
\$200M to \$500M	39	\$73,450	\$60,250	\$70,730	\$81,450	\$92,650
\$500M to \$1B	30	\$80,690	\$68,790	\$79,380	\$90,690	\$103,930
\$1B to \$3B	38	\$86,730	\$71,430	\$85,250	\$98,530	\$112,520
\$3B or more	17	\$116,590	\$98,120	\$112,290	\$137,220	\$151,370
By region						
New England	7	\$75,220	\$60,510	\$79,390	\$87,110	\$95,130
Middle Atlantic	14	\$72,810	\$61,010	\$76,240	\$80,690	\$92,490
East North Central	45	\$75,470	\$60,030	\$70,510	\$87,660	\$112,000
West North Central	13	\$74,090	\$60,530	\$74,580	\$82,190	\$104,780
South Atlantic	17	\$77,980	\$62,780	\$71,430	\$89,780	\$111,080
East South Central	5	\$71,030	\$51,160	\$78,630	\$94,320	*
West South Central	28	\$81,660	\$61,980	\$75,870	\$96,540	\$129,850
Mountain	9	\$90,390	\$75,010	\$83,940	\$97,910	\$137,480
Pacific	28	\$96,340	\$78,610	\$93,420	\$111,270	\$131,300
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	2	*	*	*	*	*
10 - 49	41	\$65,880	\$55,200	\$63,520	\$76,440	\$83,340
50 - 99	32	\$71,080	\$58,340	\$70,150	\$80,000	\$91,720
100 or more	91	\$90,360	\$72,420	\$86,140	\$103,660	\$121,050
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	4	\$62,080	\$50,250	\$60,580	\$79,160	*
13 - 20	161	\$81,240	\$64,990	\$77,630	\$94,000	\$112,290
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	1	*	*	*	*	*
\$20M to \$50M	11	\$57,820	\$49,900	\$60,020	\$63,550	\$77,210
\$50M to \$100M	15	\$66,770	\$57,560	\$63,780	\$75,400	\$83,250
\$100M to \$200M	29	\$69,740	\$56,080	\$69,060	\$80,000	\$85,650
\$200M or more	110	\$87,610	\$71,090	\$84,270	\$101,380	\$117,880
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	5	\$59,840	\$52,300	\$60,180	\$66,200	*
5,000 - 9,999	19	\$64,230	\$52,900	\$63,610	\$76,980	\$83,080
10,000 - 19,999	30	\$68,220	\$55,430	\$67,720	\$78,000	\$85,310
20,000 - 39,999	30	\$74,920	\$62,520	\$74,460	\$83,110	\$93,870
40,000 - 49,999	11	\$79,570	\$66,440	\$79,650	\$91,410	\$111,440
50,000 - 59,999	0					
60,000 or more	59	\$94,600	\$76,910	\$94,000	\$110,630	\$130,070
Number of branch offices						
1	5	\$63,820	\$50,460	\$58,610	\$81,770	*
2	17	\$66,340	\$56,380	\$63,760	\$76,810	\$83,610
3	14	\$65,490	\$53,650	\$64,100	\$76,160	\$82,360
4	16	\$74,040	\$60,310	\$69,140	\$84,810	\$104,810
5 or more	113	\$86,160	\$70,590	\$82,740	\$98,180	\$117,320

\* Insufficient data

**Table 61 - 2  
Incentives and Bonuses  
Marketing Manager / Supervisor**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		162	80%	125	\$5,330
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 \$50M	2	50%	1	*
	\$50M to \$100M	10	90%	9	\$1,700
	\$100M to \$200M	29	77%	21	\$2,770
	\$200M to \$500M	39	71%	26	\$4,200
	\$500M to \$1B	28	91%	25	\$5,370
	\$1B to \$3B	38	88%	32	\$5,460
\$3B or more	17	67%	12	\$13,690	
By region	New England	7	91%	6	\$4,900
	Middle Atlantic	14	89%	12	\$3,050
	East North Central	44	75%	33	\$4,980
	West North Central	13	72%	8	\$7,050
	South Atlantic	16	83%	12	\$6,240
	East South Central	5	73%	4	\$6,160
	West South Central	28	82%	21	\$5,780
	Mountain Pacific	9 28	94% 78%	7 21	\$5,740 \$5,220
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	2	100%	2	*
	10 - 49	40	72%	28	\$2,650
	50 - 99	32	80%	24	\$3,480
	100 or more	88	82%	71	\$6,910
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	1	50%	1	*
	11 - 12	3	100%	2	*
	13 - 20	158	80%	122	\$5,320
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	11	80%	9	\$1,730
	\$50M to \$100M	14	81%	12	\$2,950
	\$100M to \$200M	29	70%	18	\$3,220
	\$200M or more	107	82%	86	\$6,400
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	5	58%	3	*
	5,000 - 9,999	18	90%	16	\$2,350
	10,000 - 19,999	30	67%	18	\$2,870
	20,000 - 39,999	29	80%	23	\$4,790
	40,000 - 49,999	11	77%	9	\$6,160
	50,000 - 59,999 60,000 or more	0 57	 83%	0 47	 \$7,110
Number of branch offices	1	5	82%	4	*
	2	17	80%	14	\$2,840
	3	14	69%	9	\$2,760
	4	16	78%	13	\$3,900
	5 or more	110	81%	86	\$6,230

\* Insufficient data

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

**Table 61 - 3**  
**Total Cash Compensation**  
**Marketing Manager / Supervisor**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	166	\$84,930	\$66,770	\$80,330	\$96,830	\$117,980
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	2	*	*	*	*	*
\$50M to \$100M	10	\$57,700	\$50,020	\$59,340	\$67,350	\$77,580
\$100M to \$200M	30	\$68,350	\$57,130	\$68,680	\$79,920	\$86,380
\$200M to \$500M	39	\$76,230	\$62,910	\$73,990	\$85,200	\$100,790
\$500M to \$1B	30	\$85,240	\$70,990	\$84,840	\$94,820	\$111,420
\$1B to \$3B	38	\$91,260	\$79,040	\$90,670	\$105,150	\$117,990
\$3B or more	17	\$125,270	\$102,650	\$114,940	\$151,610	\$173,580
By region						
New England	7	\$79,690	\$68,070	\$82,500	\$92,900	\$102,880
Middle Atlantic	14	\$75,510	\$62,240	\$76,700	\$84,180	\$99,010
East North Central	45	\$79,000	\$62,060	\$71,790	\$96,610	\$112,290
West North Central	13	\$78,440	\$64,930	\$77,280	\$90,090	\$113,950
South Atlantic	17	\$82,810	\$63,180	\$73,770	\$91,840	\$115,660
East South Central	5	\$75,520	\$51,440	\$88,320	\$96,450	*
West South Central	28	\$86,160	\$63,840	\$84,670	\$103,750	\$129,870
Mountain	9	\$95,100	\$78,360	\$88,540	\$102,970	\$151,220
Pacific	28	\$99,990	\$79,400	\$96,480	\$115,880	\$137,920
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	2	*	*	*	*	*
10 - 49	41	\$67,710	\$56,440	\$65,880	\$78,080	\$87,430
50 - 99	32	\$73,630	\$60,570	\$71,830	\$83,610	\$93,890
100 or more	91	\$95,700	\$77,690	\$90,530	\$109,840	\$124,790
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	4	\$65,830	\$51,210	\$61,580	\$86,940	*
13 - 20	161	\$85,250	\$67,110	\$80,470	\$97,170	\$117,210
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	1	*	*	*	*	*
\$20M to \$50M	11	\$59,210	\$51,480	\$61,220	\$68,100	\$78,330
\$50M to \$100M	15	\$69,030	\$60,150	\$66,810	\$77,340	\$87,960
\$100M to \$200M	29	\$71,760	\$57,540	\$71,680	\$80,000	\$93,540
\$200M or more	110	\$92,540	\$73,650	\$88,940	\$106,900	\$124,080
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	5	\$61,160	\$53,320	\$61,430	\$67,680	*
5,000 - 9,999	19	\$66,260	\$53,800	\$66,450	\$78,260	\$87,090
10,000 - 19,999	30	\$69,920	\$56,730	\$69,820	\$79,420	\$87,890
20,000 - 39,999	30	\$78,570	\$64,410	\$75,600	\$87,760	\$102,280
40,000 - 49,999	11	\$84,290	\$70,730	\$88,260	\$91,950	\$118,260
50,000 - 59,999	0					
60,000 or more	59	\$100,090	\$80,860	\$96,600	\$113,090	\$139,900
Number of branch offices						
1	5	\$65,390	\$51,700	\$59,900	\$83,880	*
2	17	\$68,620	\$56,580	\$68,740	\$78,140	\$88,470
3	14	\$67,080	\$54,360	\$67,260	\$77,620	\$83,120
4	16	\$77,090	\$63,160	\$69,800	\$92,480	\$108,230
5 or more	113	\$90,870	\$73,390	\$87,410	\$105,990	\$123,260

\* 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  
Marketing Manager / Supervisor**

		N	average minimum	average midpoint	average maximum
Overall		127	\$68,780	\$86,630	\$104,470
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	6	\$45,210	\$57,520	\$69,840
	\$100M to \$200M	18	\$56,770	\$70,480	\$84,180
	\$200M to \$500M	27	\$59,990	\$75,140	\$90,280
	\$500M to \$1B	26	\$70,480	\$88,560	\$106,640
	\$1B to \$3B	35	\$71,790	\$91,850	\$111,910
	\$3B or more	15	\$97,410	\$121,470	\$145,530

\* 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 identify 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 62 - 1  
Salaries  
Business Development Manager**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	88	\$89,580	\$72,820	\$90,970	\$99,880	\$119,310
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	1	*	*	*	*	*
\$50M to \$100M	6	\$65,970	\$45,130	\$61,540	\$91,530	*
\$100M to \$200M	9	\$66,840	\$56,360	\$66,710	\$80,360	\$84,150
\$200M to \$500M	15	\$79,620	\$67,110	\$78,080	\$90,850	\$120,620
\$500M to \$1B	18	\$84,640	\$72,830	\$81,070	\$93,630	\$113,100
\$1B to \$3B	22	\$100,140	\$84,620	\$94,720	\$112,810	\$129,790
\$3B or more	15	\$104,720	\$95,680	\$97,120	\$109,580	\$141,580
By region						
New England	6	\$85,730	\$51,810	\$77,210	\$130,000	*
Middle Atlantic	6	\$99,370	\$86,990	\$98,560	\$107,660	*
East North Central	16	\$86,160	\$72,370	\$84,490	\$93,830	\$124,330
West North Central	7	\$88,030	\$71,180	\$80,140	\$98,810	*
South Atlantic	14	\$86,640	\$74,080	\$95,680	\$95,680	\$110,750
East South Central	6	\$65,330	\$50,000	\$62,880	\$85,270	*
West South Central	11	\$89,790	\$76,920	\$90,840	\$102,460	\$128,420
Mountain	7	\$92,510	\$80,630	\$84,880	\$105,280	\$150,000
Pacific	15	\$100,130	\$82,530	\$95,720	\$118,040	\$138,750
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	3	*	*	*	*	*
10 - 49	13	\$65,370	\$50,000	\$66,510	\$79,970	\$93,390
50 - 99	14	\$77,970	\$68,230	\$75,490	\$85,140	\$100,180
100 or more	58	\$97,580	\$83,560	\$95,680	\$103,700	\$128,770
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	86	\$90,470	\$74,540	\$91,670	\$100,410	\$119,890
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	2	*	*	*	*	*
\$20M to \$50M	6	\$50,210	\$42,500	\$49,130	\$55,230	*
\$50M to \$100M	5	\$73,470	\$57,440	\$68,430	\$89,820	*
\$100M to \$200M	10	\$70,270	\$65,360	\$69,970	\$83,000	\$84,090
\$200M or more	65	\$96,370	\$81,590	\$95,650	\$103,100	\$128,100
By number of members						
1 - 999	0					
1,000 - 1,999	2	*	*	*	*	*
2,000 - 4,999	3	*	*	*	*	*
5,000 - 9,999	5	\$55,470	\$42,280	\$52,310	\$65,660	*
10,000 - 19,999	13	\$72,490	\$66,220	\$71,910	\$83,000	\$85,800
20,000 - 39,999	10	\$85,900	\$69,610	\$86,620	\$93,470	\$129,080
40,000 - 49,999	7	\$85,280	\$72,800	\$81,240	\$100,930	\$129,520
50,000 - 59,999	0					
60,000 or more	41	\$101,810	\$90,360	\$97,340	\$112,070	\$136,470
Number of branch offices						
1	4	*	*	*	*	*
2	1	*	*	*	*	*
3	10	\$64,190	\$50,000	\$61,940	\$77,890	\$97,780
4	4	\$65,260	\$53,340	\$63,620	\$81,370	*
5 or more	69	\$95,000	\$79,970	\$94,720	\$102,480	\$126,740

\* Insufficient data

**Table 62 - 2  
Incentives and Bonuses  
Business Development Manager**

		% paid incentive and/or bonus		average incentive/ bonus	
		N		N	
Overall		86	84%	64	\$8,800
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 \$50M	1	0%	0	
	\$50M to \$100M	6	50%	3	*
	\$100M to \$200M	9	64%	5	\$3,810
	\$200M to \$500M	15	88%	13	\$5,100
	\$500M to \$1B	17	89%	14	\$7,690
	\$1B to \$3B	22	93%	17	\$11,540
\$3B or more	15	88%	10	\$11,430	
By region	New England	5	67%	3	\$8,610
	Middle Atlantic	6	84%	5	\$7,710
	East North Central	16	79%	11	\$7,390
	West North Central	7	70%	4	\$3,750
	South Atlantic	13	96%	11	\$10,690
	East South Central	6	59%	4	*
	West South Central	10	82%	8	\$8,060
	Mountain Pacific	7 15	100% 89%	6 13	\$5,920 \$11,760
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	3	63%	2	*
	10 - 49	13	49%	6	\$4,580
	50 - 99	14	96%	13	\$3,950
	100 or more	56	89%	44	\$10,550
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	69%	1	*
	13 - 20	84	85%	63	\$8,480
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	6	16%	1	*
	\$50M to \$100M	5	72%	4	*
	\$100M to \$200M	10	85%	8	\$4,450
	\$200M or more	63	90%	50	\$9,890
By number of members	1 - 999	0		0	
	1,000 - 1,999	2	100%	2	*
	2,000 - 4,999	3	33%	1	*
	5,000 - 9,999	5	64%	3	*
	10,000 - 19,999	13	70%	9	\$4,190
	20,000 - 39,999	10	88%	8	\$6,150
	40,000 - 49,999	7	91%	7	\$6,500
	50,000 - 59,999 60,000 or more	0 39	 89%	0 29	 \$10,530
Number of branch offices	1	4	58%	3	*
	2	1	100%	1	*
	3	10	58%	6	\$2,500
	4	4	78%	3	*
	5 or more	67	89%	52	\$9,410

\* Insufficient data

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

**Table 62 - 3**  
**Total Cash Compensation**  
**Business Development Manager**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	88	\$96,470	\$75,870	\$99,890	\$109,140	\$129,760
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	1	*	*	*	*	*
\$50M to \$100M	6	\$68,460	\$45,320	\$61,540	\$101,000	*
\$100M to \$200M	9	\$69,260	\$58,180	\$66,910	\$86,820	\$89,510
\$200M to \$500M	15	\$83,940	\$71,450	\$78,810	\$99,540	\$122,660
\$500M to \$1B	18	\$90,790	\$77,340	\$86,770	\$100,490	\$116,570
\$1B to \$3B	22	\$109,580	\$92,030	\$108,930	\$126,750	\$142,250
\$3B or more	15	\$114,150	\$106,280	\$107,450	\$112,610	\$160,370
By region						
New England	6	\$90,810	\$59,300	\$83,650	\$142,610	*
Middle Atlantic	6	\$105,870	\$91,740	\$108,620	\$110,750	*
East North Central	16	\$91,520	\$72,440	\$91,400	\$111,840	\$124,330
West North Central	7	\$90,280	\$73,750	\$83,440	\$101,800	*
South Atlantic	14	\$95,790	\$85,020	\$106,280	\$106,280	\$119,900
East South Central	6	\$67,320	\$50,400	\$66,430	\$89,750	*
West South Central	11	\$96,080	\$77,380	\$102,300	\$112,460	\$128,420
Mountain	7	\$97,330	\$83,690	\$89,530	\$117,340	\$151,500
Pacific	15	\$110,560	\$86,290	\$108,930	\$127,790	\$165,950
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	3	*	*	*	*	*
10 - 49	13	\$67,620	\$50,000	\$67,020	\$86,360	\$101,110
50 - 99	14	\$81,590	\$71,760	\$79,890	\$90,740	\$108,190
100 or more	58	\$106,170	\$89,580	\$106,280	\$112,470	\$136,680
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	86	\$97,130	\$76,960	\$101,540	\$109,500	\$129,790
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	2	*	*	*	*	*
\$20M to \$50M	6	\$50,340	\$42,600	\$49,130	\$55,230	*
\$50M to \$100M	5	\$76,680	\$59,580	\$68,430	\$100,900	*
\$100M to \$200M	10	\$74,050	\$66,940	\$72,760	\$88,170	\$89,650
\$200M or more	65	\$104,450	\$85,850	\$106,280	\$112,460	\$132,540
By number of members						
1 - 999	0					
1,000 - 1,999	2	*	*	*	*	*
2,000 - 4,999	3	*	*	*	*	*
5,000 - 9,999	5	\$58,300	\$42,410	\$52,960	\$70,610	*
10,000 - 19,999	13	\$75,410	\$67,100	\$72,280	\$87,680	\$90,430
20,000 - 39,999	10	\$90,960	\$73,000	\$94,540	\$103,050	\$129,080
40,000 - 49,999	7	\$91,190	\$75,850	\$83,900	\$111,500	\$142,270
50,000 - 59,999	0					
60,000 or more	41	\$110,150	\$96,750	\$106,280	\$117,940	\$149,910
Number of branch offices						
1	4	*	*	*	*	*
2	1	*	*	*	*	*
3	10	\$65,650	\$50,000	\$63,420	\$81,060	\$99,440
4	4	\$69,280	\$54,420	\$67,520	\$89,080	*
5 or more	69	\$102,670	\$85,060	\$104,520	\$112,300	\$131,640

\* 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**  
**Business Development Manager**

		N	average minimum	average midpoint	average maximum
Overall		71	\$73,370	\$92,340	\$111,300
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	1	*	*	*
	\$50M to \$100M	3	*	*	*
	\$100M to \$200M	7	\$52,920	\$64,500	\$76,080
	\$200M to \$500M	10	\$63,050	\$81,450	\$99,850
	\$500M to \$1B	16	\$68,100	\$85,320	\$102,540
	\$1B to \$3B	19	\$81,190	\$102,080	\$122,970
	\$3B or more	15	\$95,110	\$119,740	\$144,380

\* 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 63 - 1**  
**Salaries**  
**Marketing Specialist**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	166	\$59,290	\$48,560	\$56,340	\$65,630	\$77,040
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	6	\$43,270	\$34,720	\$45,760	\$50,220	*
\$50M to \$100M	12	\$45,470	\$41,800	\$44,270	\$50,550	\$56,740
\$100M to \$200M	19	\$48,260	\$41,600	\$47,720	\$52,190	\$64,100
\$200M to \$500M	39	\$53,980	\$48,200	\$53,920	\$59,090	\$64,260
\$500M to \$1B	35	\$57,620	\$48,260	\$55,440	\$63,230	\$74,820
\$1B to \$3B	36	\$59,150	\$51,850	\$57,200	\$65,800	\$71,220
\$3B or more	17	\$77,510	\$64,710	\$75,610	\$85,840	\$103,910
By region						
New England	11	\$60,340	\$50,170	\$60,720	\$67,950	\$77,190
Middle Atlantic	15	\$54,520	\$48,550	\$54,300	\$64,000	\$64,710
East North Central	46	\$55,940	\$47,350	\$53,120	\$64,840	\$75,610
West North Central	13	\$54,860	\$50,670	\$55,110	\$57,880	\$68,480
South Atlantic	21	\$56,040	\$49,970	\$55,060	\$59,010	\$73,310
East South Central	4	\$60,970	\$45,820	\$68,770	\$72,050	*
West South Central	16	\$58,860	\$51,400	\$56,000	\$65,890	\$77,040
Mountain	11	\$54,030	\$47,610	\$55,400	\$62,110	\$64,000
Pacific	27	\$74,580	\$56,720	\$67,540	\$89,410	\$113,290
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	7	\$43,780	\$35,380	\$45,230	\$50,600	*
10 - 49	37	\$49,630	\$43,700	\$49,220	\$54,910	\$61,280
50 - 99	30	\$52,390	\$45,000	\$51,810	\$57,450	\$65,180
100 or more	92	\$63,870	\$53,570	\$61,260	\$71,250	\$82,470
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	2	*	*	*	*	*
11 - 12	5	\$53,590	\$44,370	\$56,720	\$59,420	*
13 - 20	160	\$59,550	\$48,640	\$56,350	\$66,000	\$77,040
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	1	*	*	*	*	*
\$5M to \$20M	4	*	*	*	*	*
\$20M to \$50M	13	\$44,830	\$42,280	\$44,390	\$47,720	\$55,100
\$50M to \$100M	8	\$49,660	\$42,930	\$48,070	\$56,660	*
\$100M to \$200M	27	\$50,950	\$44,540	\$50,680	\$55,590	\$62,350
\$200M or more	113	\$62,670	\$52,380	\$59,940	\$69,290	\$80,420
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	12	\$46,880	\$44,310	\$45,800	\$53,840	\$56,720
5,000 - 9,999	13	\$46,890	\$39,800	\$44,190	\$55,980	\$63,370
10,000 - 19,999	29	\$51,510	\$43,150	\$50,150	\$56,050	\$66,450
20,000 - 39,999	31	\$55,020	\$48,260	\$54,990	\$59,730	\$64,860
40,000 - 49,999	12	\$56,360	\$48,330	\$52,510	\$63,440	\$73,030
50,000 - 59,999	0					
60,000 or more	55	\$66,630	\$55,050	\$64,130	\$75,610	\$86,770
Number of branch offices						
1	14	\$49,660	\$42,100	\$48,660	\$53,990	\$71,580
2	9	\$49,580	\$44,650	\$49,430	\$55,800	\$57,930
3	17	\$49,420	\$41,600	\$47,560	\$56,360	\$67,430
4	11	\$50,360	\$42,960	\$52,470	\$55,860	\$63,420
5 or more	116	\$62,230	\$51,710	\$59,030	\$69,240	\$80,240

\* Insufficient data

**Table 63 - 2  
Incentives and Bonuses  
Marketing Specialist**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		164	75%	115	\$2,990
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	2	0%	0	
	\$20M to \$50M	6	60%	4	*
	\$50M to \$100M	12	62%	7	\$1,220
	\$100M to \$200M	19	80%	14	\$2,760
	\$200M to \$500M	39	68%	26	\$2,060
	\$500M to \$1B	34	82%	26	\$2,990
	\$1B to \$3B	35	85%	27	\$2,890
	\$3B or more	17	66%	12	\$5,200
By region	New England	11	76%	8	\$3,140
	Middle Atlantic	15	77%	10	\$3,450
	East North Central	46	64%	31	\$2,290
	West North Central	13	70%	9	\$1,880
	South Atlantic	20	86%	16	\$2,790
	East South Central	4	72%	3	*
	West South Central	16	90%	13	\$2,500
	Mountain Pacific	11 27	87% 72%	8 17	\$3,560 \$4,190
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	7	50%	3	*
	10 - 49	37	67%	23	\$2,270
	50 - 99	30	72%	21	\$2,170
	100 or more	90	78%	67	\$3,420
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	2	65%	1	*
	11 - 12	5	37%	1	*
	13 - 20	158	76%	112	\$3,010
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	1	0%	0	
	\$5M to \$20M	4	60%	2	*
	\$20M to \$50M	13	54%	7	\$1,100
	\$50M to \$100M	8	78%	5	\$1,870
	\$100M to \$200M	27	70%	18	\$2,510
	\$200M or more	111	78%	81	\$3,260
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	12	60%	7	\$1,280
	5,000 - 9,999	13	57%	6	\$2,740
	10,000 - 19,999	29	69%	19	\$2,100
	20,000 - 39,999	31	78%	24	\$2,800
	40,000 - 49,999	12	66%	9	\$2,530
	50,000 - 59,999 60,000 or more	0 53	 80%	0 40	 \$3,630
Number of branch offices	1	14	66%	9	\$2,620
	2	9	81%	6	\$1,290
	3	17	48%	8	\$2,200
	4	11	77%	8	\$2,550
	5 or more	114	78%	84	\$3,200

\* Insufficient data

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

**Table 63 - 3**  
**Total Cash Compensation**  
**Marketing Specialist**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	166	\$61,330	\$50,680	\$57,820	\$68,270	\$80,650
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	6	\$43,800	\$35,280	\$45,760	\$51,090	*
\$50M to \$100M	12	\$46,130	\$42,010	\$44,730	\$52,160	\$57,160
\$100M to \$200M	19	\$50,360	\$43,650	\$48,870	\$55,750	\$64,810
\$200M to \$500M	39	\$55,380	\$48,540	\$55,600	\$60,970	\$66,990
\$500M to \$1B	35	\$59,820	\$51,860	\$56,940	\$65,690	\$76,240
\$1B to \$3B	36	\$61,320	\$54,590	\$59,250	\$68,360	\$76,080
\$3B or more	17	\$80,430	\$65,780	\$75,610	\$86,080	\$108,100
By region						
New England	11	\$62,610	\$52,070	\$64,490	\$69,050	\$78,260
Middle Atlantic	15	\$57,170	\$49,710	\$59,640	\$65,400	\$69,000
East North Central	46	\$57,250	\$48,560	\$56,270	\$68,030	\$75,610
West North Central	13	\$56,060	\$52,690	\$56,040	\$57,900	\$68,480
South Atlantic	21	\$57,970	\$52,100	\$58,320	\$62,590	\$75,590
East South Central	4	\$64,350	\$47,680	\$73,510	\$78,130	*
West South Central	16	\$60,940	\$53,410	\$59,400	\$69,900	\$81,480
Mountain	11	\$56,760	\$49,040	\$58,720	\$62,290	\$67,470
Pacific	27	\$77,420	\$56,720	\$70,090	\$95,950	\$117,760
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	7	\$44,120	\$36,110	\$45,230	\$51,150	*
10 - 49	37	\$51,100	\$43,720	\$51,510	\$56,510	\$62,560
50 - 99	30	\$53,890	\$46,510	\$53,180	\$59,970	\$65,730
100 or more	92	\$66,240	\$55,770	\$62,690	\$75,100	\$83,980
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	2	*	*	*	*	*
11 - 12	5	\$54,710	\$46,630	\$56,720	\$62,020	*
13 - 20	160	\$61,620	\$51,020	\$58,260	\$68,480	\$81,250
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	1	*	*	*	*	*
\$5M to \$20M	4	*	*	*	*	*
\$20M to \$50M	13	\$45,420	\$42,430	\$45,000	\$48,400	\$55,910
\$50M to \$100M	8	\$50,900	\$45,630	\$49,010	\$57,130	*
\$100M to \$200M	27	\$52,640	\$45,290	\$53,260	\$56,360	\$63,270
\$200M or more	113	\$64,950	\$54,960	\$61,760	\$72,860	\$82,000
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	12	\$47,650	\$44,360	\$47,000	\$55,380	\$56,720
5,000 - 9,999	13	\$48,250	\$40,090	\$45,200	\$57,780	\$64,360
10,000 - 19,999	29	\$52,900	\$44,970	\$52,790	\$56,330	\$69,150
20,000 - 39,999	31	\$57,210	\$52,540	\$56,790	\$60,960	\$66,890
40,000 - 49,999	12	\$58,020	\$49,480	\$53,280	\$63,460	\$76,030
50,000 - 59,999	0					
60,000 or more	55	\$69,080	\$56,910	\$67,160	\$75,610	\$93,350
Number of branch offices						
1	14	\$51,390	\$42,940	\$49,260	\$56,720	\$72,300
2	9	\$50,510	\$44,690	\$50,390	\$56,230	\$59,650
3	17	\$50,390	\$43,660	\$48,140	\$56,360	\$68,180
4	11	\$52,330	\$44,220	\$54,120	\$57,340	\$67,230
5 or more	116	\$64,470	\$54,370	\$61,320	\$72,380	\$81,480

\* 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  
Marketing Specialist**

		N	average minimum	average midpoint	average maximum
Overall		126	\$48,580	\$60,530	\$72,480
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	1	*	*	*
	\$50M to \$100M	6	\$38,710	\$46,730	\$54,760
	\$100M to \$200M	11	\$38,850	\$46,740	\$54,640
	\$200M to \$500M	28	\$44,520	\$54,690	\$64,850
	\$500M to \$1B	32	\$48,560	\$60,550	\$72,530
	\$1B to \$3B	33	\$50,600	\$63,790	\$76,980
	\$3B or more	15	\$63,290	\$80,250	\$97,220

\* 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. Responsible for follow-up to ensure project is meeting the required timeline.
- 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 64 - 1**  
**Salaries**  
**Marketing / Communications Coordinator**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	115	\$56,470	\$49,210	\$55,450	\$63,740	\$69,290
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	5	*	*	*	*	*
\$50M to \$100M	5	\$47,060	\$38,940	\$46,090	\$56,080	*
\$100M to \$200M	18	\$49,540	\$43,670	\$50,540	\$56,170	\$63,100
\$200M to \$500M	20	\$50,830	\$43,240	\$49,980	\$58,330	\$65,350
\$500M to \$1B	24	\$56,330	\$50,000	\$55,430	\$65,110	\$68,250
\$1B to \$3B	29	\$59,750	\$50,500	\$59,220	\$67,360	\$73,340
\$3B or more	13	\$65,930	\$60,800	\$63,740	\$68,830	\$93,560
By region						
New England	5	\$60,640	\$53,050	\$60,980	\$68,330	*
Middle Atlantic	4	\$48,560	\$44,530	\$46,570	\$57,760	*
East North Central	31	\$54,030	\$48,090	\$53,680	\$64,160	\$68,060
West North Central	15	\$56,760	\$50,000	\$53,350	\$66,750	\$73,060
South Atlantic	16	\$56,030	\$50,290	\$56,720	\$64,810	\$71,340
East South Central	9	\$54,700	\$41,440	\$53,910	\$66,040	\$89,450
West South Central	12	\$55,280	\$48,970	\$59,340	\$63,740	\$63,740
Mountain	9	\$56,510	\$50,240	\$54,080	\$62,220	\$79,600
Pacific	14	\$64,790	\$53,730	\$60,050	\$74,360	\$90,640
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	3	*	*	*	*	*
10 - 49	25	\$49,790	\$42,810	\$50,750	\$56,290	\$62,030
50 - 99	18	\$50,640	\$43,240	\$48,890	\$57,880	\$65,420
100 or more	69	\$59,810	\$50,500	\$59,250	\$65,900	\$72,010
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	3	*	*	*	*	*
13 - 20	111	\$56,860	\$49,980	\$55,600	\$63,740	\$69,740
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	1	*	*	*	*	*
\$20M to \$50M	7	\$46,630	\$37,980	\$46,180	\$53,650	*
\$50M to \$100M	14	\$50,580	\$44,800	\$50,750	\$56,600	\$66,850
\$100M to \$200M	14	\$49,250	\$42,470	\$47,220	\$57,890	\$65,040
\$200M or more	79	\$59,030	\$50,300	\$59,010	\$65,460	\$72,010
By number of members						
1 - 999	0					
1,000 - 1,999	2	*	*	*	*	*
2,000 - 4,999	3	*	*	*	*	*
5,000 - 9,999	9	\$50,050	\$42,000	\$50,330	\$55,010	\$71,870
10,000 - 19,999	19	\$50,080	\$44,610	\$52,000	\$57,990	\$62,670
20,000 - 39,999	15	\$52,210	\$44,600	\$50,660	\$63,120	\$66,040
40,000 - 49,999	8	\$53,680	\$48,570	\$53,350	\$56,600	\$67,290
50,000 - 59,999	0					
60,000 or more	47	\$61,320	\$52,350	\$60,050	\$66,740	\$72,010
Number of branch offices						
1	4	*	*	*	*	*
2	10	\$45,480	\$41,340	\$45,830	\$49,980	\$50,930
3	6	\$46,520	\$37,320	\$47,340	\$54,460	*
4	7	\$47,370	\$35,680	\$52,060	\$54,610	*
5 or more	88	\$58,570	\$50,000	\$58,800	\$65,150	\$72,010

\* Insufficient data



**Table 64 - 2  
Incentives and Bonuses  
Marketing / Communications Coordinator**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		113	78%	84	\$2,800
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 \$50M	5	75%	4	*
	\$50M to \$100M	5	80%	4	*
	\$100M to \$200M	18	81%	15	\$1,760
	\$200M to \$500M	19	58%	11	\$1,690
	\$500M to \$1B	24	76%	18	\$3,090
	\$1B to \$3B	29	87%	24	\$2,900
	\$3B or more	13	77%	9	\$4,430
By region	New England	5	90%	4	\$3,390
	Middle Atlantic	4	85%	4	\$2,000
	East North Central	31	81%	25	\$2,770
	West North Central	15	87%	13	\$2,850
	South Atlantic	15	75%	12	\$2,460
	East South Central	9	56%	5	\$3,140
	West South Central	12	74%	7	\$2,390
	Mountain Pacific	8 14	77% 71%	5 9	\$2,650 \$3,590
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	3	100%	3	*
	10 - 49	25	77%	19	\$1,970
	50 - 99	17	57%	10	\$1,300
	100 or more	68	81%	51	\$3,270
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	109	77%	81	\$2,840
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	7	81%	5	\$1,490
	\$50M to \$100M	14	69%	10	\$2,210
	\$100M to \$200M	14	82%	11	\$1,630
	\$200M or more	77	78%	56	\$3,150
By number of members	1 - 999	0		0	
	1,000 - 1,999	2	100%	2	*
	2,000 - 4,999	3	64%	2	*
	5,000 - 9,999	9	70%	6	\$1,890
	10,000 - 19,999	19	80%	15	\$1,950
	20,000 - 39,999	15	50%	7	\$1,430
	40,000 - 49,999	8	87%	7	\$2,970
	50,000 - 59,999 60,000 or more	0 45	 82%	0 35	 \$3,210
Number of branch offices	1	4	69%	3	*
	2	10	100%	10	\$2,250
	3	6	70%	4	\$1,230
	4	7	66%	5	\$2,530
	5 or more	86	77%	62	\$2,980

\* Insufficient data

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

**Table 64 - 3**  
**Total Cash Compensation**  
**Marketing / Communications Coordinator**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	115	\$58,540	\$50,580	\$57,310	\$66,690	\$73,720
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	5	*	*	*	*	*
\$50M to \$100M	5	\$48,940	\$41,030	\$50,190	\$56,590	*
\$100M to \$200M	18	\$50,960	\$44,690	\$52,040	\$58,150	\$63,400
\$200M to \$500M	20	\$51,780	\$44,280	\$51,130	\$61,820	\$65,680
\$500M to \$1B	24	\$58,490	\$50,590	\$58,910	\$65,670	\$73,930
\$1B to \$3B	29	\$62,140	\$54,180	\$60,030	\$70,540	\$76,850
\$3B or more	13	\$69,030	\$60,800	\$66,700	\$72,280	\$99,230
By region						
New England	5	\$63,690	\$58,120	\$62,990	\$71,370	*
Middle Atlantic	4	\$50,260	\$46,400	\$47,800	\$59,100	*
East North Central	31	\$56,140	\$49,350	\$55,940	\$66,580	\$71,540
West North Central	15	\$59,230	\$50,950	\$56,510	\$72,940	\$77,920
South Atlantic	16	\$57,710	\$51,770	\$59,300	\$65,300	\$74,280
East South Central	9	\$56,460	\$42,480	\$53,910	\$69,990	\$93,610
West South Central	12	\$56,970	\$48,970	\$61,010	\$66,700	\$66,700
Mountain	9	\$58,240	\$54,080	\$55,840	\$63,300	\$79,690
Pacific	14	\$67,190	\$54,300	\$63,160	\$74,360	\$91,840
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	3	*	*	*	*	*
10 - 49	25	\$51,310	\$43,600	\$52,300	\$58,160	\$63,420
50 - 99	18	\$51,360	\$44,130	\$49,020	\$61,040	\$65,930
100 or more	69	\$62,280	\$54,020	\$60,050	\$68,580	\$74,920
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	3	*	*	*	*	*
13 - 20	111	\$58,960	\$51,060	\$58,150	\$66,700	\$74,260
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	1	*	*	*	*	*
\$20M to \$50M	7	\$47,840	\$39,840	\$48,110	\$53,670	*
\$50M to \$100M	14	\$52,090	\$46,460	\$52,300	\$58,180	\$66,920
\$100M to \$200M	14	\$50,590	\$43,470	\$47,940	\$61,070	\$65,170
\$200M or more	79	\$61,310	\$52,160	\$60,010	\$67,820	\$74,890
By number of members						
1 - 999	0					
1,000 - 1,999	2	*	*	*	*	*
2,000 - 4,999	3	*	*	*	*	*
5,000 - 9,999	9	\$51,380	\$43,020	\$51,480	\$56,100	\$71,880
10,000 - 19,999	19	\$51,650	\$45,720	\$53,670	\$61,180	\$63,560
20,000 - 39,999	15	\$52,900	\$46,090	\$52,090	\$63,650	\$66,630
40,000 - 49,999	8	\$56,270	\$51,590	\$56,050	\$59,740	\$70,100
50,000 - 59,999	0					
60,000 or more	47	\$63,790	\$54,660	\$61,760	\$70,040	\$75,250
Number of branch offices						
1	4	*	*	*	*	*
2	10	\$47,730	\$43,770	\$48,850	\$51,810	\$52,530
3	6	\$47,390	\$38,390	\$47,620	\$56,270	*
4	7	\$49,030	\$37,070	\$54,530	\$55,780	*
5 or more	88	\$60,720	\$51,720	\$60,010	\$67,050	\$74,870

\* 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**  
**Marketing / Communications Coordinator**

		N	average minimum	average midpoint	average maximum
Overall		91	\$48,110	\$60,280	\$72,450
By credit union asset size					
	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	2	*	*	*
	\$100M to \$200M	13	\$43,050	\$52,380	\$61,700
	\$200M to \$500M	15	\$43,560	\$55,030	\$66,500
	\$500M to \$1B	21	\$46,740	\$58,470	\$70,200
	\$1B to \$3B	28	\$50,570	\$64,400	\$78,230
	\$3B or more	12	\$56,670	\$70,470	\$84,260

\* Insufficient data

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

## MARKETING ASSISTANT

**Reports to:** *Marketing Manager/Supervisor*

**Position Purpose:** Responsible for assisting the marketing department in all campaigns and promotions. Provide assistance to department manager and perform a variety of administrative and clerical duties.

### **Job Responsibilities**

- Assist with planning, coordinating, and executing marketing campaigns.
- Assist with planning and coordinating annual and special events or seminars.
- Provide administrative assistance to the Marketing Manager and Marketing Department staff, utilizing a range of computer software applications to include Windows, Mac, and other graphics software.
- Maintain up-to-date and complete paper and electronic files for the department.
- Prepare routine to complex correspondence on a variety of subject matters relating to marketing business. Ensure accuracy of work.
- Edit marketing collateral and other marketing materials. Proof work of others for accuracy and completeness.
- Assist in scheduling and/or arranging appointments and meetings. Maintain the department's calendar of events and schedules.
- Answer the department's telephone, disseminate information or resolve questions, and/or route calls to appropriate individual. Take messages and coordinate follow through.
- Maintain inventory of marketing supplies and brochures. Identify when to reorder and place orders to replenish inventories.

**Table 65 - 1  
Salaries  
Marketing Assistant**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		59	\$49,050	\$42,910	\$48,110	\$52,710	\$62,930
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	2	*	*	*	*	*
	\$100M to \$200M	3	*	*	*	*	*
	\$200M to \$500M	17	\$43,920	\$38,980	\$43,860	\$49,600	\$53,030
	\$500M to \$1B	11	\$50,050	\$43,910	\$49,430	\$56,300	\$67,990
	\$1B to \$3B	17	\$51,350	\$45,200	\$48,860	\$58,280	\$71,270
\$3B or more	10	\$52,510	\$48,110	\$49,220	\$57,660	\$67,940	
By region	New England	3	*	*	*	*	*
	Middle Atlantic	2	*	*	*	*	*
	East North Central	18	\$49,080	\$45,910	\$48,110	\$51,330	\$63,670
	West North Central	7	\$46,120	\$40,100	\$46,820	\$53,490	\$55,250
	South Atlantic	6	\$45,810	\$41,420	\$45,320	\$52,450	*
	East South Central	3	*	*	*	*	*
	West South Central	7	\$47,190	\$44,760	\$49,220	\$49,220	\$57,180
	Mountain	4	\$46,610	\$40,510	\$46,870	\$53,270	*
Pacific	10	\$59,210	\$43,960	\$59,590	\$71,900	\$91,440	
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	5	\$39,460	\$35,570	\$41,230	\$42,180	*
	50 - 99	13	\$46,670	\$40,850	\$47,220	\$51,740	\$61,470
	100 or more	40	\$50,630	\$45,760	\$49,220	\$54,300	\$64,670
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	1	*	*	*	*	*
	9 - 10	0					
	11 - 12	1	*	*	*	*	*
	13 - 20	56	\$49,340	\$42,860	\$48,370	\$53,120	\$63,820
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	1	*	*	*	*	*
	\$100M to \$200M	11	\$42,610	\$37,200	\$43,260	\$47,830	\$52,490
	\$200M or more	46	\$50,530	\$45,640	\$49,220	\$54,030	\$64,730
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	7	\$40,300	\$35,460	\$38,490	\$45,980	\$47,840
	20,000 - 39,999	13	\$45,990	\$41,140	\$45,110	\$52,790	\$61,460
	40,000 - 49,999	6	\$50,920	\$45,080	\$50,430	\$59,220	*
	50,000 - 59,999	0					
	60,000 or more	26	\$51,250	\$46,630	\$49,220	\$53,530	\$66,870
Number of branch offices	1	2	*	*	*	*	*
	2	1	*	*	*	*	*
	3	4	\$43,180	\$36,110	\$40,090	\$56,010	*
	4	5	\$42,220	\$34,080	\$40,350	\$54,990	*
	5 or more	47	\$50,400	\$45,080	\$49,220	\$53,520	\$64,390

\* Insufficient data

**Table 65 - 2  
Incentives and Bonuses  
Marketing Assistant**

		% paid incentive and/or bonus		average incentive/ bonus	
		N		N	
Overall		58	78%	44	\$2,170
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 \$50M	0		0	
	\$50M to \$100M	2	100%	2	*
	\$100M to \$200M	3	50%	2	*
	\$200M to \$500M	17	68%	11	\$1,680
	\$500M to \$1B	10	89%	9	\$1,730
	\$1B to \$3B	17	75%	13	\$2,370
	\$3B or more	10	86%	7	\$2,820
By region	New England	3	100%	3	*
	Middle Atlantic	2	100%	2	*
	East North Central	18	70%	12	\$2,830
	West North Central	7	82%	6	\$1,720
	South Atlantic	5	89%	5	\$2,350
	East South Central	3	48%	1	*
	West South Central	7	89%	5	\$1,570
	Mountain	4	85%	3	\$1,740
	Pacific	10	72%	7	\$2,400
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	5	76%	4	\$1,020
	50 - 99	13	64%	9	\$1,680
	100 or more	39	82%	31	\$2,380
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	1	49%	1	*
	13 - 20	56	77%	42	\$2,040
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	1	100%	1	*
	\$100M to \$200M	11	56%	6	\$1,930
	\$200M or more	45	82%	35	\$2,260
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	7	54%	4	\$1,470
	20,000 - 39,999	13	76%	10	\$1,580
	40,000 - 49,999	5	63%	3	\$1,740
	50,000 - 59,999	0		0	
	60,000 or more	26	82%	20	\$2,470
Number of branch offices	1	2	100%	2	*
	2	1	100%	1	*
	3	4	68%	3	*
	4	5	73%	4	\$1,160
	5 or more	46	77%	35	\$2,180

\* Insufficient data

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

**Table 65 - 3**  
**Total Cash Compensation**  
**Marketing Assistant**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		59	\$50,740	\$44,530	\$50,300	\$53,680	\$65,830
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	2	*	*	*	*	*
	\$100M to \$200M	3	*	*	*	*	*
	\$200M to \$500M	17	\$45,070	\$39,650	\$44,660	\$50,130	\$55,670
	\$500M to \$1B	11	\$51,510	\$44,430	\$50,500	\$59,550	\$68,820
	\$1B to \$3B	17	\$53,120	\$45,890	\$49,490	\$59,000	\$74,900
\$3B or more	10	\$54,940	\$50,900	\$51,620	\$58,050	\$70,480	
By region	New England	3	*	*	*	*	*
	Middle Atlantic	2	*	*	*	*	*
	East North Central	18	\$51,050	\$46,690	\$51,540	\$53,310	\$65,410
	West North Central	7	\$47,530	\$40,750	\$48,300	\$53,890	\$57,910
	South Atlantic	6	\$47,710	\$44,120	\$45,720	\$52,700	*
	East South Central	3	*	*	*	*	*
	West South Central	7	\$48,590	\$46,480	\$50,900	\$50,900	\$57,650
	Mountain	4	\$48,100	\$43,350	\$48,180	\$53,920	*
Pacific	10	\$60,930	\$45,260	\$64,070	\$73,600	\$97,180	
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	5	\$40,230	\$35,570	\$41,560	\$43,820	*
	50 - 99	13	\$47,740	\$43,180	\$47,390	\$52,870	\$63,320
	100 or more	40	\$52,570	\$46,650	\$50,900	\$57,320	\$69,820
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	1	*	*	*	*	*
	9 - 10	0					
	11 - 12	1	*	*	*	*	*
	13 - 20	56	\$50,900	\$44,330	\$49,940	\$55,820	\$66,430
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	1	*	*	*	*	*
	\$100M to \$200M	11	\$43,690	\$37,690	\$43,810	\$47,840	\$54,910
	\$200M or more	46	\$52,360	\$46,600	\$50,900	\$57,040	\$68,410
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	7	\$41,100	\$37,010	\$39,840	\$47,060	\$47,840
	20,000 - 39,999	13	\$47,190	\$42,650	\$46,830	\$53,220	\$63,320
	40,000 - 49,999	6	\$51,890	\$45,280	\$51,900	\$61,740	*
	50,000 - 59,999	0					
	60,000 or more	26	\$53,280	\$47,000	\$51,060	\$55,830	\$70,930
Number of branch offices	1	2	*	*	*	*	*
	2	1	*	*	*	*	*
	3	4	\$44,460	\$37,310	\$41,560	\$56,920	*
	4	5	\$43,060	\$34,620	\$41,360	\$55,710	*
	5 or more	47	\$52,060	\$46,010	\$50,900	\$56,150	\$69,450

\* 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  
Marketing Assistant**

		N	average minimum	average midpoint	average maximum
Overall		48	\$41,550	\$51,950	\$62,340
By credit union asset size					
	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	0			
	\$100M to \$200M	2	*	*	*
	\$200M to \$500M	13	\$36,250	\$45,520	\$54,790
	\$500M to \$1B	11	\$41,280	\$51,530	\$61,770
	\$1B to \$3B	14	\$43,530	\$54,220	\$64,920
	\$3B or more	9	\$47,220	\$58,850	\$70,470

\* 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.
- Examine the methods that are successful in developing business. Assess the products that best meet member needs.
- Promote all products and services with cross-selling to meet members' or SEGs' needs.

**Table 66 - 1**  
**Salaries**  
**Business Development Representative**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	99	\$64,890	\$57,220	\$64,040	\$70,850	\$81,600
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	0					
\$50M to \$100M	4	*	*	*	*	*
\$100M to \$200M	11	\$54,910	\$47,840	\$53,060	\$62,860	\$68,210
\$200M to \$500M	20	\$60,900	\$50,000	\$60,470	\$68,750	\$75,610
\$500M to \$1B	24	\$63,180	\$54,560	\$63,590	\$73,350	\$83,050
\$1B to \$3B	27	\$68,240	\$60,470	\$65,130	\$74,070	\$83,000
\$3B or more	12	\$67,770	\$62,760	\$70,150	\$70,660	\$87,100
By region						
New England	4	\$77,040	\$64,910	\$72,230	\$98,750	*
Middle Atlantic	6	\$64,320	\$63,970	\$64,090	\$70,590	*
East North Central	20	\$59,560	\$48,000	\$59,650	\$63,600	\$76,390
West North Central	4	\$62,950	\$52,000	\$64,810	\$72,670	*
South Atlantic	19	\$66,230	\$58,360	\$66,060	\$74,980	\$82,960
East South Central	8	\$64,340	\$54,530	\$66,410	\$68,750	\$91,310
West South Central	16	\$60,300	\$55,350	\$60,740	\$65,500	\$73,920
Mountain	7	\$68,790	\$60,530	\$65,940	\$70,850	\$93,440
Pacific	14	\$71,460	\$64,160	\$70,150	\$81,600	\$94,930
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	19	\$55,880	\$46,500	\$53,860	\$62,640	\$73,640
50 - 99	19	\$61,570	\$49,950	\$62,070	\$68,750	\$85,490
100 or more	60	\$66,530	\$60,000	\$64,170	\$72,480	\$81,920
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	96	\$64,900	\$58,130	\$64,060	\$70,850	\$81,600
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	9	\$52,170	\$46,170	\$49,230	\$60,690	\$66,200
\$100M to \$200M	13	\$59,880	\$50,000	\$59,230	\$68,750	\$81,390
\$200M or more	74	\$66,270	\$59,980	\$64,160	\$71,630	\$82,300
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	3	*	*	*	*	*
5,000 - 9,999	5	\$55,430	\$44,190	\$59,120	\$63,560	*
10,000 - 19,999	17	\$59,590	\$47,730	\$51,880	\$66,100	\$92,790
20,000 - 39,999	18	\$59,930	\$54,970	\$59,470	\$67,970	\$72,550
40,000 - 49,999	7	\$66,010	\$60,260	\$65,410	\$74,410	\$89,500
50,000 - 59,999	0					
60,000 or more	42	\$67,540	\$60,470	\$65,500	\$73,580	\$82,730
Number of branch offices						
1	2	*	*	*	*	*
2	8	\$60,420	\$55,990	\$60,470	\$61,640	\$82,500
3	9	\$51,400	\$47,380	\$50,000	\$55,300	\$64,920
4	5	\$63,400	\$52,950	\$67,000	\$73,210	*
5 or more	74	\$66,090	\$59,160	\$64,160	\$71,630	\$82,460

\* Insufficient data

**Table 66 - 2  
Incentives and Bonuses  
Business Development Representative**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		98	78%	67	\$4,870
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	2	0%	0	
	\$20M to \$50M	0		0	
	\$50M to \$100M	4	50%	2	*
	\$100M to \$200M	11	50%	5	\$3,380
	\$200M to \$500M	20	74%	14	\$3,640
	\$500M to \$1B	22	81%	17	\$4,090
	\$1B to \$3B	27	90%	20	\$6,120
	\$3B or more	12	73%	8	\$4,990
By region	New England	4	84%	3	\$5,190
	Middle Atlantic	6	87%	4	\$4,610
	East North Central	20	84%	12	\$6,860
	West North Central	4	50%	2	*
	South Atlantic	18	85%	14	\$4,570
	East South Central	8	74%	6	\$3,520
	West South Central	16	85%	11	\$5,950
	Mountain	7	92%	5	\$2,880
	Pacific	14	50%	10	\$3,040
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	19	55%	10	\$2,510
	50 - 99	19	74%	14	\$3,100
	100 or more	59	81%	43	\$5,450
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	23%	1	*
	13 - 20	95	78%	66	\$4,890
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	9	60%	5	\$2,810
	\$100M to \$200M	13	67%	8	\$2,200
	\$200M or more	73	81%	54	\$5,210
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	3	37%	1	*
	5,000 - 9,999	5	49%	2	*
	10,000 - 19,999	17	54%	9	\$2,560
	20,000 - 39,999	18	80%	13	\$3,740
	40,000 - 49,999	7	87%	5	\$2,930
	50,000 - 59,999	0		0	
	60,000 or more	41	80%	30	\$5,600
Number of branch offices	1	2	0%	0	
	2	8	78%	6	\$11,300
	3	9	56%	5	\$2,830
	4	5	73%	4	\$12,350
	5 or more	73	80%	52	\$4,180

\* Insufficient data

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

**Table 66 - 3**  
**Total Cash Compensation**  
**Business Development Representative**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	99	\$68,010	\$60,200	\$67,290	\$76,520	\$86,470
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	0					
\$50M to \$100M	4	*	*	*	*	*
\$100M to \$200M	11	\$56,600	\$48,900	\$57,940	\$62,920	\$71,580
\$200M to \$500M	20	\$63,590	\$51,710	\$63,980	\$70,750	\$79,720
\$500M to \$1B	24	\$66,040	\$54,560	\$64,040	\$78,440	\$87,340
\$1B to \$3B	27	\$72,700	\$63,640	\$70,850	\$79,820	\$94,930
\$3B or more	12	\$70,260	\$62,880	\$70,150	\$76,580	\$92,190
By region						
New England	4	\$81,380	\$71,780	\$75,640	\$103,740	*
Middle Atlantic	6	\$68,340	\$64,470	\$72,160	\$76,520	*
East North Central	20	\$63,330	\$48,550	\$61,000	\$76,390	\$86,470
West North Central	4	\$66,480	\$52,000	\$73,330	\$76,980	*
South Atlantic	19	\$69,510	\$60,280	\$68,080	\$79,340	\$95,700
East South Central	8	\$66,930	\$57,140	\$66,720	\$71,140	\$96,260
West South Central	16	\$64,480	\$55,690	\$63,900	\$76,390	\$79,920
Mountain	7	\$70,370	\$62,000	\$65,990	\$71,970	\$99,030
Pacific	14	\$72,980	\$65,360	\$70,150	\$83,580	\$94,930
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	19	\$57,250	\$48,000	\$56,560	\$62,700	\$75,860
50 - 99	19	\$63,870	\$50,140	\$65,010	\$70,790	\$87,070
100 or more	60	\$70,000	\$62,000	\$70,150	\$77,170	\$86,590
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	96	\$68,060	\$60,280	\$67,290	\$76,520	\$86,470
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	9	\$53,860	\$47,700	\$53,060	\$61,880	\$66,200
\$100M to \$200M	13	\$61,360	\$50,060	\$61,110	\$70,750	\$83,230
\$200M or more	74	\$69,650	\$61,320	\$68,700	\$77,080	\$86,640
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	3	*	*	*	*	*
5,000 - 9,999	5	\$56,240	\$44,880	\$61,120	\$63,560	*
10,000 - 19,999	17	\$60,980	\$48,720	\$55,430	\$67,430	\$93,130
20,000 - 39,999	18	\$62,930	\$59,500	\$60,410	\$70,750	\$76,860
40,000 - 49,999	7	\$68,550	\$65,300	\$68,450	\$77,140	\$92,670
50,000 - 59,999	0					
60,000 or more	42	\$70,860	\$62,790	\$70,150	\$78,440	\$86,890
Number of branch offices						
1	2	*	*	*	*	*
2	8	\$69,260	\$57,290	\$64,200	\$86,470	\$90,390
3	9	\$52,970	\$47,820	\$54,250	\$59,720	\$67,470
4	5	\$72,420	\$54,380	\$74,950	\$93,980	*
5 or more	74	\$68,760	\$60,560	\$68,370	\$76,520	\$85,830

\* 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**  
**Business Development Representative**

		N	average minimum	average midpoint	average maximum
Overall		77	\$53,410	\$67,010	\$80,610
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	2	*	*	*
	\$100M to \$200M	6	\$44,620	\$54,140	\$63,660
	\$200M to \$500M	13	\$49,000	\$61,920	\$74,840
	\$500M to \$1B	20	\$49,720	\$62,310	\$74,890
	\$1B to \$3B	25	\$56,970	\$71,590	\$86,210
\$3B or more	12	\$62,220	\$78,910	\$95,590	

\* 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.
- Ensure policies, procedures, and people programs are consistently administered and aligned with organizational goals to drive business results.
- Refine and execute a people strategy that positions the organization as an employer of choice: consistently attracting, developing and retaining top talent.
- Help/develop, implement, and monitor the affirmative action program for the credit union.
- Conduct research, examine employee and business performance data and develop programs that drive high levels of organizational performance and engagement.
- 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 goals of the credit union.
- Advise managers and supervisors on desired corrective and disciplinary actions, offering alternatives and ideal solutions.
- Lead the organization's total rewards strategy and execution: building compensation and benefits programs that align with organization's philosophy and support attraction, retention and business performance.
- 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 67 - 1**  
**Salaries**  
**SVP / VP of Human Resources (#2 position)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	95	\$131,440	\$99,260	\$124,810	\$161,010	\$193,790
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	3	*	*	*	*	*
\$100M to \$200M	9	\$78,680	\$65,410	\$83,490	\$91,100	\$96,560
\$200M to \$500M	17	\$104,310	\$87,500	\$102,240	\$123,360	\$148,220
\$500M to \$1B	20	\$121,930	\$100,000	\$119,630	\$141,340	\$169,980
\$1B to \$3B	29	\$146,790	\$123,880	\$147,530	\$165,990	\$189,560
\$3B or more	17	\$166,170	\$137,510	\$171,030	\$194,730	\$214,550
By region						
New England	6	\$131,960	\$100,130	\$140,650	\$171,190	*
Middle Atlantic	3	*	*	*	*	*
East North Central	30	\$117,290	\$92,230	\$116,110	\$141,680	\$161,510
West North Central	7	\$113,510	\$89,300	\$108,280	\$148,450	*
South Atlantic	10	\$138,010	\$109,120	\$142,830	\$171,070	\$193,080
East South Central	4	\$122,000	\$100,020	\$117,580	\$158,640	*
West South Central	13	\$139,310	\$111,390	\$128,840	\$177,760	\$212,690
Mountain	9	\$136,500	\$96,640	\$144,080	\$172,530	\$193,790
Pacific	13	\$170,430	\$137,240	\$170,790	\$202,600	\$222,130
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	14	\$94,160	\$73,600	\$92,220	\$107,000	\$152,370
50 - 99	13	\$95,290	\$82,240	\$96,360	\$109,460	\$140,240
100 or more	68	\$144,450	\$117,740	\$143,120	\$170,480	\$195,580
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	94	\$130,880	\$98,920	\$124,440	\$159,490	\$193,790
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	0					
\$20M to \$50M	3	*	*	*	*	*
\$50M to \$100M	4	\$68,090	\$59,280	\$65,830	\$80,410	*
\$100M to \$200M	10	\$95,130	\$83,270	\$89,590	\$100,790	\$169,470
\$200M or more	77	\$139,960	\$109,610	\$140,130	\$166,140	\$194,920
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	2	*	*	*	*	*
5,000 - 9,999	2	*	*	*	*	*
10,000 - 19,999	14	\$94,580	\$82,880	\$89,740	\$111,650	\$150,770
20,000 - 39,999	14	\$105,850	\$87,360	\$101,430	\$124,910	\$148,060
40,000 - 49,999	10	\$126,340	\$101,930	\$119,340	\$146,680	\$194,740
50,000 - 59,999	0					
60,000 or more	48	\$153,810	\$123,860	\$153,300	\$175,060	\$199,970
Number of branch offices						
1	1	*	*	*	*	*
2	4	\$85,080	\$67,750	\$87,150	\$102,900	*
3	6	\$101,210	\$69,570	\$86,610	\$140,900	*
4	3	*	*	*	*	*
5 or more	81	\$136,880	\$107,040	\$138,550	\$165,240	\$194,370

\* Insufficient data

**Table 67 - 2  
Incentives and Bonuses  
SVP / VP of Human Resources (#2 position)**

		% paid incentive and/or bonus		average incentive/ bonus	
		N		N	
Overall		92	87%	75	\$13,770
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 \$50M	0		0	
	\$50M to \$100M	3	100%	3	*
	\$100M to \$200M	9	80%	7	\$3,850
	\$200M to \$500M	17	88%	14	\$9,180
	\$500M to \$1B	18	90%	16	\$8,910
	\$1B to \$3B	28	89%	23	\$15,530
	\$3B or more	17	79%	12	\$27,370
By region	New England	6	79%	5	\$8,830
	Middle Atlantic	3	100%	3	*
	East North Central	29	86%	23	\$13,410
	West North Central	7	100%	6	\$10,740
	South Atlantic	10	63%	6	\$14,800
	East South Central	4	65%	3	*
	West South Central	12	95%	11	\$17,450
	Mountain	8	100%	7	\$15,890
	Pacific	13	90%	12	\$15,930
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	14	83%	12	\$5,710
	50 - 99	13	90%	10	\$5,500
	100 or more	65	87%	53	\$16,930
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	92	87%	75	\$13,770
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	3	100%	3	*
	\$50M to \$100M	4	80%	4	*
	\$100M to \$200M	10	79%	8	\$5,730
	\$200M or more	75	88%	60	\$15,740
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	2	100%	2	*
	5,000 - 9,999	2	100%	2	*
	10,000 - 19,999	14	79%	11	\$5,810
	20,000 - 39,999	14	91%	11	\$9,050
	40,000 - 49,999	10	75%	8	\$10,840
	50,000 - 59,999	0		0	
	60,000 or more	45	89%	37	\$19,050
Number of branch offices	1	1	100%	1	*
	2	4	100%	4	\$3,410
	3	6	89%	5	\$6,080
	4	3	72%	2	*
	5 or more	78	86%	62	\$15,250

\* Insufficient data

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



**Table 67 - 3**  
**Total Cash Compensation**  
**SVP / VP of Human Resources (#2 position)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	95	\$141,930	\$102,650	\$138,160	\$171,070	\$221,010
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	3	*	*	*	*	*
\$100M to \$200M	9	\$81,760	\$66,920	\$87,420	\$93,150	\$101,560
\$200M to \$500M	17	\$111,720	\$94,620	\$108,850	\$140,580	\$154,870
\$500M to \$1B	20	\$128,690	\$101,820	\$123,250	\$153,800	\$170,620
\$1B to \$3B	29	\$158,510	\$130,040	\$160,340	\$179,830	\$216,470
\$3B or more	17	\$185,040	\$147,990	\$190,940	\$227,390	\$244,800
By region						
New England	6	\$138,920	\$105,520	\$153,000	\$178,650	*
Middle Atlantic	3	*	*	*	*	*
East North Central	30	\$127,010	\$95,640	\$125,970	\$152,060	\$195,520
West North Central	7	\$123,180	\$93,750	\$108,910	\$166,930	*
South Atlantic	10	\$145,860	\$109,390	\$165,670	\$171,070	\$213,040
East South Central	4	\$129,320	\$104,490	\$119,990	\$175,660	*
West South Central	13	\$154,100	\$113,960	\$144,870	\$194,440	\$267,400
Mountain	9	\$147,920	\$100,260	\$149,710	\$179,510	\$232,540
Pacific	13	\$184,730	\$143,900	\$190,000	\$221,600	\$246,440
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	14	\$98,890	\$77,080	\$93,970	\$109,960	\$162,370
50 - 99	13	\$99,650	\$85,370	\$101,120	\$113,200	\$148,560
100 or more	68	\$157,050	\$123,730	\$153,920	\$181,910	\$227,030
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	94	\$141,570	\$102,420	\$135,820	\$171,070	\$221,550
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	0					
\$20M to \$50M	3	*	*	*	*	*
\$50M to \$100M	4	\$71,280	\$60,200	\$67,590	\$86,940	*
\$100M to \$200M	10	\$99,640	\$85,460	\$92,420	\$108,600	\$178,230
\$200M or more	77	\$151,750	\$114,780	\$151,580	\$178,200	\$226,790
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	2	*	*	*	*	*
5,000 - 9,999	2	*	*	*	*	*
10,000 - 19,999	14	\$99,150	\$85,270	\$93,420	\$119,950	\$160,770
20,000 - 39,999	14	\$113,270	\$91,040	\$108,100	\$143,530	\$161,590
40,000 - 49,999	10	\$134,510	\$106,790	\$143,670	\$155,320	\$201,350
50,000 - 59,999	0					
60,000 or more	48	\$167,810	\$131,320	\$164,930	\$195,200	\$232,540
Number of branch offices						
1	1	*	*	*	*	*
2	4	\$88,490	\$71,240	\$94,150	\$104,440	*
3	6	\$106,620	\$72,850	\$92,960	\$150,710	*
4	3	*	*	*	*	*
5 or more	81	\$148,180	\$109,900	\$147,290	\$175,300	\$226,010

\* 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  
SVP / VP of Human Resources (#2 position)**

		N	average minimum	average midpoint	average maximum
Overall		69	\$108,490	\$139,730	\$170,970
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	2	*	*	*
	\$100M to \$200M	6	\$60,960	\$76,250	\$91,540
	\$200M to \$500M	9	\$80,330	\$102,280	\$124,230
	\$500M to \$1B	15	\$107,750	\$137,690	\$167,620
	\$1B to \$3B	22	\$124,980	\$162,160	\$199,340
	\$3B or more	14	\$127,000	\$165,290	\$203,590

\* Insufficient data

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

## DIVERSITY/INCLUSION (DEI) VICE PRESIDENT/DIRECTOR (head of DEI)

**Reports to:** *Chief Human Resources Officer or President/CEO/Manager*

**Position Purpose:** Leads efforts to realize a diverse, equitable, and inclusive (DEI) workplace. Responsibilities include developing and implementing company-wide strategies and initiatives that advance organizational change, fostering an equitable and inclusive work environment, and ensuring that DEI considerations are incorporated into decision-making processes, for both employee and member-facing efforts.

### **Job Responsibilities**

- Provide thought leadership, advocacy, and strategy to develop and execute the credit union's inclusive framework. Create strategy to deploy programming related to all DEI activities for the credit union.
- Counsel and advise the Executive Team and Board of Directors in developing short- and long-term DEI vision to transform the credit union.
- Develop organizational DEI objectives and key indicators; report on progress and roadblocks to the Executive Team; and provide recommended solutions to address issues.
- Promote equity in access to foster financial well-being for members.
- Sponsor and guide the efforts of the DEI accountability board/group.
- Proactively build and maintain member, community, and sponsor relationships for DEI.

**Table 68 - 1**  
**Salaries**  
**Diversity / Inclusion VP/director (head of DEI)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		16	\$120,150	\$84,860	\$113,030	\$152,620	\$197,260
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M to \$500M	1	*	*	*	*	*
	\$500M to \$1B	1	*	*	*	*	*
	\$1B to \$3B	6	\$106,870	\$80,620	\$111,140	\$131,400	\$155,000
\$3B or more	7	\$139,130	\$94,780	\$145,530	\$190,850	*	
By region	New England	1	*	*	*	*	*
	Middle Atlantic	1	*	*	*	*	*
	East North Central	4	\$104,150	\$76,760	\$95,150	\$144,420	*
	West North Central	1	*	*	*	*	*
	South Atlantic	1	*	*	*	*	*
	East South Central	1	*	*	*	*	*
	West South Central	1	*	*	*	*	*
	Mountain	3	*	*	*	*	*
Pacific	3	*	*	*	*	*	
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	1	*	*	*	*	*
	100 or more	15	\$122,030	\$91,540	\$114,870	\$153,920	\$197,680
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	15	\$118,650	\$82,720	\$111,380	\$148,910	\$197,660
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	1	*	*	*	*	*
	\$200M or more	15	\$122,030	\$91,540	\$114,870	\$153,920	\$197,680
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	1	*	*	*	*	*
	40,000 - 49,999	1	*	*	*	*	*
	50,000 - 59,999	0					
	60,000 or more	12	\$122,530	\$91,640	\$114,960	\$153,890	\$199,320
Number of branch offices	1	0					
	2	0					
	3	0					
	4	0					
	5 or more	16	\$120,150	\$84,860	\$113,030	\$152,620	\$197,260

\* Insufficient data

**Table 68 - 2  
Incentives and Bonuses  
Diversity / Inclusion VP/director (head of DEI)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		15	82%	12	\$11,530
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 \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M to \$500M	1	50%	1	*
	\$500M to \$1B	1	100%	1	*
	\$1B to \$3B	6	78%	4	\$5,410
\$3B or more	7	89%	6	\$16,360	
By region	New England	1	100%	1	*
	Middle Atlantic	1	100%	1	*
	East North Central	4	67%	3	*
	West North Central	1	100%	1	*
	South Atlantic	1	100%	1	*
	East South Central	1	100%	1	*
	West South Central	1	100%	1	*
	Mountain	2	100%	1	*
	Pacific	3	51%	1	*
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	0		0	
	50 - 99	1	0%	0	
	100 or more	14	86%	12	\$11,530
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	15	82%	12	\$11,530
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	1	0%	0	
	\$200M or more	14	86%	12	\$11,530
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	1	50%	1	*
	40,000 - 49,999	1	51%	1	*
	50,000 - 59,999	0		0	
60,000 or more	12	88%	10	\$12,010	
Number of branch offices	1	0		0	
	2	0		0	
	3	0		0	
	4	0		0	
	5 or more	15	82%	12	\$11,530

\* Insufficient data

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

**Table 68 - 3**  
**Total Cash Compensation**  
**Diversity / Inclusion VP/director (head of DEI)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		16	\$128,750	\$91,550	\$120,520	\$160,930	\$217,340
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M to \$500M	1	*	*	*	*	*
	\$500M to \$1B	1	*	*	*	*	*
	\$1B to \$3B	6	\$110,120	\$86,620	\$119,190	\$132,280	\$155,000
\$3B or more	7	\$153,670	\$98,670	\$149,800	\$214,680	*	
By region	New England	1	*	*	*	*	*
	Middle Atlantic	1	*	*	*	*	*
	East North Central	4	\$110,680	\$83,390	\$99,630	\$156,630	*
	West North Central	1	*	*	*	*	*
	South Atlantic	1	*	*	*	*	*
	East South Central	1	*	*	*	*	*
	West South Central	1	*	*	*	*	*
	Mountain	3	*	*	*	*	*
Pacific	3	*	*	*	*	*	
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	1	*	*	*	*	*
	100 or more	15	\$131,020	\$92,210	\$120,740	\$163,280	\$218,270
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	15	\$127,630	\$91,340	\$120,080	\$162,040	\$218,230
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	1	*	*	*	*	*
	\$200M or more	15	\$131,020	\$92,210	\$120,740	\$163,280	\$218,270
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	1	*	*	*	*	*
	40,000 - 49,999	1	*	*	*	*	*
	50,000 - 59,999	0					
	60,000 or more	12	\$131,950	\$92,010	\$120,750	\$167,590	\$221,920
Number of branch offices	1	0					
	2	0					
	3	0					
	4	0					
	5 or more	16	\$128,750	\$91,550	\$120,520	\$160,930	\$217,340

\* 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**  
**Diversity / Inclusion VP/director (head of DEI)**

		N	average minimum	average midpoint	average maximum
Overall		14	\$105,100	\$131,300	\$157,500
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	0			
	\$100M to \$200M	0			
	\$200M to \$500M	0			
	\$500M to \$1B	1	*	*	*
	\$1B to \$3B	6	\$89,390	\$114,320	\$139,260
	\$3B or more	7	\$115,790	\$142,040	\$168,300

\* Insufficient data

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

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## 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 targets. 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 targets.
- Implement and annually update compensation program, rewrite job descriptions as necessary, conduct and review annual salary surveys, develop salary budget, examine 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 69 - 1**  
**Salaries**  
**HR Manager / Supervisor**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	134	\$87,320	\$70,290	\$85,000	\$100,490	\$115,780
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	2	*	*	*	*	*
\$50M to \$100M	10	\$66,360	\$60,660	\$62,740	\$73,690	\$86,050
\$100M to \$200M	20	\$69,060	\$56,070	\$64,780	\$85,440	\$96,730
\$200M to \$500M	30	\$72,330	\$63,320	\$72,670	\$82,100	\$87,310
\$500M to \$1B	20	\$86,570	\$76,380	\$85,660	\$95,250	\$104,320
\$1B to \$3B	31	\$96,200	\$84,930	\$94,920	\$106,530	\$119,850
\$3B or more	20	\$109,660	\$94,350	\$109,010	\$121,170	\$142,810
By region						
New England	9	\$86,470	\$77,990	\$87,580	\$94,570	\$110,750
Middle Atlantic	11	\$82,040	\$57,130	\$76,380	\$110,460	\$124,280
East North Central	38	\$81,070	\$65,780	\$77,510	\$94,560	\$109,110
West North Central	12	\$77,810	\$65,870	\$79,490	\$89,000	\$103,090
South Atlantic	20	\$86,630	\$71,300	\$84,330	\$100,380	\$114,250
East South Central	4	\$76,130	\$61,200	\$78,980	\$85,960	*
West South Central	9	\$82,330	\$67,280	\$83,640	\$95,970	\$115,130
Mountain	8	\$96,210	\$75,630	\$91,390	\$119,070	\$129,830
Pacific	23	\$107,170	\$92,090	\$104,810	\$122,580	\$147,980
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	32	\$67,210	\$58,030	\$64,780	\$75,710	\$89,550
50 - 99	31	\$75,120	\$63,690	\$74,260	\$85,440	\$96,530
100 or more	72	\$97,880	\$82,400	\$95,000	\$109,340	\$124,530
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	2	*	*	*	*	*
11 - 12	3	*	*	*	*	*
13 - 20	130	\$87,810	\$72,030	\$85,000	\$100,520	\$116,660
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	1	*	*	*	*	*
\$20M to \$50M	7	\$66,440	\$62,230	\$65,300	\$72,200	*
\$50M to \$100M	13	\$66,080	\$56,080	\$63,950	\$73,800	\$100,180
\$100M to \$200M	24	\$71,840	\$60,000	\$68,570	\$85,550	\$92,280
\$200M or more	89	\$94,780	\$80,000	\$93,230	\$108,280	\$120,820
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	2	*	*	*	*	*
5,000 - 9,999	12	\$68,150	\$61,770	\$64,790	\$74,670	\$93,220
10,000 - 19,999	29	\$70,730	\$59,210	\$65,110	\$84,930	\$90,550
20,000 - 39,999	21	\$73,910	\$66,210	\$70,520	\$81,330	\$97,470
40,000 - 49,999	7	\$82,550	\$73,620	\$76,900	\$97,390	\$103,430
50,000 - 59,999	0					
60,000 or more	56	\$100,880	\$84,960	\$98,880	\$113,600	\$129,600
Number of branch offices						
1	6	\$57,180	\$42,560	\$63,080	\$66,500	*
2	6	\$70,430	\$61,830	\$62,910	\$78,530	*
3	10	\$73,720	\$63,150	\$72,320	\$86,830	\$108,260
4	11	\$74,580	\$60,370	\$75,310	\$89,390	\$99,530
5 or more	101	\$91,820	\$77,310	\$88,970	\$105,360	\$119,890

\* Insufficient data

**Table 69 - 2  
Incentives and Bonuses  
HR Manager / Supervisor**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		131	81%	103	\$5,880
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 \$50M	2	50%	1	*
	\$50M to \$100M	10	80%	8	\$2,950
	\$100M to \$200M	19	86%	17	\$3,990
	\$200M to \$500M	30	69%	19	\$3,470
	\$500M to \$1B	20	78%	15	\$4,740
	\$1B to \$3B	31	97%	27	\$6,750
\$3B or more	19	73%	15	\$9,800	
By region	New England	9	94%	9	\$5,420
	Middle Atlantic	10	85%	8	\$4,060
	East North Central	37	85%	32	\$4,500
	West North Central	12	81%	8	\$6,470
	South Atlantic	20	70%	14	\$7,130
	East South Central	4	56%	1	*
	West South Central	9	87%	7	\$6,000
	Mountain	8	91%	6	\$5,100
	Pacific	22	78%	17	\$7,950
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	31	77%	23	\$3,680
	50 - 99	31	80%	24	\$3,210
	100 or more	69	82%	56	\$7,450
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	2	42%	1	*
	11 - 12	2	67%	1	*
	13 - 20	127	81%	101	\$5,920
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	7	100%	7	\$2,760
	\$50M to \$100M	12	76%	9	\$3,390
	\$100M to \$200M	24	73%	17	\$3,700
	\$200M or more	87	82%	70	\$6,810
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	11	91%	10	\$3,670
	10,000 - 19,999	29	78%	22	\$3,430
	20,000 - 39,999	21	68%	13	\$4,350
	40,000 - 49,999	7	60%	4	\$2,760
	50,000 - 59,999	0		0	
	60,000 or more	53	87%	46	\$7,600
Number of branch offices	1	5	58%	3	*
	2	6	100%	6	\$4,660
	3	10	83%	8	\$2,220
	4	11	94%	10	\$4,440
	5 or more	99	79%	75	\$6,540

\* Insufficient data

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

**Table 69 - 3**  
**Total Cash Compensation**  
**HR Manager / Supervisor**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	134	\$91,760	\$72,470	\$89,530	\$106,630	\$125,980
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	2	*	*	*	*	*
\$50M to \$100M	10	\$68,720	\$60,890	\$65,370	\$78,400	\$88,850
\$100M to \$200M	20	\$72,360	\$56,170	\$67,990	\$87,640	\$103,460
\$200M to \$500M	30	\$74,560	\$65,110	\$74,470	\$84,300	\$90,620
\$500M to \$1B	20	\$90,160	\$78,310	\$88,980	\$99,860	\$110,120
\$1B to \$3B	31	\$101,960	\$89,550	\$102,100	\$113,120	\$123,870
\$3B or more	20	\$116,540	\$99,130	\$114,420	\$130,970	\$156,460
By region						
New England	9	\$91,550	\$82,740	\$91,700	\$103,330	\$124,050
Middle Atlantic	11	\$85,310	\$59,820	\$76,780	\$121,010	\$136,000
East North Central	38	\$84,680	\$69,040	\$80,900	\$100,300	\$112,580
West North Central	12	\$82,340	\$71,640	\$83,590	\$92,760	\$115,520
South Atlantic	20	\$91,520	\$73,190	\$93,820	\$105,670	\$130,970
East South Central	4	\$79,130	\$61,200	\$83,700	\$91,350	*
West South Central	9	\$86,890	\$69,940	\$89,700	\$103,160	\$131,680
Mountain	8	\$99,830	\$78,250	\$98,160	\$125,870	\$129,830
Pacific	23	\$113,140	\$92,740	\$112,290	\$127,730	\$163,600
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	32	\$69,880	\$59,450	\$68,460	\$77,920	\$93,980
50 - 99	31	\$77,620	\$65,020	\$76,460	\$86,870	\$99,380
100 or more	72	\$103,520	\$87,230	\$99,130	\$116,500	\$130,970
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	2	*	*	*	*	*
11 - 12	3	*	*	*	*	*
13 - 20	130	\$92,380	\$73,020	\$89,880	\$106,690	\$128,280
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	1	*	*	*	*	*
\$20M to \$50M	7	\$69,200	\$65,330	\$67,210	\$73,210	*
\$50M to \$100M	13	\$68,500	\$58,420	\$67,760	\$76,280	\$102,680
\$100M to \$200M	24	\$74,450	\$63,470	\$72,360	\$88,060	\$98,860
\$200M or more	89	\$99,990	\$84,050	\$97,620	\$113,810	\$130,970
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	2	*	*	*	*	*
5,000 - 9,999	12	\$71,270	\$63,190	\$67,870	\$80,350	\$99,250
10,000 - 19,999	29	\$73,340	\$60,830	\$71,390	\$85,920	\$97,450
20,000 - 39,999	21	\$76,720	\$66,400	\$73,470	\$88,490	\$98,580
40,000 - 49,999	7	\$84,210	\$74,710	\$77,080	\$98,630	\$109,660
50,000 - 59,999	0					
60,000 or more	56	\$106,880	\$90,140	\$103,200	\$118,360	\$137,140
Number of branch offices						
1	6	\$58,730	\$42,560	\$64,070	\$70,050	*
2	6	\$75,080	\$64,700	\$67,400	\$85,560	*
3	10	\$75,560	\$65,150	\$73,130	\$89,680	\$110,530
4	11	\$78,740	\$64,270	\$80,050	\$93,980	\$106,660
5 or more	101	\$96,620	\$79,490	\$93,580	\$111,860	\$130,510

\* 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**  
**HR Manager / Supervisor**

		N	average minimum	average midpoint	average maximum
Overall		105	\$74,270	\$93,790	\$113,320
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	6	\$54,020	\$66,070	\$78,130
	\$100M to \$200M	11	\$62,610	\$76,210	\$89,820
	\$200M to \$500M	21	\$61,850	\$77,870	\$93,890
	\$500M to \$1B	18	\$73,900	\$93,420	\$112,940
	\$1B to \$3B	29	\$78,550	\$99,870	\$121,200
	\$3B or more	19	\$95,190	\$121,720	\$148,240

\* Insufficient data

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

## TRAINING DIRECTOR

**Reports to:** *Human Resources VP/Director*

**Position Purpose:** Accountable for the development, implementation, and maintenance of the credit union's training program. Research training needs within the credit union and develop programs that reflect the strategic plan of the organization. Communicate credit union goals and direction to employees, supervise staff training, and implement and conduct training programs.

### **Job Responsibilities**

- Assist in the development and execution of the annual training plan and training budget.
- Budget and approve training expenses, identify staffing requirements, and examine costs for creating programs versus importing programs.
- Develop and implement needs assessments and evaluate member surveys to identify new areas for training. Create programs that reflect the needs of employees, overall competitiveness of the credit union, and that enhance member service.
- Assess training programs to identify effectiveness of programs.
- Communicate with all employees to ensure positive and clear understanding of credit union goals and direction, and products and services.
- Supervise and provide direction for training staff.
- Develop, implement, and conduct on-going training programs that assist the growth and direction of the credit union.
- Develop and find professional, cost-effective training resources. Evaluate outsourced programs and/or vendors.
- Assist branch and administrative staff with operational training, certification program, and special projects as requested.
- Prepare training and resource manuals by identifying purpose; assemble and compose information for the manuals.
- Keep abreast of new technologies, training trends, and products and services of the credit union. Maintain knowledge of instructional technologies by attending seminars and reviewing professional publications. Establish professional networks and participate in professional training organizations.

**Table 70 - 1  
Salaries  
Training Director**

	N	average	25th percentile	median	75th percentile	90th percentile	
Overall	129	\$88,940	\$70,600	\$85,000	\$102,260	\$122,120	
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	2	*	*	*	*	*
	\$100M to \$200M	15	\$60,950	\$50,940	\$62,010	\$71,700	\$85,030
	\$200M to \$500M	21	\$71,640	\$60,090	\$70,930	\$82,560	\$93,790
	\$500M to \$1B	32	\$84,950	\$72,240	\$79,770	\$93,990	\$110,550
	\$1B to \$3B	41	\$96,340	\$85,270	\$92,650	\$105,190	\$121,520
\$3B or more	17	\$124,610	\$104,990	\$120,370	\$150,000	\$175,170	
By region	New England	7	\$87,620	\$72,980	\$88,680	\$98,590	\$121,100
	Middle Atlantic	6	\$95,380	\$86,040	\$91,870	\$115,680	*
	East North Central	36	\$82,350	\$65,560	\$80,520	\$93,600	\$120,080
	West North Central	13	\$75,920	\$67,470	\$75,160	\$88,630	\$105,750
	South Atlantic	15	\$93,080	\$69,500	\$84,050	\$111,760	\$174,730
	East South Central	7	\$81,150	\$58,120	\$81,730	\$92,350	\$150,000
	West South Central	16	\$87,700	\$67,220	\$78,380	\$103,250	\$162,300
	Mountain	11	\$93,230	\$81,970	\$91,340	\$103,850	\$142,000
	Pacific	19	\$106,790	\$86,020	\$101,970	\$121,900	\$161,040
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	13	\$62,850	\$50,880	\$63,390	\$74,480	\$85,380
	50 - 99	23	\$69,810	\$60,110	\$69,950	\$82,090	\$93,130
	100 or more	93	\$97,040	\$78,000	\$91,560	\$106,250	\$132,850
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	128	\$88,790	\$70,570	\$85,000	\$101,570	\$122,180
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	8	\$55,860	\$47,790	\$55,040	\$65,570	*
	\$100M to \$200M	15	\$68,220	\$60,030	\$68,970	\$81,750	\$87,680
	\$200M or more	105	\$94,490	\$75,270	\$89,970	\$105,000	\$129,470
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	4	\$53,080	\$38,010	\$51,400	\$70,560	*
	10,000 - 19,999	17	\$68,520	\$55,810	\$68,180	\$84,510	\$91,860
	20,000 - 39,999	18	\$73,290	\$60,020	\$73,360	\$85,100	\$97,890
	40,000 - 49,999	15	\$77,660	\$68,030	\$72,350	\$81,080	\$104,290
	50,000 - 59,999	0					
	60,000 or more	62	\$103,140	\$84,900	\$96,480	\$115,010	\$150,000
Number of branch offices	1	2	*	*	*	*	*
	2	2	*	*	*	*	*
	3	8	\$60,530	\$49,240	\$63,840	\$72,240	\$84,530
	4	7	\$74,980	\$57,370	\$75,050	\$94,470	*
	5 or more	110	\$92,250	\$72,760	\$86,930	\$104,990	\$127,580

\* Insufficient data

**Table 70 - 2  
Incentives and Bonuses  
Training Director**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		125	84%	101	\$6,290
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 \$50M	0		0	
	\$50M to \$100M	1	100%	1	*
	\$100M to \$200M	15	88%	13	\$2,060
	\$200M to \$500M	21	69%	15	\$5,200
	\$500M to \$1B	30	83%	25	\$5,250
	\$1B to \$3B	41	94%	34	\$6,870
\$3B or more	17	76%	12	\$12,250	
By region	New England	7	100%	7	\$4,210
	Middle Atlantic	5	60%	3	*
	East North Central	35	83%	27	\$6,540
	West North Central	13	85%	11	\$5,690
	South Atlantic	15	87%	12	\$6,200
	East South Central	7	90%	6	\$4,390
	West South Central	15	87%	13	\$5,560
	Mountain Pacific	11 19	88% 78%	8 15	\$5,040 \$8,920
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	12	85%	10	\$1,940
	50 - 99	23	77%	18	\$4,280
	100 or more	90	86%	73	\$7,350
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	124	84%	100	\$6,290
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	8	89%	7	\$2,490
	\$100M to \$200M	15	81%	12	\$2,270
	\$200M or more	102	84%	81	\$7,190
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	0		0	
	5,000 - 9,999	4	80%	4	*
	10,000 - 19,999	17	83%	14	\$2,090
	20,000 - 39,999	18	68%	13	\$5,850
	40,000 - 49,999	14	81%	11	\$5,250
	50,000 - 59,999 60,000 or more	0 61		0 50	
Number of branch offices	1	2	50%	1	*
	2	2	100%	2	*
	3	7	88%	6	\$2,040
	4	7	80%	5	\$4,320
	5 or more	108	84%	86	\$6,730

\* Insufficient data

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



**Table 70 - 3**  
**Total Cash Compensation**  
**Training Director**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	129	\$93,860	\$72,900	\$89,520	\$109,090	\$130,750
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	2	*	*	*	*	*
\$100M to \$200M	15	\$62,760	\$53,710	\$64,000	\$72,080	\$85,570
\$200M to \$500M	21	\$75,220	\$62,420	\$74,860	\$90,340	\$95,150
\$500M to \$1B	32	\$89,020	\$75,110	\$83,670	\$97,980	\$115,610
\$1B to \$3B	41	\$102,110	\$88,640	\$99,660	\$111,620	\$129,640
\$3B or more	17	\$133,440	\$111,230	\$124,910	\$173,140	\$186,240
By region						
New England	7	\$91,830	\$80,190	\$89,450	\$105,170	\$124,250
Middle Atlantic	6	\$99,650	\$88,780	\$96,730	\$116,810	*
East North Central	36	\$87,200	\$68,090	\$85,440	\$104,490	\$127,310
West North Central	13	\$80,730	\$70,790	\$77,860	\$90,510	\$122,240
South Atlantic	15	\$97,960	\$72,540	\$88,060	\$115,130	\$176,410
East South Central	7	\$85,080	\$60,090	\$90,710	\$96,410	\$150,000
West South Central	16	\$92,150	\$68,940	\$81,160	\$108,550	\$178,130
Mountain	11	\$97,040	\$87,560	\$92,170	\$111,050	\$147,270
Pacific	19	\$113,780	\$90,400	\$107,640	\$121,890	\$175,570
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	13	\$64,380	\$54,570	\$64,490	\$76,500	\$85,970
50 - 99	23	\$73,100	\$62,490	\$71,700	\$87,340	\$94,940
100 or more	93	\$102,810	\$81,520	\$96,170	\$113,470	\$145,660
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	128	\$93,710	\$72,760	\$89,170	\$108,720	\$130,990
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	8	\$58,070	\$48,850	\$57,010	\$68,600	*
\$100M to \$200M	15	\$70,060	\$62,230	\$71,280	\$81,390	\$89,850
\$200M or more	105	\$100,090	\$80,300	\$94,710	\$112,870	\$138,570
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	0					
5,000 - 9,999	4	\$54,340	\$38,540	\$55,330	\$70,980	*
10,000 - 19,999	17	\$70,150	\$57,910	\$70,790	\$85,760	\$93,200
20,000 - 39,999	18	\$77,280	\$62,200	\$76,870	\$91,480	\$105,790
40,000 - 49,999	15	\$81,550	\$68,830	\$78,320	\$86,990	\$110,050
50,000 - 59,999	0					
60,000 or more	62	\$109,320	\$89,260	\$106,140	\$118,100	\$161,140
Number of branch offices						
1	2	*	*	*	*	*
2	2	*	*	*	*	*
3	8	\$62,120	\$51,860	\$65,200	\$73,210	\$85,330
4	7	\$78,430	\$59,150	\$77,900	\$94,840	*
5 or more	110	\$97,530	\$76,820	\$91,590	\$110,980	\$134,800

\* 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  
Training Director**

		N	average minimum	average midpoint	average maximum
Overall		108	\$74,480	\$93,660	\$112,850
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	2	*	*	*
	\$100M to \$200M	10	\$51,320	\$62,860	\$74,400
	\$200M to \$500M	15	\$61,130	\$77,000	\$92,880
	\$500M to \$1B	27	\$68,990	\$86,270	\$103,560
	\$1B to \$3B	38	\$78,360	\$99,180	\$120,000
	\$3B or more	17	\$101,600	\$128,230	\$154,850

\* 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 associate. Take messages and coordinate follow through. Identify urgency of call. Research and respond to questions and provide back-up information.
- Assist in scheduling phone interviews and appointments for applicants, meetings, business trips, etc.
- Assist in recruitment process; conduct background checks, complete reference checks, and update database of applicants.
- 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 71 - 1**  
**Salaries**  
**HR Assistant / Specialist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		165	\$56,870	\$49,890	\$56,000	\$63,970	\$68,860
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	0					
	\$50M to \$100M	4	*	*	*	*	*
	\$100M to \$200M	17	\$53,510	\$43,610	\$55,000	\$59,400	\$66,470
	\$200M to \$500M	37	\$50,960	\$44,070	\$51,920	\$57,380	\$62,580
	\$500M to \$1B	43	\$55,550	\$49,520	\$56,160	\$63,800	\$68,830
	\$1B to \$3B	42	\$58,380	\$51,430	\$57,310	\$63,790	\$77,240
\$3B or more	20	\$61,420	\$53,480	\$61,710	\$67,420	\$69,330	
By region	New England	10	\$57,340	\$49,660	\$58,030	\$63,810	\$73,560
	Middle Atlantic	9	\$56,900	\$51,270	\$58,450	\$61,990	\$71,450
	East North Central	36	\$55,630	\$46,800	\$57,370	\$61,130	\$69,330
	West North Central	14	\$57,990	\$50,490	\$58,770	\$65,970	\$69,330
	South Atlantic	21	\$58,340	\$50,110	\$58,210	\$67,420	\$67,420
	East South Central	12	\$51,790	\$45,050	\$52,140	\$56,910	\$66,520
	West South Central	24	\$51,510	\$44,120	\$52,500	\$55,210	\$64,510
	Mountain	15	\$53,760	\$46,610	\$54,190	\$59,710	\$72,990
Pacific	24	\$63,810	\$54,830	\$62,210	\$67,700	\$84,930	
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	24	\$53,980	\$46,190	\$55,000	\$60,070	\$63,510
	50 - 99	34	\$52,650	\$43,960	\$53,400	\$59,770	\$64,720
	100 or more	108	\$58,100	\$50,400	\$57,680	\$65,970	\$70,000
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	4	*	*	*	*	*
	13 - 20	161	\$56,950	\$49,910	\$56,000	\$64,100	\$69,130
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	9	\$51,040	\$42,840	\$52,530	\$57,250	\$64,000
	\$100M to \$200M	23	\$51,610	\$43,610	\$51,900	\$56,860	\$62,190
	\$200M or more	130	\$57,680	\$50,230	\$56,950	\$65,510	\$69,780
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	3	*	*	*	*	*
	5,000 - 9,999	3	*	*	*	*	*
	10,000 - 19,999	26	\$52,750	\$43,730	\$53,940	\$57,720	\$63,630
	20,000 - 39,999	39	\$51,530	\$44,060	\$52,000	\$58,040	\$66,040
	40,000 - 49,999	16	\$57,280	\$49,430	\$59,290	\$64,930	\$73,570
	50,000 - 59,999	0					
	60,000 or more	65	\$59,150	\$52,000	\$58,010	\$67,090	\$69,330
Number of branch offices	1	5	\$58,360	\$50,130	\$58,790	\$65,580	*
	2	4	\$56,820	\$49,240	\$60,050	\$64,660	*
	3	9	\$52,710	\$46,490	\$54,920	\$57,690	\$60,980
	4	16	\$51,110	\$42,250	\$48,470	\$59,100	\$68,920
	5 or more	131	\$57,510	\$50,110	\$56,540	\$65,030	\$69,350

\* Insufficient data

**Table 71 - 2  
Incentives and Bonuses  
HR Assistant / Specialist**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		161	69%	111	\$2,700
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	2	0%	0	
	\$20M to \$50M	0		0	
	\$50M to \$100M	4	75%	3	*
	\$100M to \$200M	17	63%	11	\$2,490
	\$200M to \$500M	37	72%	27	\$2,280
	\$500M to \$1B	41	73%	28	\$2,870
	\$1B to \$3B	41	85%	31	\$2,510
	\$3B or more	20	50%	13	\$3,370
By region	New England	10	84%	9	\$2,760
	Middle Atlantic	9	88%	7	\$4,380
	East North Central	35	76%	22	\$2,000
	West North Central	14	68%	10	\$2,620
	South Atlantic	20	42%	13	\$2,500
	East South Central	12	59%	7	\$3,760
	West South Central	23	87%	18	\$2,170
	Mountain	15	79%	10	\$2,660
	Pacific	24	65%	16	\$3,460
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	24	64%	15	\$2,460
	50 - 99	34	72%	24	\$2,330
	100 or more	104	69%	72	\$2,820
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	4	42%	2	*
	13 - 20	157	70%	110	\$2,700
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	9	51%	5	\$3,290
	\$100M to \$200M	23	81%	19	\$2,460
	\$200M or more	126	69%	87	\$2,740
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	3	37%	1	*
	5,000 - 9,999	3	68%	2	*
	10,000 - 19,999	26	66%	17	\$2,510
	20,000 - 39,999	39	74%	29	\$2,520
	40,000 - 49,999	14	59%	9	\$2,690
	50,000 - 59,999	0		0	
	60,000 or more	63	69%	45	\$2,660
Number of branch offices	1	5	68%	3	*
	2	4	100%	4	\$2,310
	3	9	65%	6	\$1,680
	4	16	72%	12	\$2,660
	5 or more	127	69%	87	\$2,780

\* Insufficient data

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

**Table 71 - 3**  
**Total Cash Compensation**  
**HR Assistant / Specialist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		165	\$58,630	\$51,850	\$58,290	\$66,840	\$70,920
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	0					
	\$50M to \$100M	4	*	*	*	*	*
	\$100M to \$200M	17	\$55,090	\$47,450	\$56,180	\$59,910	\$67,030
	\$200M to \$500M	37	\$52,610	\$44,980	\$52,850	\$59,820	\$65,990
	\$500M to \$1B	43	\$57,380	\$50,670	\$58,540	\$64,520	\$70,740
	\$1B to \$3B	42	\$60,360	\$52,000	\$58,720	\$69,070	\$79,210
\$3B or more	20	\$63,040	\$53,480	\$65,010	\$67,420	\$70,830	
By region	New England	10	\$59,640	\$53,880	\$58,980	\$66,490	\$75,810
	Middle Atlantic	9	\$60,560	\$53,630	\$61,130	\$69,530	\$71,970
	East North Central	36	\$56,980	\$48,760	\$58,660	\$63,270	\$71,350
	West North Central	14	\$59,780	\$52,690	\$60,540	\$69,330	\$71,620
	South Atlantic	21	\$59,340	\$52,000	\$59,100	\$67,420	\$69,060
	East South Central	12	\$54,020	\$47,110	\$53,610	\$62,640	\$70,580
	West South Central	24	\$53,270	\$45,290	\$55,530	\$58,030	\$66,170
	Mountain	15	\$55,630	\$47,470	\$55,490	\$61,820	\$76,610
Pacific	24	\$65,980	\$55,360	\$63,400	\$69,290	\$87,840	
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	24	\$55,560	\$47,890	\$56,260	\$60,500	\$63,510
	50 - 99	34	\$54,310	\$45,390	\$55,910	\$61,510	\$68,230
	100 or more	108	\$59,910	\$53,060	\$58,990	\$67,420	\$72,910
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	4	*	*	*	*	*
	13 - 20	161	\$58,720	\$52,000	\$58,330	\$66,990	\$71,400
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	9	\$52,720	\$46,340	\$53,650	\$58,880	\$64,000
	\$100M to \$200M	23	\$53,600	\$45,510	\$54,090	\$59,880	\$63,620
\$200M or more	130	\$59,450	\$52,110	\$58,830	\$67,420	\$72,400	
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	3	*	*	*	*	*
	5,000 - 9,999	3	*	*	*	*	*
	10,000 - 19,999	26	\$54,410	\$46,650	\$55,640	\$59,890	\$63,630
	20,000 - 39,999	39	\$53,400	\$45,260	\$53,940	\$60,040	\$68,020
	40,000 - 49,999	16	\$58,630	\$51,270	\$59,110	\$67,540	\$75,460
	50,000 - 59,999	0					
	60,000 or more	65	\$60,840	\$53,480	\$59,070	\$67,420	\$72,220
Number of branch offices	1	5	\$59,930	\$52,170	\$60,790	\$65,890	*
	2	4	\$59,130	\$52,620	\$60,570	\$67,050	*
	3	9	\$53,800	\$48,290	\$55,430	\$58,630	\$60,980
	4	16	\$53,010	\$43,570	\$51,360	\$61,040	\$73,520
	5 or more	131	\$59,290	\$52,000	\$58,670	\$67,420	\$71,690

\* 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  
HR Assistant / Specialist**

		N	average minimum	average midpoint	average maximum
Overall		128	\$45,530	\$57,430	\$69,330
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	1	*	*	*
	\$100M to \$200M	11	\$40,840	\$49,940	\$59,040
	\$200M to \$500M	25	\$41,800	\$52,880	\$63,970
	\$500M to \$1B	36	\$46,050	\$57,520	\$69,000
	\$1B to \$3B	36	\$47,370	\$60,620	\$73,870
	\$3B or more	20	\$49,170	\$61,930	\$74,700

\* 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 identify new or improved training methods as well as new or improved content materials.
- Administer the credit union's training programs by 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 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 72 - 1**  
**Salaries**  
**Training Coordinator / Specialist**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	145	\$60,210	\$52,880	\$57,310	\$68,330	\$75,580
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	1	*	*	*	*	*
\$100M to \$200M	4	\$51,050	\$39,240	\$49,130	\$64,800	*
\$200M to \$500M	34	\$54,530	\$47,680	\$52,640	\$61,690	\$70,550
\$500M to \$1B	40	\$59,740	\$52,070	\$58,050	\$68,420	\$77,280
\$1B to \$3B	45	\$59,150	\$52,050	\$57,100	\$66,160	\$71,030
\$3B or more	20	\$65,150	\$55,410	\$66,160	\$75,120	\$81,240
By region						
New England	9	\$59,740	\$53,210	\$60,740	\$64,280	\$70,460
Middle Atlantic	8	\$57,500	\$49,330	\$57,910	\$64,000	\$67,560
East North Central	40	\$60,570	\$52,970	\$58,360	\$68,730	\$75,830
West North Central	9	\$56,100	\$52,380	\$53,330	\$61,290	\$71,370
South Atlantic	21	\$58,460	\$55,410	\$56,070	\$66,110	\$69,990
East South Central	5	\$48,520	\$45,320	\$48,370	\$52,070	*
West South Central	17	\$54,990	\$50,050	\$55,000	\$59,030	\$64,490
Mountain	13	\$55,450	\$46,230	\$57,000	\$67,980	\$70,660
Pacific	24	\$69,850	\$59,510	\$69,690	\$75,120	\$85,640
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	6	\$54,230	\$36,360	\$62,290	\$65,610	*
50 - 99	30	\$54,310	\$47,370	\$52,860	\$61,650	\$70,120
100 or more	110	\$61,120	\$53,400	\$58,150	\$68,680	\$75,810
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	3	\$62,160	\$52,660	\$64,210	\$74,830	*
13 - 20	141	\$60,210	\$52,890	\$57,270	\$68,130	\$75,580
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	13	\$55,240	\$43,730	\$60,150	\$64,610	\$72,330
\$200M or more	131	\$60,500	\$53,170	\$57,290	\$68,620	\$75,660
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	15	\$55,620	\$44,140	\$62,370	\$64,670	\$70,170
20,000 - 39,999	31	\$55,360	\$47,920	\$52,910	\$60,840	\$76,220
40,000 - 49,999	14	\$56,130	\$47,990	\$57,000	\$61,420	\$71,500
50,000 - 59,999	0					
60,000 or more	69	\$61,560	\$54,300	\$58,150	\$68,680	\$75,830
Number of branch offices						
1	0					
2	3	*	*	*	*	*
3	5	\$51,220	\$36,180	\$44,920	\$66,730	*
4	6	\$61,610	\$52,980	\$63,450	\$71,320	*
5 or more	131	\$60,200	\$52,960	\$57,240	\$68,100	\$75,580

\* Insufficient data

**Table 72 - 2  
Incentives and Bonuses  
Training Coordinator / Specialist**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		142	79%	111	\$3,090
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 \$50M	0		0	
	\$50M to \$100M	1	0%	0	
	\$100M to \$200M	4	80%	4	*
	\$200M to \$500M	33	84%	27	\$2,440
	\$500M to \$1B	39	74%	28	\$2,800
	\$1B to \$3B	43	92%	36	\$2,790
	\$3B or more	20	63%	15	\$4,230
By region	New England	9	100%	9	\$2,990
	Middle Atlantic	8	87%	7	\$3,020
	East North Central	40	84%	31	\$3,030
	West North Central	9	55%	6	\$3,040
	South Atlantic	20	71%	14	\$3,700
	East South Central	5	84%	3	\$2,680
	West South Central	17	89%	12	\$2,500
	Mountain	11	89%	10	\$2,170
	Pacific	24	67%	19	\$3,600
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	6	67%	4	\$2,510
	50 - 99	29	84%	25	\$1,990
	100 or more	107	78%	82	\$3,270
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	51%	1	*
	13 - 20	139	79%	109	\$3,100
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	13	89%	12	\$2,130
	\$200M or more	128	78%	99	\$3,140
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	15	72%	11	\$1,670
	20,000 - 39,999	31	78%	25	\$2,570
	40,000 - 49,999	13	75%	9	\$3,120
	50,000 - 59,999	0		0	
	60,000 or more	67	79%	53	\$3,220
Number of branch offices	1	0		0	
	2	3	100%	3	*
	3	5	53%	3	*
	4	6	70%	4	\$4,170
	5 or more	128	79%	101	\$3,080

\* Insufficient data

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

**Table 72 - 3**  
**Total Cash Compensation**  
**Training Coordinator / Specialist**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	145	\$62,500	\$54,340	\$61,270	\$69,940	\$76,750
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	1	*	*	*	*	*
\$100M to \$200M	4	\$52,960	\$41,610	\$49,670	\$67,230	*
\$200M to \$500M	34	\$56,550	\$48,410	\$54,350	\$63,430	\$73,130
\$500M to \$1B	40	\$61,700	\$53,160	\$60,430	\$71,440	\$79,070
\$1B to \$3B	45	\$61,450	\$54,260	\$59,230	\$69,580	\$73,800
\$3B or more	20	\$67,830	\$60,420	\$66,660	\$75,120	\$84,280
By region						
New England	9	\$62,730	\$54,800	\$62,750	\$67,850	\$78,340
Middle Atlantic	8	\$60,120	\$54,260	\$59,660	\$65,690	\$69,410
East North Central	40	\$62,850	\$54,950	\$61,190	\$72,710	\$78,970
West North Central	9	\$57,760	\$53,000	\$53,330	\$63,120	\$77,710
South Atlantic	21	\$61,020	\$56,480	\$61,270	\$66,660	\$71,890
East South Central	5	\$50,270	\$45,390	\$49,020	\$54,840	*
West South Central	17	\$57,030	\$54,050	\$56,700	\$61,210	\$67,030
Mountain	13	\$57,200	\$48,290	\$58,470	\$69,910	\$72,160
Pacific	24	\$72,270	\$61,010	\$72,820	\$75,740	\$91,770
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	6	\$55,910	\$37,430	\$62,310	\$69,380	*
50 - 99	30	\$55,950	\$47,940	\$54,370	\$63,390	\$70,500
100 or more	110	\$63,510	\$54,990	\$61,270	\$71,510	\$76,980
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	3	\$63,290	\$53,430	\$66,830	\$74,830	*
13 - 20	141	\$62,520	\$54,340	\$61,270	\$69,930	\$76,860
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	13	\$57,130	\$44,350	\$61,960	\$66,050	\$73,460
\$200M or more	131	\$62,820	\$54,420	\$61,270	\$70,080	\$76,910
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	15	\$56,830	\$45,600	\$63,270	\$65,680	\$70,630
20,000 - 39,999	31	\$57,340	\$50,510	\$54,340	\$62,830	\$77,600
40,000 - 49,999	14	\$58,340	\$48,320	\$59,270	\$61,960	\$80,610
50,000 - 59,999	0					
60,000 or more	69	\$63,920	\$55,780	\$61,270	\$72,120	\$75,830
Number of branch offices						
1	0					
2	3	*	*	*	*	*
3	5	\$52,370	\$37,390	\$47,030	\$68,520	*
4	6	\$64,520	\$57,260	\$64,100	\$71,320	*
5 or more	131	\$62,490	\$54,340	\$61,110	\$69,930	\$75,830

\* 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**  
**Training Coordinator / Specialist**

		N	average minimum	average midpoint	average maximum
Overall		124	\$48,860	\$61,970	\$75,090
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	1	*	*	*
	\$100M to \$200M	3	*	*	*
	\$200M to \$500M	24	\$45,930	\$57,410	\$68,890
	\$500M to \$1B	35	\$47,910	\$59,800	\$71,680
	\$1B to \$3B	41	\$49,090	\$63,070	\$77,050
	\$3B or more	20	\$54,160	\$70,040	\$85,910

\* 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 73 - 1**  
**Salaries**  
**Payroll Coordinator / Administrator**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		84	\$64,190	\$54,400	\$62,410	\$72,950	\$81,940
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	1	*	*	*	*	*
	\$100M to \$200M	2	*	*	*	*	*
	\$200M to \$500M	8	\$53,240	\$42,950	\$49,910	\$65,950	\$76,000
	\$500M to \$1B	14	\$63,560	\$50,830	\$61,260	\$71,760	\$88,650
	\$1B to \$3B	37	\$64,230	\$56,540	\$63,450	\$72,210	\$81,130
\$3B or more	22	\$69,310	\$60,600	\$65,850	\$80,910	\$95,210	
By region	New England	4	\$61,300	\$54,210	\$63,980	\$73,280	*
	Middle Atlantic	6	\$59,340	\$50,480	\$60,620	\$68,460	*
	East North Central	18	\$67,850	\$56,660	\$69,720	\$74,960	\$88,750
	West North Central	4	\$56,000	\$49,320	\$55,060	\$67,870	*
	South Atlantic	9	\$57,730	\$48,070	\$61,800	\$63,710	\$72,440
	East South Central	7	\$63,620	\$54,560	\$66,400	\$71,360	\$92,700
	West South Central	9	\$56,270	\$47,990	\$54,580	\$68,200	\$78,550
	Mountain	8	\$64,340	\$55,710	\$66,640	\$79,370	\$87,440
	Pacific	18	\$72,370	\$62,330	\$67,150	\$83,900	\$95,980
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	3	*	*	*	*	*
	50 - 99	6	\$54,010	\$44,420	\$51,870	\$64,860	*
	100 or more	75	\$65,510	\$55,440	\$64,190	\$73,760	\$84,930
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	83	\$64,230	\$54,250	\$62,410	\$73,030	\$81,970
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	2	*	*	*	*	*
	\$100M to \$200M	3	*	*	*	*	*
	\$200M or more	79	\$65,170	\$55,170	\$64,040	\$73,440	\$83,270
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	2	*	*	*	*	*
	20,000 - 39,999	9	\$56,580	\$44,780	\$55,570	\$68,670	\$88,280
	40,000 - 49,999	7	\$63,770	\$49,970	\$57,160	\$72,060	\$120,860
	50,000 - 59,999	0					
	60,000 or more	59	\$66,180	\$56,650	\$65,070	\$74,160	\$86,290
Number of branch offices	1	0					
	2	2	*	*	*	*	*
	3	2	*	*	*	*	*
	4	4	\$48,810	\$39,380	\$48,200	\$66,080	*
	5 or more	77	\$65,200	\$55,080	\$64,030	\$73,750	\$83,690

\* Insufficient data

**Table 73 - 2  
Incentives and Bonuses  
Payroll Coordinator / Administrator**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		81	76%	60	\$3,460
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 \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	2	50%	1	*
	\$200M to \$500M	8	67%	5	\$3,850
	\$500M to \$1B	13	82%	10	\$2,950
	\$1B to \$3B	36	86%	27	\$3,150
\$3B or more	22	65%	17	\$4,190	
By region	New England	4	100%	4	\$3,650
	Middle Atlantic	6	89%	5	\$2,710
	East North Central	17	78%	11	\$4,130
	West North Central	4	83%	3	\$2,510
	South Atlantic	8	50%	5	\$3,730
	East South Central	7	76%	6	\$4,590
	West South Central	8	92%	7	\$2,880
	Mountain	8	82%	6	\$2,150
	Pacific	18	72%	13	\$3,530
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	2	64%	2	*
	50 - 99	6	67%	4	\$4,330
	100 or more	73	77%	55	\$3,430
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	80	77%	60	\$3,460
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	2	50%	1	*
	\$100M to \$200M	3	75%	2	*
	\$200M or more	77	77%	57	\$3,420
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	0%	0	
	10,000 - 19,999	1	100%	1	*
	20,000 - 39,999	9	78%	7	\$3,200
	40,000 - 49,999	7	60%	4	\$3,230
	50,000 - 59,999	0		0	
	60,000 or more	57	77%	42	\$3,550
Number of branch offices	1	0		0	
	2	2	100%	2	*
	3	1	0%	0	
	4	4	75%	3	*
	5 or more	75	76%	56	\$3,560

\* Insufficient data

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

**Table 73 - 3**  
**Total Cash Compensation**  
**Payroll Coordinator / Administrator**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		84	\$66,540	\$54,960	\$65,050	\$77,000	\$87,140
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	1	*	*	*	*	*
	\$100M to \$200M	2	*	*	*	*	*
	\$200M to \$500M	8	\$55,810	\$42,950	\$54,510	\$67,400	\$79,250
	\$500M to \$1B	14	\$65,530	\$52,350	\$63,490	\$73,500	\$92,080
	\$1B to \$3B	37	\$66,560	\$58,230	\$64,980	\$73,920	\$85,780
\$3B or more	22	\$72,030	\$61,930	\$69,830	\$84,750	\$97,340	
By region	New England	4	\$64,950	\$55,870	\$67,630	\$77,460	*
	Middle Atlantic	6	\$61,750	\$51,080	\$61,840	\$70,670	*
	East North Central	18	\$70,240	\$57,450	\$72,150	\$79,550	\$91,110
	West North Central	4	\$58,080	\$51,210	\$56,570	\$70,860	*
	South Atlantic	9	\$59,490	\$52,240	\$62,050	\$63,900	\$75,350
	East South Central	7	\$67,090	\$54,720	\$72,540	\$78,180	\$93,700
	West South Central	9	\$58,340	\$49,130	\$56,040	\$69,340	\$84,520
	Mountain	8	\$65,770	\$57,610	\$68,710	\$80,450	\$87,440
Pacific	18	\$74,910	\$64,660	\$69,280	\$89,540	\$100,270	
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	3	*	*	*	*	*
	50 - 99	6	\$56,890	\$48,740	\$55,620	\$66,330	*
	100 or more	75	\$67,880	\$56,660	\$65,320	\$78,500	\$88,070
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	83	\$66,620	\$54,940	\$65,050	\$77,550	\$87,140
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	2	*	*	*	*	*
	\$100M to \$200M	3	*	*	*	*	*
	\$200M or more	79	\$67,530	\$56,640	\$65,290	\$78,320	\$87,340
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	2	*	*	*	*	*
	20,000 - 39,999	9	\$59,090	\$46,470	\$56,860	\$72,000	\$91,740
	40,000 - 49,999	7	\$65,710	\$51,520	\$59,740	\$73,340	\$124,340
	50,000 - 59,999	0					
	60,000 or more	59	\$68,550	\$57,650	\$65,570	\$79,460	\$88,950
Number of branch offices	1	0					
	2	2	*	*	*	*	*
	3	2	*	*	*	*	*
	4	4	\$50,310	\$39,770	\$49,470	\$69,540	*
	5 or more	77	\$67,640	\$56,620	\$65,310	\$78,500	\$87,400

\* 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**  
**Payroll Coordinator / Administrator**

		N	average minimum	average midpoint	average maximum
Overall		70	\$52,820	\$66,110	\$79,390
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	1	*	*	*
	\$100M to \$200M	0			
	\$200M to \$500M	6	\$44,330	\$54,660	\$64,990
	\$500M to \$1B	11	\$51,130	\$64,060	\$76,980
	\$1B to \$3B	34	\$52,090	\$65,740	\$79,400
\$3B or more	18	\$58,290	\$72,350	\$86,420	

\* Insufficient data

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

## BENEFITS COORDINATOR/SPECIALIST

**Reports to:** *Human Resources VP/Director*

**Position Purpose:** Coordinate the enrollment periods and initiate the enrollment processes for all credit union benefit programs to include pension plan or 401(k) plans as well as disability, medical, dental, and life insurance programs. Distribute plan documents or other benefit plan descriptions in a timely manner. Monitor the enrollment and declination forms for completeness and to comply with credit union policies and procedures.

### **Job Responsibilities**

- Administer the employee benefit programs for all credit union benefits and insurances such as accidental and life insurances, disability (short- and long-term) insurances, health and dental insurances, pensions, savings and investments, etc.
- Coordinate human resources procedures to initiate benefits. Contact employees, distribute benefit summaries and application or enrollment forms, and track the enrollment and/or declination decisions for each employee for each program offered.
- Initiate medical and option forms and/or affidavits; arrange for their completion and submission within time limits.
- Implement new benefits programs or “open enrollment” procedures. Arrange and conduct employee information presentations benefits, new benefit plans and/or changes in plans. Conduct “open enrollment” meetings.
- Function as a subject matter expert on benefits. Answer employee questions, provide detailed information, and act as a liaison with the insurance carrier or agent.
- Verify the monthly premium statements for all group insurance policies and maintain statistical data relative to premiums, claims, and costs. Prepare cost analyses.
- Resolve administrative problems with the carrier representatives.
- Research annual lists of current, new, and former pension plan participants for all pertinent data.
- Submit data and documents to the appropriate committee, trustee, or actuary. Maintain files of pension plan history, pension data, correspondence, reports, and forms. Initiate record keeping and retrieval methods in compliance with government regulations.
- 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.

**Table 74 - 1**  
**Salaries**  
**Benefits Coordinator / Specialist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		44	\$70,100	\$59,520	\$67,610	\$83,000	\$89,150
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M to \$500M	1	*	*	*	*	*
	\$500M to \$1B	4	\$70,460	\$54,750	\$65,900	\$95,230	*
	\$1B to \$3B	20	\$68,280	\$60,250	\$67,540	\$76,890	\$86,590
\$3B or more	17	\$73,380	\$61,600	\$72,920	\$84,240	\$92,900	
By region	New England	2	*	*	*	*	*
	Middle Atlantic	3	\$65,090	\$56,860	\$64,010	\$74,940	*
	East North Central	11	\$70,030	\$59,230	\$67,570	\$82,820	\$95,570
	West North Central	1	*	*	*	*	*
	South Atlantic	3	\$62,770	\$52,970	\$62,270	\$69,820	*
	East South Central	5	\$55,360	\$43,390	\$58,670	\$68,240	*
	West South Central	6	\$68,070	\$54,970	\$70,750	\$82,590	*
	Mountain	4	\$66,720	\$60,980	\$63,650	\$77,980	*
Pacific	9	\$82,880	\$74,330	\$83,320	\$91,560	\$103,840	
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	1	*	*	*	*	*
	50 - 99	1	*	*	*	*	*
	100 or more	42	\$70,950	\$60,920	\$68,420	\$83,150	\$89,790
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	42	\$70,370	\$59,540	\$68,110	\$83,100	\$89,460
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					
	\$200M or more	43	\$70,770	\$60,390	\$68,070	\$83,090	\$89,420
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	1	*	*	*	*	*
	40,000 - 49,999	1	*	*	*	*	*
	50,000 - 59,999	0					
	60,000 or more	39	\$71,280	\$61,880	\$69,120	\$83,200	\$89,150
Number of branch offices	1	0					
	2	2	*	*	*	*	*
	3	0					
	4	0					
	5 or more	42	\$70,440	\$60,110	\$67,740	\$82,950	\$89,020

\* Insufficient data

**Table 74 - 2  
Incentives and Bonuses  
Benefits Coordinator / Specialist**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		42	81%	31	\$4,350
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 \$50M	1	0%	0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M to \$500M	0		0	
	\$500M to \$1B	3	100%	3	*
	\$1B to \$3B	20	82%	13	\$3,390
	\$3B or more	17	82%	15	\$4,970
By region	New England	2	67%	1	*
	Middle Atlantic	3	85%	3	*
	East North Central	11	93%	8	\$4,710
	West North Central	1	100%	1	*
	South Atlantic	3	66%	2	*
	East South Central	4	68%	3	*
	West South Central	5	89%	4	\$4,300
	Mountain	4	84%	3	*
	Pacific	9	73%	6	\$5,560
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	41	83%	31	\$4,350
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	40	83%	31	\$4,350
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	41	83%	31	\$4,350
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	1	100%	1	*
	40,000 - 49,999	1	100%	1	*
	50,000 - 59,999	0		0	
	60,000 or more	37	82%	27	\$4,330
Number of branch offices	1	0		0	
	2	2	35%	1	*
	3	0		0	
	4	0		0	
	5 or more	40	83%	30	\$4,330

\* Insufficient data

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

**Table 74 - 3  
Total Cash Compensation  
Benefits Coordinator / Specialist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		44	\$73,200	\$62,160	\$72,610	\$85,130	\$97,170
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M to \$500M	1	*	*	*	*	*
	\$500M to \$1B	4	\$73,650	\$61,590	\$67,020	\$97,150	*
	\$1B to \$3B	20	\$70,530	\$62,320	\$71,430	\$77,780	\$88,360
\$3B or more	17	\$77,450	\$63,990	\$74,920	\$93,940	\$100,750	
By region	New England	2	*	*	*	*	*
	Middle Atlantic	3	\$67,360	\$57,910	\$64,010	\$79,180	*
	East North Central	11	\$73,580	\$60,180	\$73,770	\$88,260	\$99,250
	West North Central	1	*	*	*	*	*
	South Atlantic	3	\$65,340	\$53,030	\$67,720	\$73,740	*
	East South Central	5	\$57,420	\$44,110	\$58,970	\$73,190	*
	West South Central	6	\$71,120	\$55,480	\$74,490	\$87,710	*
	Mountain	4	\$69,030	\$63,340	\$66,280	\$81,290	*
Pacific	9	\$86,950	\$74,330	\$85,130	\$99,690	\$110,370	
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	1	*	*	*	*	*
	50 - 99	1	*	*	*	*	*
	100 or more	42	\$74,170	\$62,540	\$72,710	\$85,130	\$97,620
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	42	\$73,550	\$62,180	\$72,660	\$85,130	\$97,480
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					
	\$200M or more	43	\$73,950	\$62,360	\$72,660	\$85,130	\$97,460
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	1	*	*	*	*	*
	40,000 - 49,999	1	*	*	*	*	*
	50,000 - 59,999	0					
	60,000 or more	39	\$74,410	\$63,750	\$73,140	\$85,130	\$96,830
Number of branch offices	1	0					
	2	2	*	*	*	*	*
	3	0					
	4	0					
	5 or more	42	\$73,590	\$62,300	\$72,610	\$85,130	\$96,080

\* 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**  
**Benefits Coordinator / Specialist**

		N	average minimum	average midpoint	average maximum
Overall		38	\$57,530	\$72,070	\$86,600
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	0			
	\$100M to \$200M	0			
	\$200M to \$500M	0			
	\$500M to \$1B	3	\$57,410	\$71,770	\$86,120
	\$1B to \$3B	20	\$53,710	\$67,470	\$81,230
	\$3B or more	15	\$62,760	\$78,390	\$94,020

\* 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 and control assessments 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 75 - 1**  
**Salaries**  
**Internal Audit VP (head of internal audit)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	110	\$136,970	\$103,540	\$128,460	\$156,050	\$197,850
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	4	*	*	*	*	*
\$100M to \$200M	5	\$79,360	\$69,000	\$78,950	\$89,890	*
\$200M to \$500M	19	\$101,410	\$83,220	\$103,230	\$118,600	\$130,420
\$500M to \$1B	24	\$121,200	\$100,640	\$125,520	\$141,350	\$160,470
\$1B to \$3B	38	\$149,110	\$124,030	\$148,540	\$166,630	\$189,640
\$3B or more	20	\$191,980	\$147,920	\$184,110	\$240,280	\$287,830
By region						
New England	5	\$132,560	\$108,940	\$124,030	\$169,850	*
Middle Atlantic	9	\$119,850	\$83,170	\$101,300	\$153,760	\$209,730
East North Central	23	\$130,700	\$104,660	\$129,900	\$152,400	\$184,210
West North Central	7	\$116,860	\$87,570	\$120,350	\$150,020	\$172,800
South Atlantic	14	\$147,300	\$115,380	\$136,350	\$165,880	\$268,280
East South Central	11	\$107,550	\$80,370	\$97,560	\$128,150	\$216,540
West South Central	13	\$134,340	\$103,440	\$125,570	\$170,490	\$227,880
Mountain	9	\$130,990	\$105,420	\$121,220	\$152,840	\$261,620
Pacific	20	\$173,520	\$142,570	\$159,620	\$192,000	\$265,660
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	9	\$82,720	\$61,530	\$80,550	\$107,570	\$121,220
50 - 99	16	\$98,820	\$82,950	\$92,170	\$114,990	\$127,430
100 or more	84	\$150,200	\$119,960	\$143,220	\$171,920	\$218,690
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	0					
11 - 12	4	\$97,460	\$59,930	\$105,540	\$138,240	*
13 - 20	106	\$138,610	\$104,430	\$128,990	\$157,320	\$200,460
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	3	*	*	*	*	*
\$100M to \$200M	11	\$93,220	\$79,450	\$85,870	\$113,750	\$120,350
\$200M or more	93	\$146,230	\$114,650	\$140,660	\$166,540	\$209,280
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	1	*	*	*	*	*
5,000 - 9,999	4	*	*	*	*	*
10,000 - 19,999	12	\$92,930	\$73,890	\$82,320	\$115,450	\$146,640
20,000 - 39,999	16	\$100,340	\$83,220	\$94,160	\$120,560	\$131,830
40,000 - 49,999	7	\$131,390	\$109,210	\$140,510	\$143,680	\$168,290
50,000 - 59,999	0					
60,000 or more	65	\$159,420	\$125,120	\$149,360	\$183,820	\$241,640
Number of branch offices						
1	3	*	*	*	*	*
2	2	*	*	*	*	*
3	4	\$81,240	\$58,640	\$83,180	\$106,640	*
4	6	\$101,830	\$78,900	\$111,040	\$122,130	*
5 or more	96	\$143,130	\$107,070	\$135,890	\$162,840	\$207,250

\* Insufficient data



**Table 75 - 2  
Incentives and Bonuses  
Internal Audit VP (head of internal audit)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		108	85%	85	\$15,760
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 \$50M	0		0	
	\$50M to \$100M	4	100%	4	*
	\$100M to \$200M	5	67%	4	*
	\$200M to \$500M	19	79%	14	\$7,940
	\$500M to \$1B	22	80%	18	\$8,970
	\$1B to \$3B	38	93%	31	\$16,580
	\$3B or more	20	82%	15	\$35,360
By region	New England	5	88%	4	\$9,000
	Middle Atlantic	9	76%	7	\$10,810
	East North Central	23	85%	16	\$13,030
	West North Central	7	91%	6	\$11,310
	South Atlantic	13	69%	8	\$26,240
	East South Central	11	87%	10	\$9,440
	West South Central	11	94%	10	\$12,640
	Mountain	9	100%	7	\$16,060
	Pacific	20	82%	17	\$24,270
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	9	74%	7	\$2,550
	50 - 99	16	84%	13	\$8,010
	100 or more	82	86%	65	\$18,660
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	4	70%	2	*
	13 - 20	104	86%	83	\$16,130
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	77%	3	*
	\$50M to \$100M	3	100%	3	*
	\$100M to \$200M	11	73%	8	\$5,540
	\$200M or more	91	86%	72	\$17,860
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	4	52%	2	*
	10,000 - 19,999	12	83%	10	\$5,050
	20,000 - 39,999	16	79%	12	\$8,290
	40,000 - 49,999	7	90%	6	\$8,650
	50,000 - 59,999	0		0	
	60,000 or more	63	88%	50	\$21,630
Number of branch offices	1	3	100%	3	*
	2	2	100%	2	*
	3	4	40%	2	*
	4	6	76%	4	\$4,070
	5 or more	94	87%	74	\$17,120

\* Insufficient data

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

**Table 75 - 3**  
**Total Cash Compensation**  
**Internal Audit VP (head of internal audit)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	110	\$149,170	\$108,470	\$136,440	\$174,470	\$223,750
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	4	*	*	*	*	*
\$100M to \$200M	5	\$82,390	\$76,750	\$82,290	\$90,210	*
\$200M to \$500M	19	\$107,370	\$91,850	\$106,210	\$120,230	\$146,880
\$500M to \$1B	24	\$127,990	\$107,220	\$133,150	\$143,150	\$176,480
\$1B to \$3B	38	\$162,430	\$128,330	\$155,540	\$186,150	\$225,110
\$3B or more	20	\$218,500	\$156,470	\$201,120	\$259,520	\$368,170
By region						
New England	5	\$140,450	\$115,660	\$127,110	\$191,190	*
Middle Atlantic	9	\$128,080	\$84,690	\$105,300	\$175,760	\$223,310
East North Central	23	\$140,310	\$111,940	\$138,340	\$170,820	\$202,810
West North Central	7	\$126,200	\$88,780	\$124,990	\$170,170	\$192,800
South Atlantic	14	\$163,180	\$116,200	\$138,950	\$171,420	\$360,510
East South Central	11	\$115,790	\$86,740	\$103,720	\$148,460	\$231,930
West South Central	13	\$144,390	\$107,560	\$133,320	\$178,360	\$251,160
Mountain	9	\$143,510	\$115,170	\$129,080	\$159,080	\$336,370
Pacific	20	\$193,520	\$147,630	\$183,290	\$216,050	\$316,770
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	9	\$84,610	\$63,150	\$81,970	\$111,830	\$121,460
50 - 99	16	\$105,200	\$89,890	\$96,170	\$116,620	\$154,560
100 or more	84	\$164,650	\$125,040	\$151,330	\$189,510	\$241,400
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	0					
11 - 12	4	\$99,170	\$62,290	\$108,620	\$138,240	*
13 - 20	106	\$151,250	\$111,610	\$137,270	\$175,700	\$223,830
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	3	*	*	*	*	*
\$100M to \$200M	11	\$97,260	\$82,640	\$92,980	\$113,880	\$120,600
\$200M or more	93	\$160,050	\$119,980	\$147,760	\$184,210	\$234,330
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	1	*	*	*	*	*
5,000 - 9,999	4	*	*	*	*	*
10,000 - 19,999	12	\$97,120	\$79,330	\$90,180	\$116,410	\$155,250
20,000 - 39,999	16	\$106,550	\$90,590	\$98,390	\$129,470	\$148,310
40,000 - 49,999	7	\$138,460	\$118,320	\$144,520	\$156,430	\$168,290
50,000 - 59,999	0					
60,000 or more	65	\$176,180	\$129,310	\$159,340	\$201,090	\$272,630
Number of branch offices						
1	3	*	*	*	*	*
2	2	*	*	*	*	*
3	4	\$82,150	\$59,080	\$83,180	\$109,290	*
4	6	\$104,920	\$81,950	\$112,800	\$122,260	*
5 or more	96	\$156,470	\$115,220	\$143,070	\$178,960	\$231,560

\* 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**  
**Internal Audit VP (head of internal audit)**

	N	average minimum	average midpoint	average maximum
Overall	83	\$114,750	\$147,150	\$179,550
By credit union asset size				
\$1M to \$2M	0			
\$2M to \$5M	0			
\$5M to \$10M	0			
\$10M to \$20M	0			
\$20M to \$50M	0			
\$50M to \$100M	1	*	*	*
\$100M to \$200M	3	*	*	*
\$200M to \$500M	11	\$83,380	\$105,400	\$127,430
\$500M to \$1B	18	\$97,760	\$125,640	\$153,520
\$1B to \$3B	34	\$122,310	\$157,050	\$191,780
\$3B or more	17	\$149,930	\$192,820	\$235,720

\* 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.
- Identify 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 76 - 1**  
**Salaries**  
**Internal Audit Manager / Supervisor**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		69	\$92,820	\$75,160	\$85,750	\$104,970	\$132,510
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	3	*	*	*	*	*
	\$100M to \$200M	5	\$78,610	\$67,750	\$79,090	\$89,440	*
	\$200M to \$500M	11	\$70,530	\$60,990	\$69,640	\$82,900	\$91,110
	\$500M to \$1B	14	\$89,560	\$69,420	\$87,390	\$103,250	\$135,950
	\$1B to \$3B	22	\$95,130	\$79,830	\$91,440	\$106,590	\$123,630
\$3B or more	12	\$125,120	\$98,000	\$122,120	\$149,990	\$185,590	
By region	New England	2	*	*	*	*	*
	Middle Atlantic	4	\$103,640	\$83,040	\$103,090	\$128,290	*
	East North Central	16	\$88,970	\$74,400	\$85,070	\$100,010	\$132,130
	West North Central	3	*	*	*	*	*
	South Atlantic	11	\$102,360	\$77,200	\$94,630	\$120,370	\$189,950
	East South Central	3	*	*	*	*	*
	West South Central	9	\$87,930	\$70,420	\$86,090	\$105,000	\$122,790
	Mountain	7	\$97,500	\$72,040	\$86,990	\$134,920	\$152,430
Pacific	15	\$93,990	\$70,310	\$96,410	\$110,400	\$140,640	
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	1	*	*	*	*	*
	10 - 49	8	\$77,320	\$66,210	\$79,480	\$83,040	*
	50 - 99	7	\$71,130	\$59,000	\$70,010	\$85,040	\$107,180
	100 or more	53	\$98,570	\$79,820	\$94,520	\$110,550	\$137,990
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	67	\$93,280	\$75,350	\$85,980	\$105,230	\$133,240
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	6	\$76,890	\$63,490	\$79,790	\$84,060	*
	\$100M to \$200M	5	\$67,940	\$55,280	\$74,400	\$76,940	*
	\$200M or more	57	\$97,270	\$79,130	\$93,310	\$107,550	\$136,740
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	4	*	*	*	*	*
	10,000 - 19,999	8	\$70,860	\$60,400	\$73,490	\$83,000	\$85,000
	20,000 - 39,999	7	\$80,050	\$62,820	\$77,070	\$89,220	\$139,360
	40,000 - 49,999	5	\$88,240	\$65,760	\$83,120	\$111,150	*
	50,000 - 59,999	0					
	60,000 or more	39	\$103,370	\$85,020	\$99,170	\$118,080	\$142,610
Number of branch offices	1	2	*	*	*	*	*
	2	3	*	*	*	*	*
	3	3	*	*	*	*	*
	4	2	*	*	*	*	*
	5 or more	58	\$95,900	\$78,340	\$91,480	\$107,220	\$135,990

\* Insufficient data

**Table 76 - 2  
Incentives and Bonuses  
Internal Audit Manager / Supervisor**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		66	85%	52	\$6,590
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 \$50M	0		0	
	\$50M to \$100M	3	100%	3	*
	\$100M to \$200M	5	83%	4	\$6,390
	\$200M to \$500M	11	83%	9	\$5,510
	\$500M to \$1B	14	86%	12	\$5,620
	\$1B to \$3B	20	95%	17	\$5,560
\$3B or more	12	65%	7	\$14,140	
By region	New England	1	100%	1	*
	Middle Atlantic	4	100%	4	\$6,040
	East North Central	16	76%	10	\$5,770
	West North Central	3	58%	1	*
	South Atlantic	11	75%	8	\$9,740
	East South Central	3	73%	2	*
	West South Central	9	93%	7	\$7,460
	Mountain Pacific	6 15	100% 96%	6 13	\$7,350 \$5,120
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	1	100%	1	*
	10 - 49	8	89%	7	\$4,830
	50 - 99	7	91%	6	\$4,150
	100 or more	51	84%	38	\$7,370
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	65	85%	51	\$6,660
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	6	86%	5	\$5,250
	\$100M to \$200M	5	100%	5	\$3,870
	\$200M or more	54	83%	41	\$7,190
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	4	100%	4	*
	10,000 - 19,999	8	81%	6	\$4,130
	20,000 - 39,999	7	82%	6	\$7,860
	40,000 - 49,999	5	75%	4	\$4,920
	50,000 - 59,999 60,000 or more	0 37		0 28	
Number of branch offices	1	2	100%	2	*
	2	3	100%	3	*
	3	3	100%	3	*
	4	2	67%	1	*
	5 or more	56	84%	42	\$6,950

\* Insufficient data

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

**Table 76 - 3**  
**Total Cash Compensation**  
**Internal Audit Manager / Supervisor**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	69	\$97,880	\$79,280	\$91,820	\$110,490	\$139,290
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	3	*	*	*	*	*
\$100M to \$200M	5	\$83,940	\$77,950	\$83,110	\$92,250	*
\$200M to \$500M	11	\$75,120	\$65,740	\$73,080	\$88,330	\$95,090
\$500M to \$1B	14	\$94,160	\$76,190	\$92,910	\$109,740	\$139,560
\$1B to \$3B	22	\$99,330	\$83,210	\$94,960	\$112,170	\$129,360
\$3B or more	12	\$133,440	\$102,400	\$123,750	\$153,510	\$218,780
By region						
New England	2	*	*	*	*	*
Middle Atlantic	4	\$109,680	\$85,530	\$105,750	\$140,960	*
East North Central	16	\$92,490	\$79,300	\$85,500	\$105,410	\$132,130
West North Central	3	*	*	*	*	*
South Atlantic	11	\$109,210	\$80,800	\$95,490	\$120,660	\$224,700
East South Central	3	*	*	*	*	*
West South Central	9	\$94,320	\$72,560	\$93,640	\$116,010	\$134,170
Mountain	7	\$103,470	\$79,360	\$90,050	\$150,500	\$160,860
Pacific	15	\$98,660	\$74,400	\$98,190	\$115,480	\$140,960
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	1	*	*	*	*	*
10 - 49	8	\$81,610	\$73,240	\$82,860	\$84,100	*
50 - 99	7	\$74,600	\$62,680	\$73,050	\$91,350	\$113,070
100 or more	53	\$104,010	\$81,710	\$96,220	\$115,640	\$144,480
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	67	\$98,420	\$79,710	\$92,230	\$110,690	\$140,030
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	6	\$81,410	\$67,020	\$82,980	\$85,710	*
\$100M to \$200M	5	\$71,810	\$58,990	\$76,410	\$81,590	*
\$200M or more	57	\$102,540	\$81,040	\$95,800	\$114,720	\$141,070
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	1	*	*	*	*	*
5,000 - 9,999	4	*	*	*	*	*
10,000 - 19,999	8	\$74,210	\$63,920	\$76,980	\$83,820	\$92,400
20,000 - 39,999	7	\$86,480	\$70,470	\$80,210	\$94,760	\$160,860
40,000 - 49,999	5	\$91,940	\$72,340	\$87,250	\$116,210	*
50,000 - 59,999	0					
60,000 or more	39	\$108,920	\$85,860	\$103,660	\$120,730	\$152,970
Number of branch offices						
1	2	*	*	*	*	*
2	3	*	*	*	*	*
3	3	*	*	*	*	*
4	2	*	*	*	*	*
5 or more	58	\$101,040	\$80,280	\$94,250	\$113,320	\$140,730

\* 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**  
**Internal Audit Manager / Supervisor**

		N	average minimum	average midpoint	average maximum
Overall		59	\$78,480	\$98,580	\$118,680
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	2	*	*	*
	\$100M to \$200M	4	\$60,730	\$73,360	\$85,990
	\$200M to \$500M	7	\$62,040	\$78,440	\$94,840
	\$500M to \$1B	13	\$71,350	\$89,510	\$107,670
	\$1B to \$3B	21	\$79,810	\$99,470	\$119,130
	\$3B or more	12	\$105,640	\$135,070	\$164,510

\* Insufficient data

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



## INTERNAL AUDITOR

**Reports to:** *Internal Audit Manager/Supervisor or Internal Audit VP*

**Position Purpose:** Perform operational, financial, interim, and compliance audits for the credit union. Review records, documents, loans, policies and procedures, financial and operational processes and electronic information in accordance with regulatory requirements.

### **Job Responsibilities**

- Conduct regular audit procedures and activities for all credit union branches and departments and for all accounting, operation, and loan procedures.
- Conduct independent audits and examinations of credit union records to ensure compliance with laws and regulations.
- Track and report on issues or recommendations from external auditors, regulators, and examiners.
- Review examination reports stating findings of the audit and report them to upper management.
- Assist Internal Audit VP/Manager and regulatory examiners during audits as necessary.
- Assist in the implementation of new or revised internal audit policies, methods, and procedures.
- Make recommendations to revise electronic systems and procedures to comply with State and Federal regulations.
- Prepare written reports on internal audit reviews, including findings, assessment, conclusions, and recommended actions.
- Reconcile accounts with corporate credit unions.
- Ensure that audit processes will stand up to outside scrutiny.

**Table 77 - 1  
Salaries  
Internal Auditor**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	109	\$64,180	\$50,100	\$61,110	\$75,330	\$88,820
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	2	*	*	*	*	*
\$50M to \$100M	2	*	*	*	*	*
\$100M to \$200M	4	\$51,060	\$38,510	\$52,720	\$63,970	*
\$200M to \$500M	23	\$55,350	\$43,110	\$52,820	\$62,880	\$77,010
\$500M to \$1B	25	\$62,090	\$46,110	\$61,680	\$72,100	\$87,160
\$1B to \$3B	31	\$62,200	\$50,410	\$57,870	\$71,240	\$87,370
\$3B or more	20	\$74,670	\$60,360	\$75,330	\$87,110	\$92,420
By region						
New England	4	\$57,700	\$35,180	\$64,000	\$80,390	*
Middle Atlantic	7	\$64,750	\$45,700	\$65,590	\$88,820	\$88,820
East North Central	29	\$60,530	\$49,500	\$57,940	\$71,760	\$79,050
West North Central	8	\$61,700	\$43,820	\$58,430	\$71,740	\$100,770
South Atlantic	12	\$64,140	\$58,930	\$59,580	\$72,010	\$90,070
East South Central	3	\$64,280	\$49,720	\$60,240	\$83,480	*
West South Central	11	\$66,000	\$50,230	\$70,090	\$82,150	\$88,850
Mountain	12	\$58,390	\$43,210	\$51,900	\$73,200	\$92,770
Pacific	21	\$73,730	\$63,380	\$70,240	\$82,270	\$108,140
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	1	*	*	*	*	*
10 - 49	9	\$50,650	\$44,370	\$48,430	\$60,560	\$64,710
50 - 99	21	\$57,400	\$44,070	\$53,150	\$67,140	\$86,170
100 or more	77	\$66,690	\$50,950	\$65,420	\$78,330	\$88,830
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	0					
11 - 12	5	\$53,250	\$34,910	\$47,470	\$81,780	*
13 - 20	104	\$64,490	\$50,410	\$61,910	\$75,330	\$88,820
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	1	*	*	*	*	*
\$20M to \$50M	3	*	*	*	*	*
\$50M to \$100M	2	*	*	*	*	*
\$100M to \$200M	11	\$53,290	\$42,290	\$52,480	\$64,450	\$70,370
\$200M or more	92	\$65,900	\$50,660	\$63,590	\$76,740	\$88,840
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	3	*	*	*	*	*
5,000 - 9,999	3	*	*	*	*	*
10,000 - 19,999	10	\$55,610	\$44,260	\$56,860	\$64,820	\$81,640
20,000 - 39,999	21	\$61,200	\$44,870	\$54,860	\$70,510	\$107,420
40,000 - 49,999	8	\$61,330	\$50,910	\$59,720	\$71,670	\$87,880
50,000 - 59,999	0					
60,000 or more	54	\$67,690	\$54,250	\$67,430	\$79,050	\$88,850
Number of branch offices						
1	1	*	*	*	*	*
2	2	*	*	*	*	*
3	7	\$49,820	\$37,870	\$46,410	\$64,830	*
4	6	\$63,340	\$59,580	\$64,110	\$71,100	*
5 or more	93	\$65,500	\$50,440	\$62,740	\$76,740	\$88,830

\* Insufficient data

**Table 77 - 2  
Incentives and Bonuses  
Internal Auditor**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		106	75%	77	\$3,430
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 \$50M	2	50%	1	*
	\$50M to \$100M	2	100%	2	*
	\$100M to \$200M	4	40%	2	*
	\$200M to \$500M	23	77%	17	\$2,150
	\$500M to \$1B	24	69%	18	\$2,690
	\$1B to \$3B	29	87%	22	\$3,290
	\$3B or more	20	72%	15	\$4,930
By region	New England	4	100%	4	\$3,850
	Middle Atlantic	7	83%	5	\$2,460
	East North Central	29	66%	19	\$2,690
	West North Central	8	49%	4	\$2,530
	South Atlantic	12	87%	8	\$3,890
	East South Central	3	60%	3	*
	West South Central	11	96%	9	\$4,190
	Mountain	11	86%	9	\$3,140
	Pacific	20	74%	15	\$3,880
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	1	0%	0	
	10 - 49	9	47%	5	\$2,140
	50 - 99	21	87%	17	\$1,920
	100 or more	75	76%	55	\$3,810
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	4	55%	2	*
	13 - 20	102	76%	75	\$3,450
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	3	100%	3	*
	\$50M to \$100M	2	50%	1	*
	\$100M to \$200M	11	52%	6	\$1,540
	\$200M or more	89	78%	67	\$3,590
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	3	64%	2	*
	5,000 - 9,999	3	45%	2	*
	10,000 - 19,999	10	59%	6	\$1,540
	20,000 - 39,999	21	85%	17	\$2,710
	40,000 - 49,999	7	43%	4	\$2,430
	50,000 - 59,999	0		0	
	60,000 or more	52	79%	40	\$3,830
Number of branch offices	1	1	100%	1	*
	2	2	44%	1	*
	3	7	48%	3	*
	4	6	76%	4	\$2,280
	5 or more	90	77%	68	\$3,570

\* Insufficient data

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

**Table 77 - 3**  
**Total Cash Compensation**  
**Internal Auditor**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	109	\$66,580	\$51,520	\$64,660	\$79,050	\$93,170
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	2	*	*	*	*	*
\$50M to \$100M	2	*	*	*	*	*
\$100M to \$200M	4	\$51,850	\$38,510	\$53,650	\$65,750	*
\$200M to \$500M	23	\$56,890	\$44,820	\$54,480	\$64,130	\$78,100
\$500M to \$1B	25	\$63,920	\$47,630	\$63,230	\$75,090	\$87,160
\$1B to \$3B	31	\$64,630	\$51,530	\$59,320	\$72,240	\$91,300
\$3B or more	20	\$78,070	\$65,120	\$79,050	\$92,970	\$97,150
By region						
New England	4	\$61,560	\$40,160	\$66,150	\$83,530	*
Middle Atlantic	7	\$66,780	\$46,960	\$66,200	\$93,120	\$93,120
East North Central	29	\$62,190	\$50,660	\$59,920	\$73,570	\$80,330
West North Central	8	\$62,690	\$43,820	\$60,570	\$75,080	\$101,990
South Atlantic	12	\$67,150	\$59,050	\$65,120	\$78,970	\$90,070
East South Central	3	\$67,050	\$52,510	\$60,240	\$87,650	*
West South Central	11	\$69,620	\$54,050	\$71,400	\$85,220	\$93,620
Mountain	12	\$60,700	\$46,210	\$53,380	\$77,600	\$97,740
Pacific	21	\$76,560	\$63,480	\$70,990	\$87,620	\$115,980
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	1	*	*	*	*	*
10 - 49	9	\$51,660	\$44,370	\$50,890	\$62,030	\$67,330
50 - 99	21	\$58,960	\$45,640	\$55,180	\$67,230	\$88,280
100 or more	77	\$69,370	\$55,780	\$66,570	\$79,500	\$93,620
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	0					
11 - 12	5	\$54,380	\$35,600	\$49,930	\$81,780	*
13 - 20	104	\$66,930	\$51,560	\$65,100	\$79,050	\$93,320
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	1	*	*	*	*	*
\$20M to \$50M	3	*	*	*	*	*
\$50M to \$100M	2	*	*	*	*	*
\$100M to \$200M	11	\$54,090	\$43,130	\$53,380	\$64,610	\$70,790
\$200M or more	92	\$68,470	\$52,630	\$65,120	\$79,500	\$93,620
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	3	*	*	*	*	*
5,000 - 9,999	3	*	*	*	*	*
10,000 - 19,999	10	\$56,510	\$45,140	\$56,920	\$65,690	\$83,290
20,000 - 39,999	21	\$63,360	\$46,150	\$57,290	\$74,830	\$110,840
40,000 - 49,999	8	\$62,310	\$51,450	\$59,720	\$73,740	\$87,990
50,000 - 59,999	0					
60,000 or more	54	\$70,460	\$57,180	\$68,870	\$79,930	\$93,620
Number of branch offices						
1	1	*	*	*	*	*
2	2	*	*	*	*	*
3	7	\$50,610	\$39,190	\$47,770	\$64,830	*
4	6	\$65,070	\$61,490	\$64,320	\$74,280	*
5 or more	93	\$68,040	\$51,780	\$65,120	\$79,500	\$93,620

\* 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 77 - 4  
Salary Ranges  
Internal Auditor**

		N	average minimum	average midpoint	average maximum
Overall		88	\$52,870	\$67,470	\$82,060
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	1	*	*	*
	\$100M to \$200M	4	\$46,480	\$57,260	\$68,030
	\$200M to \$500M	17	\$46,440	\$58,580	\$70,730
	\$500M to \$1B	20	\$51,360	\$64,900	\$78,440
	\$1B to \$3B	29	\$52,580	\$66,570	\$80,550
	\$3B or more	17	\$63,580	\$84,230	\$104,880

\* 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 78 - 1**  
**Salaries**  
**Compliance Officer**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	199	\$69,510	\$51,210	\$64,280	\$80,360	\$104,060
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	6	\$52,640	\$42,250	\$44,500	\$66,610	*
\$50M to \$100M	13	\$50,730	\$40,830	\$47,880	\$60,660	\$72,790
\$100M to \$200M	34	\$58,820	\$45,900	\$56,120	\$67,780	\$80,710
\$200M to \$500M	57	\$66,660	\$53,260	\$63,370	\$78,530	\$90,100
\$500M to \$1B	32	\$71,010	\$54,190	\$66,030	\$87,020	\$106,150
\$1B to \$3B	38	\$80,400	\$58,610	\$78,910	\$98,250	\$117,180
\$3B or more	17	\$76,230	\$51,210	\$76,280	\$83,610	\$123,490
By region						
New England	12	\$86,880	\$60,490	\$92,090	\$116,370	\$143,720
Middle Atlantic	16	\$72,120	\$50,920	\$66,460	\$91,400	\$112,000
East North Central	50	\$63,340	\$47,480	\$60,030	\$72,540	\$97,900
West North Central	15	\$68,070	\$55,110	\$62,480	\$70,880	\$108,700
South Atlantic	35	\$74,180	\$61,350	\$76,280	\$80,360	\$89,200
East South Central	14	\$60,770	\$44,800	\$50,890	\$72,800	\$99,060
West South Central	19	\$58,800	\$51,210	\$51,210	\$63,980	\$85,970
Mountain	14	\$66,390	\$50,020	\$64,920	\$80,190	\$115,530
Pacific	24	\$84,840	\$58,610	\$82,460	\$107,420	\$125,720
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	5	\$46,280	\$41,560	\$46,990	\$50,860	*
10 - 49	55	\$61,850	\$47,460	\$59,160	\$72,260	\$84,660
50 - 99	49	\$64,550	\$54,470	\$62,470	\$75,000	\$89,470
100 or more	90	\$75,430	\$54,190	\$70,620	\$89,990	\$113,760
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	3	*	*	*	*	*
11 - 12	5	\$66,570	\$46,040	\$68,140	\$79,790	*
13 - 20	191	\$69,790	\$51,210	\$64,540	\$80,370	\$104,390
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	4	*	*	*	*	*
\$20M to \$50M	12	\$55,480	\$44,570	\$55,400	\$62,000	\$77,710
\$50M to \$100M	21	\$57,860	\$42,940	\$61,660	\$67,010	\$84,030
\$100M to \$200M	45	\$63,810	\$50,770	\$60,150	\$73,580	\$86,860
\$200M or more	117	\$74,300	\$54,190	\$68,900	\$87,480	\$113,210
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	9	\$49,100	\$41,200	\$46,870	\$55,310	*
5,000 - 9,999	19	\$54,180	\$41,910	\$50,530	\$63,300	\$79,250
10,000 - 19,999	49	\$65,470	\$50,000	\$61,470	\$78,530	\$90,000
20,000 - 39,999	40	\$64,600	\$53,040	\$61,030	\$74,700	\$95,000
40,000 - 49,999	14	\$72,820	\$56,150	\$69,630	\$87,620	\$101,770
50,000 - 59,999	0					
60,000 or more	59	\$77,370	\$54,190	\$74,320	\$90,000	\$117,950
Number of branch offices						
1	12	\$56,520	\$45,260	\$51,900	\$62,000	\$94,980
2	14	\$58,390	\$40,970	\$45,800	\$81,220	\$103,920
3	15	\$66,180	\$47,950	\$58,330	\$79,550	\$116,760
4	25	\$62,440	\$52,490	\$61,940	\$72,770	\$82,090
5 or more	133	\$72,500	\$54,030	\$67,480	\$84,520	\$106,880

\* Insufficient data

**Table 78 - 2  
Incentives and Bonuses  
Compliance Officer**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		195	76%	144	\$4,530
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 \$50M	6	60%	4	*
	\$50M to \$100M	13	71%	10	\$2,550
	\$100M to \$200M	34	79%	26	\$2,970
	\$200M to \$500M	56	76%	41	\$4,010
	\$500M to \$1B	31	80%	24	\$4,060
	\$1B to \$3B	37	83%	27	\$5,400
\$3B or more	17	64%	12	\$7,180	
By region	New England	12	89%	11	\$5,060
	Middle Atlantic	16	74%	12	\$4,720
	East North Central	50	73%	35	\$3,460
	West North Central	15	86%	11	\$3,680
	South Atlantic	33	64%	23	\$7,370
	East South Central	13	63%	8	\$3,810
	West South Central	19	89%	15	\$2,710
	Mountain Pacific	14 23	75% 87%	9 20	\$3,360 \$5,710
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	5	81%	4	*
	10 - 49	55	73%	38	\$3,640
	50 - 99	48	75%	36	\$3,230
	100 or more	88	77%	66	\$5,470
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	3	79%	2	*
	11 - 12	5	69%	2	*
	13 - 20	188	76%	140	\$4,530
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	4	72%	3	*
	\$20M to \$50M	12	66%	8	\$3,030
	\$50M to \$100M	21	78%	16	\$3,190
	\$100M to \$200M	44	75%	30	\$3,630
	\$200M or more	114	77%	87	\$5,110
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	9	77%	6	\$1,910
	5,000 - 9,999	19	70%	13	\$3,260
	10,000 - 19,999	49	72%	35	\$3,450
	20,000 - 39,999	38	81%	30	\$3,540
	40,000 - 49,999	14	70%	10	\$4,260
	50,000 - 59,999 60,000 or more	0 56	 76%	0 42	 \$5,740
Number of branch offices	1	12	59%	7	\$3,110
	2	14	84%	11	\$4,060
	3	15	84%	12	\$2,720
	4	25	81%	20	\$3,680
	5 or more	129	75%	94	\$4,960

\* Insufficient data

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



**Table 78 - 3**  
**Total Cash Compensation**  
**Compliance Officer**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	199	\$72,730	\$52,750	\$66,590	\$86,500	\$111,570
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	6	\$54,530	\$44,880	\$46,750	\$67,580	*
\$50M to \$100M	13	\$52,550	\$43,390	\$48,490	\$60,660	\$79,450
\$100M to \$200M	34	\$61,110	\$46,170	\$60,570	\$71,560	\$81,240
\$200M to \$500M	57	\$69,470	\$55,120	\$65,020	\$80,850	\$95,520
\$500M to \$1B	32	\$74,170	\$59,900	\$67,750	\$90,430	\$113,030
\$1B to \$3B	38	\$84,310	\$59,050	\$79,650	\$103,680	\$125,470
\$3B or more	17	\$80,690	\$52,750	\$76,280	\$89,750	\$132,830
By region						
New England	12	\$91,410	\$61,600	\$95,100	\$123,950	\$154,780
Middle Atlantic	16	\$75,600	\$55,650	\$67,760	\$96,240	\$114,080
East North Central	50	\$65,710	\$49,920	\$61,790	\$75,590	\$100,930
West North Central	15	\$70,880	\$55,110	\$64,680	\$73,110	\$123,030
South Atlantic	35	\$78,600	\$62,000	\$76,280	\$89,700	\$94,010
East South Central	14	\$63,080	\$48,000	\$53,460	\$75,010	\$102,480
West South Central	19	\$61,030	\$52,750	\$52,750	\$67,310	\$88,260
Mountain	14	\$68,620	\$52,650	\$67,750	\$80,360	\$118,380
Pacific	24	\$89,480	\$60,090	\$85,130	\$114,150	\$130,530
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	5	\$48,090	\$44,470	\$47,220	\$52,320	*
10 - 49	55	\$64,370	\$47,860	\$61,060	\$73,890	\$91,600
50 - 99	49	\$66,800	\$55,310	\$64,810	\$78,220	\$92,580
100 or more	90	\$79,360	\$56,500	\$73,300	\$94,420	\$120,730
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	3	*	*	*	*	*
11 - 12	5	\$69,650	\$46,230	\$72,970	\$83,580	*
13 - 20	191	\$73,010	\$52,880	\$66,560	\$86,830	\$111,610
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	4	*	*	*	*	*
\$20M to \$50M	12	\$57,490	\$46,850	\$58,880	\$62,000	\$82,760
\$50M to \$100M	21	\$60,350	\$44,930	\$63,110	\$71,730	\$89,890
\$100M to \$200M	45	\$66,250	\$53,130	\$62,570	\$74,970	\$91,490
\$200M or more	117	\$77,960	\$56,500	\$70,000	\$93,130	\$118,890
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	9	\$50,390	\$42,550	\$47,180	\$56,220	*
5,000 - 9,999	19	\$56,460	\$45,180	\$57,110	\$65,390	\$85,600
10,000 - 19,999	49	\$67,840	\$50,860	\$62,760	\$80,160	\$93,440
20,000 - 39,999	40	\$67,320	\$54,500	\$64,560	\$78,150	\$100,200
40,000 - 49,999	14	\$75,800	\$57,150	\$70,880	\$94,290	\$109,620
50,000 - 59,999	0					
60,000 or more	59	\$81,340	\$56,500	\$76,280	\$94,810	\$124,730
Number of branch offices						
1	12	\$58,340	\$46,590	\$54,880	\$62,000	\$95,640
2	14	\$61,800	\$42,360	\$48,930	\$86,960	\$111,730
3	15	\$68,220	\$48,320	\$59,430	\$80,560	\$125,590
4	25	\$65,410	\$52,980	\$63,400	\$75,660	\$93,250
5 or more	133	\$75,930	\$55,490	\$68,820	\$89,750	\$116,550

\* 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 78 - 4  
Salary Ranges  
Compliance Officer**

		N	average minimum	average midpoint	average maximum
Overall		140	\$62,670	\$79,180	\$95,700
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	1	*	*	*
	\$50M to \$100M	8	\$41,950	\$55,180	\$68,420
	\$100M to \$200M	14	\$54,280	\$65,850	\$77,420
	\$200M to \$500M	39	\$56,980	\$72,090	\$87,210
	\$500M to \$1B	27	\$61,250	\$76,590	\$91,940
	\$1B to \$3B	36	\$69,370	\$89,190	\$109,000
	\$3B or more	15	\$83,900	\$105,690	\$127,480

\* 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 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 79 - 1**  
**Salaries**  
**Risk Management Officer / Specialist**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	112	\$62,120	\$48,690	\$57,290	\$74,180	\$87,310
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	2	*	*	*	*	*
\$100M to \$200M	8	\$52,380	\$45,780	\$54,490	\$57,760	*
\$200M to \$500M	22	\$56,730	\$45,890	\$52,000	\$66,030	\$79,370
\$500M to \$1B	31	\$60,240	\$48,290	\$55,810	\$62,860	\$98,450
\$1B to \$3B	34	\$59,550	\$48,000	\$54,500	\$68,330	\$76,500
\$3B or more	15	\$76,520	\$74,290	\$74,450	\$87,900	\$93,520
By region						
New England	7	\$77,270	\$56,110	\$68,330	\$94,660	\$162,880
Middle Atlantic	10	\$56,110	\$39,050	\$49,140	\$68,360	\$98,130
East North Central	24	\$62,010	\$49,260	\$59,760	\$74,150	\$82,710
West North Central	7	\$60,290	\$47,480	\$53,160	\$73,230	\$111,560
South Atlantic	15	\$63,190	\$45,930	\$66,650	\$74,450	\$79,250
East South Central	8	\$55,600	\$49,500	\$53,430	\$57,490	\$73,400
West South Central	13	\$55,620	\$47,880	\$49,850	\$60,020	\$74,930
Mountain	8	\$52,340	\$47,760	\$51,640	\$59,860	\$61,450
Pacific	20	\$69,480	\$54,370	\$62,870	\$86,060	\$93,520
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	11	\$53,500	\$45,390	\$52,510	\$54,520	\$82,050
50 - 99	22	\$62,400	\$48,530	\$59,290	\$73,420	\$95,190
100 or more	79	\$62,740	\$49,440	\$59,740	\$74,290	\$88,070
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	0					
11 - 12	3	\$71,790	\$54,800	\$61,450	\$94,380	*
13 - 20	108	\$61,880	\$48,480	\$56,920	\$74,170	\$86,490
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	6	\$47,830	\$43,670	\$46,690	\$54,490	*
\$100M to \$200M	13	\$50,630	\$43,740	\$51,890	\$54,520	\$62,390
\$200M or more	92	\$63,560	\$49,500	\$60,010	\$74,450	\$88,230
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	0					
5,000 - 9,999	3	*	*	*	*	*
10,000 - 19,999	13	\$52,280	\$43,670	\$52,540	\$60,880	\$66,690
20,000 - 39,999	23	\$63,030	\$47,120	\$52,360	\$75,090	\$107,470
40,000 - 49,999	10	\$66,250	\$57,710	\$64,650	\$68,730	\$96,040
50,000 - 59,999	0					
60,000 or more	52	\$63,890	\$49,500	\$60,570	\$74,450	\$88,620
Number of branch offices						
1	2	*	*	*	*	*
2	4	\$69,990	\$53,030	\$66,250	\$97,510	*
3	4	\$50,810	\$45,810	\$53,200	\$54,520	*
4	10	\$59,980	\$50,360	\$55,960	\$66,700	\$106,120
5 or more	92	\$62,600	\$49,350	\$59,250	\$74,290	\$87,940

\* Insufficient data

**Table 79 - 2  
Incentives and Bonuses  
Risk Management Officer / Specialist**

		% paid incentive and/or bonus		average incentive/ bonus	
		N		N	
Overall		109	74%	82	\$3,720
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 \$50M	0		0	
	\$50M to \$100M	1	100%	1	*
	\$100M to \$200M	8	45%	4	\$3,030
	\$200M to \$500M	22	79%	17	\$2,180
	\$500M to \$1B	30	76%	22	\$2,990
	\$1B to \$3B	34	89%	28	\$3,050
	\$3B or more	15	46%	9	\$10,050
By region	New England	7	100%	7	\$4,370
	Middle Atlantic	9	79%	7	\$2,540
	East North Central	23	76%	16	\$5,410
	West North Central	7	70%	4	\$2,570
	South Atlantic	15	50%	11	\$3,110
	East South Central	8	88%	7	\$3,400
	West South Central	12	93%	11	\$2,700
	Mountain	7	70%	4	\$2,040
	Pacific	20	75%	16	\$4,110
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	10	51%	6	\$2,110
	50 - 99	22	83%	18	\$2,730
	100 or more	77	75%	58	\$3,960
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	50%	2	*
	13 - 20	106	75%	80	\$3,700
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	6	56%	3	*
	\$100M to \$200M	13	65%	9	\$2,190
	\$200M or more	90	76%	69	\$3,880
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	0		0	
	5,000 - 9,999	3	21%	1	*
	10,000 - 19,999	12	75%	9	\$2,400
	20,000 - 39,999	23	73%	16	\$2,810
	40,000 - 49,999	10	60%	7	\$2,860
	50,000 - 59,999	0		0	
	60,000 or more	51	75%	40	\$4,240
Number of branch offices	1	2	0%	0	
	2	4	100%	4	\$2,580
	3	3	46%	2	*
	4	10	72%	7	\$3,700
	5 or more	90	75%	69	\$3,790

\* Insufficient data

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

**Table 79 - 3**  
**Total Cash Compensation**  
**Risk Management Officer / Specialist**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		112	\$64,740	\$50,380	\$59,840	\$74,450	\$96,110
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	2	*	*	*	*	*
	\$100M to \$200M	8	\$53,760	\$46,400	\$54,490	\$61,390	*
	\$200M to \$500M	22	\$58,470	\$47,490	\$52,000	\$67,760	\$80,800
	\$500M to \$1B	31	\$62,390	\$49,260	\$59,550	\$63,530	\$102,550
	\$1B to \$3B	34	\$62,070	\$49,500	\$56,710	\$71,370	\$84,920
\$3B or more	15	\$80,980	\$74,450	\$74,450	\$96,410	\$102,650	
By region	New England	7	\$81,640	\$58,650	\$71,370	\$99,470	\$176,880
	Middle Atlantic	10	\$58,030	\$40,500	\$50,610	\$72,670	\$99,000
	East North Central	24	\$65,640	\$49,590	\$61,480	\$80,650	\$102,650
	West North Central	7	\$62,090	\$48,360	\$54,060	\$73,410	\$112,380
	South Atlantic	15	\$64,680	\$48,050	\$67,000	\$74,450	\$80,190
	East South Central	8	\$58,600	\$53,910	\$54,520	\$61,190	\$75,140
	West South Central	13	\$57,940	\$49,150	\$51,240	\$61,770	\$77,870
	Mountain	8	\$53,520	\$49,260	\$55,870	\$59,860	\$62,290
	Pacific	20	\$72,560	\$55,740	\$66,160	\$90,450	\$96,770
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	11	\$54,500	\$46,480	\$52,510	\$54,520	\$86,140
	50 - 99	22	\$64,670	\$49,930	\$60,970	\$75,140	\$98,290
	100 or more	79	\$65,520	\$51,020	\$61,320	\$74,450	\$96,320
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	0					
	9 - 10	0					
	11 - 12	3	\$74,250	\$58,700	\$61,450	\$98,820	*
	13 - 20	108	\$64,500	\$50,110	\$59,620	\$74,450	\$96,060
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	6	\$48,870	\$45,200	\$47,180	\$55,020	*
	\$100M to \$200M	13	\$52,050	\$46,820	\$51,890	\$54,730	\$64,870
	\$200M or more	92	\$66,330	\$51,550	\$61,480	\$74,450	\$96,450
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	3	*	*	*	*	*
	10,000 - 19,999	13	\$53,970	\$46,800	\$52,540	\$61,420	\$69,710
	20,000 - 39,999	23	\$65,100	\$48,000	\$53,090	\$76,910	\$109,310
	40,000 - 49,999	10	\$67,960	\$59,290	\$64,650	\$76,930	\$97,470
	50,000 - 59,999	0					
	60,000 or more	52	\$66,860	\$51,550	\$61,660	\$75,400	\$96,590
Number of branch offices	1	2	*	*	*	*	*
	2	4	\$72,570	\$55,150	\$69,240	\$102,130	*
	3	4	\$51,310	\$47,320	\$53,200	\$54,520	*
	4	10	\$62,630	\$50,790	\$59,210	\$71,900	\$115,700
	5 or more	92	\$65,310	\$50,540	\$60,710	\$74,450	\$96,320

\* 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 79 - 4**  
**Salary Ranges**  
**Risk Management Officer / Specialist**

		N	average minimum	average midpoint	average maximum
Overall		91	\$52,880	\$67,770	\$82,670
By credit union asset size					
	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	1	*	*	*
	\$100M to \$200M	4	\$50,300	\$61,810	\$73,330
	\$200M to \$500M	15	\$45,240	\$56,490	\$67,750
	\$500M to \$1B	26	\$52,000	\$65,720	\$79,440
	\$1B to \$3B	33	\$51,150	\$68,290	\$85,440
	\$3B or more	12	\$70,070	\$87,690	\$105,310

\* Insufficient data

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

## SVP/VP OF FINANCE (#2 position)

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

**Position Purpose:** Help/direct and manage all practices and activities in the Finance and Accounting functions to ensure compliance with State and Federal rules and regulations. Assist/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.
- Help/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.
- Assist/present monthly reports to the Chief Financial Officer and/or board of directors and senior management.
- Participate in setting deposit and loan rates.
- Assist/provide guidance regarding investment choices.
- Assist/serve as trustee of the credit union's pension plan.
- Hold periodic staff meetings. Help/identify areas for improvement, changes in procedures, new developments, or changes in services. Assist/keep staff up to date on trends and general credit union information.
- Assist with lease negotiation and major purchasing choices for capital equipment or other capital asset expenditures.
- Provide direction for planning model runs.
- Assist in investigation of new branch site locations and closings of existing branches.
- Help/develop, perform, and oversee various internal audit procedures, i.e., cash counts, teller drawer audits, review of employee accounts, loan documentation, wire transfers, etc.
- Assist/serve as the credit union's liaison with regulatory agency examiners and auditors.



**Table 80 - 1**  
**Salaries**  
**SVP / VP of Finance (#2 position)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		100	\$137,350	\$97,620	\$130,530	\$164,150	\$208,660
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	4	*	*	*	*	*
	\$100M to \$200M	7	\$81,570	\$71,250	\$74,880	\$95,840	*
	\$200M to \$500M	17	\$93,690	\$79,970	\$90,630	\$107,140	\$118,740
	\$500M to \$1B	21	\$130,390	\$98,060	\$130,530	\$143,620	\$211,660
	\$1B to \$3B	31	\$151,510	\$123,820	\$147,650	\$175,220	\$201,210
\$3B or more	18	\$194,220	\$152,260	\$187,080	\$231,710	\$296,300	
By region	New England	7	\$122,710	\$98,140	\$138,730	\$146,140	\$154,670
	Middle Atlantic	6	\$114,170	\$82,920	\$112,460	\$153,500	*
	East North Central	25	\$118,990	\$89,390	\$111,740	\$145,270	\$173,340
	West North Central	6	\$103,750	\$75,450	\$95,580	\$125,410	*
	South Atlantic	9	\$145,820	\$109,370	\$141,520	\$174,420	\$284,010
	East South Central	9	\$117,750	\$89,430	\$107,230	\$161,670	\$187,800
	West South Central	10	\$131,170	\$108,670	\$126,310	\$153,960	\$199,970
	Mountain	6	\$161,650	\$123,440	\$151,240	\$193,000	*
	Pacific	22	\$177,610	\$136,440	\$176,970	\$215,690	\$266,880
By number of full-time employees	1	0					
	2 - 4	1	*	*	*	*	*
	5 - 9	1	*	*	*	*	*
	10 - 49	13	\$91,640	\$75,000	\$91,160	\$105,690	\$122,590
	50 - 99	14	\$98,300	\$79,870	\$92,230	\$113,950	\$151,390
	100 or more	71	\$155,080	\$121,260	\$143,210	\$182,170	\$223,950
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	1	*	*	*	*	*
	9 - 10	1	*	*	*	*	*
	11 - 12	4	\$123,000	\$74,670	\$132,250	\$182,040	*
	13 - 20	94	\$139,130	\$99,260	\$130,730	\$166,720	\$210,400
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	1	*	*	*	*	*
	\$20M to \$50M	4	*	*	*	*	*
	\$50M to \$100M	4	*	*	*	*	*
	\$100M to \$200M	10	\$89,890	\$82,870	\$90,890	\$100,690	\$121,480
	\$200M or more	81	\$148,750	\$111,890	\$141,540	\$175,340	\$214,280
By number of members	1 - 999	0					
	1,000 - 1,999	1	*	*	*	*	*
	2,000 - 4,999	2	*	*	*	*	*
	5,000 - 9,999	5	\$88,760	\$72,130	\$84,500	\$108,100	*
	10,000 - 19,999	11	\$92,560	\$74,780	\$87,000	\$106,810	\$143,040
	20,000 - 39,999	17	\$116,090	\$89,770	\$106,540	\$129,180	\$220,130
	40,000 - 49,999	7	\$130,690	\$112,340	\$133,320	\$143,380	\$207,550
	50,000 - 59,999	0					
	60,000 or more	50	\$161,780	\$124,210	\$155,770	\$186,570	\$237,360
Number of branch offices	1	5	\$98,510	\$74,680	\$88,390	\$132,660	*
	2	4	\$84,150	\$71,320	\$76,050	\$104,810	*
	3	5	\$90,090	\$77,260	\$88,080	\$106,090	*
	4	2	*	*	*	*	*
	5 or more	85	\$145,270	\$110,000	\$139,720	\$173,070	\$212,900

\* Insufficient data

**Table 80 - 2  
Incentives and Bonuses  
SVP / VP of Finance (#2 position)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		99	83%	78	\$17,690
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 \$50M	1	100%	1	*
	\$50M to \$100M	4	50%	2	*
	\$100M to \$200M	7	75%	5	\$8,870
	\$200M to \$500M	17	77%	12	\$7,580
	\$500M to \$1B	21	78%	16	\$9,580
	\$1B to \$3B	31	90%	26	\$17,190
	\$3B or more	18	92%	15	\$39,890
By region	New England	7	91%	6	\$11,200
	Middle Atlantic	6	88%	5	\$11,750
	East North Central	25	77%	18	\$16,140
	West North Central	6	90%	5	\$9,630
	South Atlantic	9	79%	7	\$21,380
	East South Central	9	59%	5	\$13,430
	West South Central	10	87%	7	\$12,710
	Mountain	5	100%	5	\$29,000
	Pacific	22	90%	20	\$23,400
By number of full-time employees	1	0		0	
	2 - 4	1	100%	1	*
	5 - 9	1	0%	0	
	10 - 49	13	81%	10	\$8,030
	50 - 99	14	70%	9	\$6,690
	100 or more	70	87%	57	\$21,290
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	1	0%	0	
	9 - 10	1	100%	1	*
	11 - 12	3	100%	3	*
	13 - 20	94	83%	74	\$18,100
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	4	49%	2	*
	\$50M to \$100M	4	76%	3	*
	\$100M to \$200M	10	85%	7	\$9,790
	\$200M or more	81	85%	65	\$19,710
By number of members	1 - 999	0		0	
	1,000 - 1,999	1	100%	1	*
	2,000 - 4,999	2	100%	2	*
	5,000 - 9,999	5	82%	4	\$10,470
	10,000 - 19,999	11	63%	6	\$5,500
	20,000 - 39,999	17	72%	12	\$10,560
	40,000 - 49,999	7	73%	5	\$6,590
	50,000 - 59,999	0		0	
	60,000 or more	50	91%	42	\$24,770
Number of branch offices	1	5	100%	5	\$7,280
	2	4	78%	3	*
	3	5	79%	3	*
	4	2	100%	2	*
	5 or more	84	83%	65	\$19,470

\* Insufficient data

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

**Table 80 - 3**  
**Total Cash Compensation**  
**SVP / VP of Finance (#2 position)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	100	\$151,170	\$101,680	\$141,530	\$177,300	\$243,490
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	1	*	*	*	*	*
\$50M to \$100M	4	*	*	*	*	*
\$100M to \$200M	7	\$88,230	\$74,860	\$78,120	\$106,390	*
\$200M to \$500M	17	\$98,940	\$86,230	\$98,420	\$113,140	\$124,800
\$500M to \$1B	21	\$137,880	\$104,340	\$132,530	\$154,900	\$222,720
\$1B to \$3B	31	\$165,670	\$139,470	\$165,930	\$189,570	\$216,940
\$3B or more	18	\$227,970	\$168,720	\$196,490	\$288,620	\$380,420
By region						
New England	7	\$132,940	\$102,580	\$147,730	\$162,780	\$168,370
Middle Atlantic	6	\$124,520	\$92,270	\$118,060	\$168,450	*
East North Central	25	\$130,500	\$95,510	\$123,810	\$158,810	\$191,020
West North Central	6	\$111,400	\$80,970	\$99,370	\$136,920	*
South Atlantic	9	\$161,070	\$109,390	\$153,820	\$201,990	\$318,840
East South Central	9	\$125,710	\$89,440	\$110,150	\$176,940	\$201,490
West South Central	10	\$140,490	\$117,380	\$134,460	\$168,840	\$217,170
Mountain	6	\$185,120	\$127,770	\$177,800	\$195,540	*
Pacific	22	\$198,670	\$145,210	\$185,280	\$250,550	\$313,070
By number of full-time employees						
1	0					
2 - 4	1	*	*	*	*	*
5 - 9	1	*	*	*	*	*
10 - 49	13	\$97,710	\$78,470	\$100,320	\$107,390	\$134,020
50 - 99	14	\$102,690	\$85,210	\$93,940	\$124,840	\$159,820
100 or more	71	\$172,480	\$127,960	\$162,910	\$193,050	\$262,060
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	1	*	*	*	*	*
9 - 10	1	*	*	*	*	*
11 - 12	4	\$129,970	\$79,670	\$138,270	\$189,900	*
13 - 20	94	\$153,470	\$106,410	\$143,210	\$178,070	\$247,170
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	1	*	*	*	*	*
\$20M to \$50M	4	*	*	*	*	*
\$50M to \$100M	4	*	*	*	*	*
\$100M to \$200M	10	\$96,920	\$86,660	\$100,030	\$107,050	\$139,280
\$200M or more	81	\$164,530	\$119,980	\$154,970	\$186,010	\$251,680
By number of members						
1 - 999	0					
1,000 - 1,999	1	*	*	*	*	*
2,000 - 4,999	2	*	*	*	*	*
5,000 - 9,999	5	\$97,370	\$75,160	\$94,450	\$124,260	*
10,000 - 19,999	11	\$95,350	\$77,140	\$87,010	\$106,900	\$153,260
20,000 - 39,999	17	\$123,700	\$93,620	\$111,420	\$131,920	\$247,620
40,000 - 49,999	7	\$135,480	\$112,340	\$134,450	\$151,780	\$214,790
50,000 - 59,999	0					
60,000 or more	50	\$182,440	\$141,690	\$173,810	\$201,150	\$287,160
Number of branch offices						
1	5	\$105,790	\$78,550	\$101,740	\$139,730	*
2	4	\$95,810	\$74,150	\$78,210	\$134,270	*
3	5	\$92,370	\$82,690	\$90,960	\$106,490	*
4	2	*	*	*	*	*
5 or more	85	\$160,310	\$111,100	\$151,300	\$185,590	\$250,660

\* 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 80 - 4**  
**Salary Ranges**  
**SVP / VP of Finance (#2 position)**

		N	average minimum	average midpoint	average maximum
Overall		75	\$109,610	\$140,780	\$171,940
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	2	*	*	*
	\$100M to \$200M	5	\$67,700	\$90,490	\$113,280
	\$200M to \$500M	11	\$79,660	\$100,130	\$120,600
	\$500M to \$1B	16	\$104,600	\$132,180	\$159,760
	\$1B to \$3B	27	\$120,640	\$156,840	\$193,050
	\$3B or more	14	\$138,110	\$174,920	\$211,730

\* 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 assessment, 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 examination of budget variance.
- Participate in identifying deposit and loan rates.
- Provide guidance regarding investment conclusions.
- 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 81 - 1  
Salaries  
Accounting VP**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	89	\$114,200	\$82,070	\$113,870	\$133,230	\$166,030
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	2	*	*	*	*	*
\$50M to \$100M	12	\$84,310	\$70,130	\$81,430	\$100,190	\$114,630
\$100M to \$200M	11	\$78,290	\$69,450	\$73,460	\$83,570	\$120,980
\$200M to \$500M	13	\$98,240	\$77,700	\$93,700	\$114,960	\$148,100
\$500M to \$1B	14	\$101,260	\$94,560	\$103,740	\$110,580	\$122,040
\$1B to \$3B	24	\$125,430	\$105,560	\$125,970	\$150,260	\$169,470
\$3B or more	13	\$148,760	\$133,230	\$133,230	\$160,590	\$204,630
By region						
New England	6	\$103,790	\$79,700	\$104,050	\$132,220	*
Middle Atlantic	5	\$105,990	\$83,730	\$96,580	\$142,930	*
East North Central	20	\$102,330	\$72,580	\$99,350	\$130,210	\$140,570
West North Central	10	\$99,750	\$81,330	\$90,870	\$117,020	\$145,130
South Atlantic	8	\$128,610	\$133,230	\$133,230	\$133,230	\$164,960
East South Central	4	\$83,200	\$61,290	\$88,380	\$104,540	*
West South Central	15	\$101,470	\$74,040	\$94,630	\$119,680	\$175,610
Mountain	7	\$104,550	\$80,890	\$110,520	\$125,180	\$150,100
Pacific	14	\$158,580	\$126,950	\$156,290	\$194,110	\$231,630
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	2	*	*	*	*	*
10 - 49	21	\$82,490	\$69,790	\$80,100	\$85,970	\$119,680
50 - 99	14	\$86,710	\$69,750	\$80,940	\$108,850	\$132,060
100 or more	52	\$129,670	\$106,030	\$133,230	\$137,460	\$177,370
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	87	\$114,380	\$83,130	\$114,070	\$133,230	\$166,110
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	1	*	*	*	*	*
\$20M to \$50M	11	\$81,500	\$70,070	\$81,550	\$86,360	\$110,490
\$50M to \$100M	6	\$79,730	\$71,320	\$73,860	\$87,900	*
\$100M to \$200M	12	\$87,630	\$69,090	\$81,930	\$111,290	\$129,860
\$200M or more	59	\$126,680	\$104,760	\$132,630	\$137,130	\$175,290
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	4	*	*	*	*	*
5,000 - 9,999	11	\$79,370	\$70,920	\$78,210	\$81,870	\$108,710
10,000 - 19,999	12	\$86,350	\$69,290	\$81,420	\$111,950	\$126,650
20,000 - 39,999	13	\$94,470	\$78,350	\$90,780	\$111,960	\$138,930
40,000 - 49,999	5	\$113,820	\$87,020	\$107,640	\$152,870	*
50,000 - 59,999	0					
60,000 or more	37	\$135,690	\$121,720	\$133,230	\$146,590	\$179,940
Number of branch offices						
1	5	\$78,550	\$74,680	\$81,550	\$81,730	*
2	5	\$74,180	\$57,660	\$70,250	\$91,910	*
3	9	\$88,900	\$65,080	\$84,730	\$112,530	\$128,670
4	6	\$78,010	\$72,330	\$77,490	\$83,950	*
5 or more	64	\$124,000	\$99,910	\$128,620	\$136,350	\$171,390

\* Insufficient data

**Table 81 - 2  
Incentives and Bonuses  
Accounting VP**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		87	74%	70	\$11,240
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 \$50M	2	100%	2	*
	\$50M to \$100M	11	73%	8	\$3,090
	\$100M to \$200M	11	92%	10	\$5,950
	\$200M to \$500M	13	80%	10	\$7,890
	\$500M to \$1B	14	83%	11	\$6,970
	\$1B to \$3B	23	98%	20	\$12,930
\$3B or more	13	35%	9	\$30,890	
By region	New England	6	89%	5	\$7,680
	Middle Atlantic	5	79%	4	\$9,530
	East North Central	20	83%	14	\$7,170
	West North Central	10	93%	9	\$10,780
	South Atlantic	8	30%	6	\$19,000
	East South Central	4	68%	3	*
	West South Central	15	81%	11	\$11,780
	Mountain	6	100%	6	\$6,480
Pacific	14	90%	12	\$18,550	
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	2	100%	2	*
	10 - 49	20	77%	15	\$4,040
	50 - 99	14	91%	12	\$6,840
	100 or more	51	70%	40	\$15,180
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	0		0	
	13 - 20	86	74%	69	\$11,320
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	10	71%	7	\$3,510
	\$50M to \$100M	6	100%	6	\$3,750
	\$100M to \$200M	12	82%	10	\$6,720
	\$200M or more	58	71%	46	\$14,270
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	4	100%	4	*
	5,000 - 9,999	11	74%	8	\$3,270
	10,000 - 19,999	11	86%	9	\$5,970
	20,000 - 39,999	13	79%	10	\$9,170
	40,000 - 49,999	5	86%	4	\$7,950
	50,000 - 59,999	0		0	
60,000 or more	36	67%	29	\$17,020	
Number of branch offices	1	5	100%	5	\$3,460
	2	5	82%	4	*
	3	8	68%	6	\$4,980
	4	6	100%	6	\$5,070
	5 or more	64	71%	50	\$13,820

\* Insufficient data

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

**Table 81 - 3**  
**Total Cash Compensation**  
**Accounting VP**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	89	\$122,030	\$87,680	\$119,340	\$135,960	\$177,030
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	2	*	*	*	*	*
\$50M to \$100M	12	\$86,380	\$71,430	\$83,520	\$102,150	\$117,800
\$100M to \$200M	11	\$83,740	\$74,850	\$77,360	\$91,370	\$130,450
\$200M to \$500M	13	\$104,160	\$83,760	\$96,880	\$122,810	\$158,130
\$500M to \$1B	14	\$106,720	\$98,370	\$108,330	\$114,150	\$125,050
\$1B to \$3B	24	\$136,890	\$110,730	\$133,430	\$169,560	\$210,070
\$3B or more	13	\$158,770	\$133,230	\$133,230	\$162,920	\$249,400
By region						
New England	6	\$110,630	\$88,930	\$108,550	\$138,020	*
Middle Atlantic	5	\$113,500	\$85,820	\$105,940	\$152,830	*
East North Central	20	\$107,450	\$75,850	\$106,360	\$133,630	\$156,080
West North Central	10	\$109,130	\$87,620	\$93,590	\$124,190	\$170,000
South Atlantic	8	\$133,680	\$133,230	\$133,230	\$133,230	\$174,310
East South Central	4	\$87,640	\$61,290	\$94,530	\$108,450	*
West South Central	15	\$110,460	\$76,350	\$105,380	\$129,940	\$198,050
Mountain	7	\$110,470	\$86,110	\$116,170	\$130,690	\$150,100
Pacific	14	\$175,340	\$136,210	\$176,200	\$216,460	\$267,610
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	2	*	*	*	*	*
10 - 49	21	\$85,470	\$69,980	\$81,660	\$90,690	\$121,490
50 - 99	14	\$92,600	\$75,010	\$90,490	\$115,050	\$139,110
100 or more	52	\$139,420	\$112,200	\$133,230	\$155,320	\$212,120
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	87	\$122,280	\$88,840	\$119,480	\$135,850	\$177,540
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	1	*	*	*	*	*
\$20M to \$50M	11	\$83,760	\$70,470	\$84,350	\$86,740	\$110,960
\$50M to \$100M	6	\$83,470	\$76,340	\$77,850	\$89,940	*
\$100M to \$200M	12	\$93,150	\$74,760	\$88,220	\$117,240	\$140,100
\$200M or more	59	\$136,040	\$109,790	\$133,230	\$150,470	\$210,360
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	4	*	*	*	*	*
5,000 - 9,999	11	\$81,800	\$75,490	\$80,810	\$85,100	\$111,980
10,000 - 19,999	12	\$91,080	\$74,810	\$86,150	\$111,520	\$133,120
20,000 - 39,999	13	\$101,270	\$88,440	\$92,800	\$119,220	\$153,490
40,000 - 49,999	5	\$120,670	\$92,300	\$115,500	\$156,490	*
50,000 - 59,999	0					
60,000 or more	37	\$145,890	\$128,920	\$133,230	\$162,770	\$215,710
Number of branch offices						
1	5	\$82,010	\$77,310	\$84,350	\$86,300	*
2	5	\$76,920	\$60,560	\$74,890	\$93,790	*
3	9	\$91,930	\$74,790	\$85,450	\$112,530	\$138,410
4	6	\$83,080	\$75,280	\$81,170	\$92,490	*
5 or more	64	\$133,120	\$107,440	\$133,230	\$147,380	\$196,680

\* 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 81 - 4  
Salary Ranges  
Accounting VP**

		N	average minimum	average midpoint	average maximum
Overall		71	\$93,530	\$117,740	\$141,960
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	1	*	*	*
	\$50M to \$100M	6	\$66,090	\$84,350	\$102,600
	\$100M to \$200M	8	\$66,400	\$82,620	\$98,830
	\$200M to \$500M	10	\$82,030	\$103,800	\$125,580
	\$500M to \$1B	12	\$84,350	\$105,080	\$125,810
	\$1B to \$3B	22	\$104,470	\$130,970	\$157,460
	\$3B or more	12	\$125,020	\$159,130	\$193,240

\* 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) examination. Prepare daily cash position assessment.
- Responsible for general ledger reconciliation, examination 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 82 - 1**  
**Salaries**  
**Accounting Manager / Supervisor**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	218	\$80,540	\$63,510	\$77,710	\$95,380	\$111,490
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	17	\$51,890	\$41,870	\$46,400	\$59,740	\$76,240
\$50M to \$100M	22	\$59,190	\$51,640	\$59,030	\$65,000	\$70,430
\$100M to \$200M	38	\$71,420	\$59,520	\$67,290	\$80,330	\$91,180
\$200M to \$500M	48	\$73,530	\$61,620	\$72,940	\$81,330	\$98,270
\$500M to \$1B	36	\$86,670	\$70,110	\$84,540	\$99,540	\$114,760
\$1B to \$3B	36	\$92,100	\$79,280	\$89,800	\$104,290	\$114,160
\$3B or more	20	\$105,900	\$92,860	\$111,150	\$111,490	\$134,590
By region						
New England	8	\$75,440	\$65,980	\$75,080	\$85,280	\$94,860
Middle Atlantic	16	\$78,780	\$64,430	\$73,080	\$93,000	\$111,360
East North Central	60	\$74,010	\$60,000	\$70,590	\$85,100	\$101,450
West North Central	20	\$72,340	\$52,130	\$76,270	\$90,110	\$104,590
South Atlantic	28	\$90,380	\$72,150	\$91,630	\$111,490	\$111,490
East South Central	17	\$61,660	\$46,400	\$60,120	\$77,800	\$90,960
West South Central	28	\$74,590	\$62,330	\$74,020	\$85,420	\$97,190
Mountain	10	\$87,600	\$72,120	\$84,910	\$100,430	\$132,330
Pacific	31	\$98,670	\$75,560	\$95,370	\$119,420	\$142,280
By number of full-time employees						
1	0					
2 - 4	1	*	*	*	*	*
5 - 9	9	\$58,770	\$42,000	\$52,460	\$73,800	*
10 - 49	71	\$65,170	\$56,060	\$62,080	\$73,240	\$86,180
50 - 99	41	\$74,990	\$64,300	\$73,620	\$85,900	\$95,550
100 or more	96	\$93,710	\$77,160	\$91,840	\$110,440	\$120,110
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	2	*	*	*	*	*
9 - 10	7	\$62,230	\$42,000	\$54,430	\$61,540	*
11 - 12	7	\$69,440	\$50,020	\$67,950	\$79,580	*
13 - 20	202	\$81,760	\$64,880	\$79,260	\$96,280	\$111,490
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	11	\$44,910	\$40,390	\$42,860	\$47,600	*
\$20M to \$50M	25	\$60,820	\$51,160	\$59,140	\$65,470	\$79,790
\$50M to \$100M	26	\$70,800	\$58,220	\$65,120	\$79,880	\$90,280
\$100M to \$200M	39	\$70,690	\$60,030	\$70,020	\$79,390	\$87,530
\$200M or more	117	\$91,190	\$75,330	\$89,370	\$107,090	\$115,370
By number of members						
1 - 999	0					
1,000 - 1,999	3	*	*	*	*	*
2,000 - 4,999	18	\$56,180	\$42,220	\$51,080	\$66,000	\$84,790
5,000 - 9,999	28	\$63,260	\$55,890	\$61,560	\$68,750	\$82,810
10,000 - 19,999	48	\$69,390	\$58,100	\$68,320	\$79,580	\$89,220
20,000 - 39,999	33	\$81,140	\$65,980	\$77,930	\$95,220	\$107,300
40,000 - 49,999	11	\$82,500	\$67,190	\$81,540	\$93,600	\$120,110
50,000 - 59,999	0					
60,000 or more	64	\$97,270	\$82,130	\$96,570	\$111,490	\$120,650
Number of branch offices						
1	19	\$70,170	\$51,140	\$65,540	\$81,090	\$106,360
2	27	\$59,140	\$45,960	\$58,960	\$68,200	\$80,980
3	23	\$69,230	\$58,570	\$63,840	\$80,900	\$95,490
4	21	\$68,780	\$56,150	\$63,350	\$82,020	\$99,040
5 or more	128	\$88,860	\$73,360	\$85,700	\$104,480	\$113,690

\* Insufficient data

**Table 82 - 2  
Incentives and Bonuses  
Accounting Manager / Supervisor**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		211	78%	164	\$5,000
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 \$50M	16	69%	11	\$2,670
	\$50M to \$100M	22	83%	18	\$3,010
	\$100M to \$200M	36	73%	26	\$3,660
	\$200M to \$500M	47	81%	36	\$4,220
	\$500M to \$1B	34	84%	27	\$5,340
	\$1B to \$3B	35	90%	29	\$5,890
\$3B or more	20	60%	16	\$9,100	
By region	New England	8	89%	7	\$3,290
	Middle Atlantic	15	79%	12	\$4,080
	East North Central	58	81%	45	\$5,020
	West North Central	20	77%	16	\$4,190
	South Atlantic	27	67%	21	\$5,160
	East South Central	15	65%	10	\$3,960
	West South Central	27	82%	21	\$4,680
	Mountain Pacific	10 30	94% 84%	8 24	\$6,840 \$6,150
By number of full-time employees	1	0		0	
	2 - 4	1	0%	0	
	5 - 9	7	87%	6	\$2,350
	10 - 49	69	77%	52	\$3,440
	50 - 99	41	79%	30	\$3,470
	100 or more	92	79%	76	\$6,670
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	2	0%	0	
	9 - 10	7	83%	6	\$4,660
	11 - 12	7	87%	6	\$5,100
	13 - 20	195	78%	152	\$5,010
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	10	63%	6	\$1,890
	\$20M to \$50M	25	80%	20	\$2,860
	\$50M to \$100M	25	75%	19	\$4,350
	\$100M to \$200M	37	78%	27	\$3,390
	\$200M or more	114	80%	92	\$6,130
By number of members	1 - 999	0		0	
	1,000 - 1,999	2	100%	2	*
	2,000 - 4,999	18	75%	14	\$1,810
	5,000 - 9,999	27	78%	21	\$3,680
	10,000 - 19,999	46	77%	34	\$3,410
	20,000 - 39,999	33	79%	25	\$4,940
	40,000 - 49,999	11	77%	9	\$4,480
	50,000 - 59,999 60,000 or more	0 61		0 50	
Number of branch offices	1	18	83%	15	\$3,710
	2	25	67%	17	\$3,340
	3	23	82%	17	\$2,810
	4	20	80%	16	\$4,460
	5 or more	125	79%	99	\$5,830

\* Insufficient data

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

**Table 82 - 3**  
**Total Cash Compensation**  
**Accounting Manager / Supervisor**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	218	\$84,220	\$64,870	\$80,400	\$99,440	\$113,830
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	17	\$53,610	\$42,610	\$50,620	\$60,020	\$80,000
\$50M to \$100M	22	\$61,680	\$53,770	\$61,770	\$68,010	\$75,530
\$100M to \$200M	38	\$73,970	\$62,300	\$70,120	\$86,250	\$92,770
\$200M to \$500M	48	\$76,750	\$63,220	\$74,940	\$84,960	\$103,420
\$500M to \$1B	36	\$90,760	\$73,540	\$86,140	\$106,150	\$118,640
\$1B to \$3B	36	\$96,980	\$82,930	\$93,530	\$109,220	\$121,880
\$3B or more	20	\$111,180	\$98,530	\$111,490	\$125,110	\$143,920
By region						
New England	8	\$78,140	\$69,580	\$79,000	\$85,970	\$94,860
Middle Atlantic	16	\$81,870	\$65,270	\$77,200	\$95,170	\$119,610
East North Central	60	\$77,760	\$62,360	\$75,360	\$91,510	\$110,550
West North Central	20	\$75,550	\$54,980	\$77,060	\$91,940	\$108,990
South Atlantic	28	\$93,640	\$72,740	\$98,490	\$111,490	\$114,590
East South Central	17	\$64,030	\$47,840	\$60,690	\$82,810	\$97,650
West South Central	28	\$78,160	\$65,030	\$77,940	\$88,240	\$104,260
Mountain	10	\$93,240	\$76,510	\$88,990	\$104,710	\$151,520
Pacific	31	\$103,690	\$82,750	\$99,380	\$124,500	\$153,490
By number of full-time employees						
1	0					
2 - 4	1	*	*	*	*	*
5 - 9	9	\$60,520	\$44,000	\$54,270	\$75,180	*
10 - 49	71	\$67,720	\$57,530	\$64,580	\$75,990	\$88,880
50 - 99	41	\$77,540	\$64,780	\$76,620	\$88,810	\$97,930
100 or more	96	\$98,650	\$80,250	\$97,170	\$111,490	\$128,710
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	2	*	*	*	*	*
9 - 10	7	\$66,090	\$44,000	\$56,350	\$65,080	*
11 - 12	7	\$73,890	\$52,000	\$71,310	\$86,010	*
13 - 20	202	\$85,440	\$66,890	\$82,130	\$100,000	\$113,790
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	11	\$45,960	\$40,720	\$44,000	\$50,670	*
\$20M to \$50M	25	\$63,110	\$52,370	\$61,930	\$67,850	\$81,300
\$50M to \$100M	26	\$73,960	\$60,380	\$69,090	\$85,590	\$93,420
\$100M to \$200M	39	\$73,110	\$63,220	\$71,630	\$81,890	\$91,630
\$200M or more	117	\$95,760	\$79,240	\$93,570	\$111,490	\$123,410
By number of members						
1 - 999	0					
1,000 - 1,999	3	*	*	*	*	*
2,000 - 4,999	18	\$57,530	\$43,150	\$52,100	\$67,650	\$84,940
5,000 - 9,999	28	\$66,050	\$56,920	\$64,480	\$72,540	\$88,620
10,000 - 19,999	48	\$71,830	\$61,740	\$71,130	\$81,630	\$91,690
20,000 - 39,999	33	\$84,930	\$66,320	\$82,950	\$96,930	\$112,300
40,000 - 49,999	11	\$85,960	\$67,690	\$84,760	\$101,260	\$123,410
50,000 - 59,999	0					
60,000 or more	64	\$102,160	\$85,140	\$104,050	\$111,490	\$132,030
Number of branch offices						
1	19	\$73,100	\$53,940	\$66,230	\$84,910	\$111,060
2	27	\$61,290	\$49,510	\$60,830	\$72,580	\$85,970
3	23	\$71,360	\$59,500	\$67,500	\$83,330	\$97,010
4	21	\$72,110	\$62,320	\$64,870	\$88,080	\$108,820
5 or more	128	\$93,170	\$76,000	\$90,710	\$110,310	\$121,990

\* 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 82 - 4**  
**Salary Ranges**  
**Accounting Manager / Supervisor**

		N	average minimum	average midpoint	average maximum
Overall		154	\$66,480	\$83,350	\$100,220
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	5	*	*	*
	\$50M to \$100M	11	\$49,160	\$60,060	\$70,960
	\$100M to \$200M	25	\$56,910	\$69,590	\$82,270
	\$200M to \$500M	34	\$61,990	\$78,060	\$94,140
	\$500M to \$1B	30	\$70,720	\$88,750	\$106,780
	\$1B to \$3B	31	\$73,430	\$92,870	\$112,300
	\$3B or more	18	\$86,580	\$110,580	\$134,590

\* 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 identify 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 83 - 1  
Salaries  
Investments VP**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		20	\$168,150	\$129,920	\$162,670	\$203,310	\$241,640
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M to \$500M	0					
	\$500M to \$1B	3	*	*	*	*	*
	\$1B to \$3B	8	\$156,760	\$132,670	\$160,230	\$182,050	\$209,450
\$3B or more	9	\$183,680	\$133,250	\$179,650	\$222,050	\$293,090	
By region	New England	1	*	*	*	*	*
	Middle Atlantic	2	*	*	*	*	*
	East North Central	2	*	*	*	*	*
	West North Central	2	*	*	*	*	*
	South Atlantic	2	*	*	*	*	*
	East South Central	1	*	*	*	*	*
	West South Central	1	*	*	*	*	*
	Mountain	2	*	*	*	*	*
	Pacific	8	\$195,290	\$164,650	\$192,050	\$226,880	\$308,490
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	1	*	*	*	*	*
	100 or more	19	\$169,920	\$132,250	\$164,350	\$204,150	\$242,620
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	20	\$168,150	\$129,920	\$162,670	\$203,310	\$241,640
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	20	\$168,150	\$129,920	\$162,670	\$203,310	\$241,640
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	1	*	*	*	*	*
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	18	\$173,150	\$133,790	\$169,120	\$205,900	\$244,600
Number of branch offices	1	0					
	2	0					
	3	0					
	4	0					
	5 or more	20	\$168,150	\$129,920	\$162,670	\$203,310	\$241,640

\* Insufficient data



**Table 83 - 2  
Incentives and Bonuses  
Investments VP**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		20	83%	18	\$28,380
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 \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	0		0	
	\$200M to \$500M	0		0	
	\$500M to \$1B	3	100%	3	*
	\$1B to \$3B	8	100%	8	\$17,320
	\$3B or more	9	67%	7	\$44,030
By region	New England	1	100%	1	*
	Middle Atlantic	2	100%	2	*
	East North Central	2	100%	2	*
	West North Central	2	64%	1	*
	South Atlantic	2	39%	1	*
	East South Central	1	100%	1	*
	West South Central	1	100%	1	*
	Mountain	2	100%	2	*
	Pacific	8	90%	7	\$36,530
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	0		0	
	50 - 99	1	100%	1	*
	100 or more	19	83%	17	\$29,050
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	20	83%	18	\$28,380
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	20	83%	18	\$28,380
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	1	100%	1	*
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	18	82%	16	\$30,020
Number of branch offices	1	0		0	
	2	0		0	
	3	0		0	
	4	0		0	
	5 or more	20	83%	18	\$28,380

\* Insufficient data

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

**Table 83 - 3  
Total Cash Compensation  
Investments VP**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		20	\$191,810	\$139,700	\$182,270	\$229,250	\$313,540
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	0					
	\$200M to \$500M	0					
	\$500M to \$1B	3	*	*	*	*	*
	\$1B to \$3B	8	\$174,080	\$147,170	\$181,070	\$208,790	\$218,820
\$3B or more	9	\$213,030	\$144,080	\$211,060	\$272,770	\$344,740	
By region	New England	1	*	*	*	*	*
	Middle Atlantic	2	*	*	*	*	*
	East North Central	2	*	*	*	*	*
	West North Central	2	*	*	*	*	*
	South Atlantic	2	*	*	*	*	*
	East South Central	1	*	*	*	*	*
	West South Central	1	*	*	*	*	*
	Mountain	2	*	*	*	*	*
	Pacific	8	\$228,310	\$206,770	\$216,660	\$275,550	\$351,050
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	1	*	*	*	*	*
	100 or more	19	\$193,990	\$144,080	\$182,490	\$234,780	\$315,140
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	20	\$191,810	\$139,700	\$182,270	\$229,250	\$313,540
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	20	\$191,810	\$139,700	\$182,270	\$229,250	\$313,540
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	1	*	*	*	*	*
	40,000 - 49,999	0					
	50,000 - 59,999	0					
	60,000 or more	18	\$197,680	\$145,290	\$187,810	\$241,450	\$318,340
Number of branch offices	1	0					
	2	0					
	3	0					
	4	0					
	5 or more	20	\$191,810	\$139,700	\$182,270	\$229,250	\$313,540

\* 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 83 - 4  
Salary Ranges  
Investments VP**

		N	average minimum	average midpoint	average maximum
Overall		18	\$136,510	\$174,160	\$211,800
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	0			
	\$100M to \$200M	0			
	\$200M to \$500M	0			
	\$500M to \$1B	2	*	*	*
	\$1B to \$3B	7	\$121,970	\$156,380	\$190,790
	\$3B or more	9	\$151,260	\$192,010	\$232,770

\* 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 goals.

### **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 goals.

**Table 84 - 1**  
**Salaries**  
**Investments Manager**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	18	\$90,840	\$69,210	\$91,040	\$107,390	\$133,770
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	0					
\$100M to \$200M	1	*	*	*	*	*
\$200M to \$500M	4	\$70,200	\$57,950	\$74,410	\$87,880	*
\$500M to \$1B	1	*	*	*	*	*
\$1B to \$3B	6	\$91,440	\$75,480	\$93,140	\$121,420	\$144,000
\$3B or more	7	\$110,600	\$87,650	\$105,800	\$124,170	*
By region						
New England	0					
Middle Atlantic	1	*	*	*	*	*
East North Central	7	\$75,180	\$57,130	\$84,740	\$94,010	\$96,800
West North Central	0					
South Atlantic	1	*	*	*	*	*
East South Central	1	*	*	*	*	*
West South Central	3	*	*	*	*	*
Mountain	0					
Pacific	5	\$94,030	\$65,400	\$101,900	\$122,590	*
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	0					
50 - 99	4	\$62,580	\$42,330	\$64,270	\$86,460	*
100 or more	14	\$98,480	\$82,040	\$93,870	\$120,470	\$150,610
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	18	\$90,840	\$69,210	\$91,040	\$107,390	\$133,770
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	2	*	*	*	*	*
\$200M or more	17	\$95,010	\$77,610	\$91,390	\$112,730	\$138,310
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	1	*	*	*	*	*
20,000 - 39,999	3	\$70,440	\$53,820	\$77,690	\$90,070	*
40,000 - 49,999	1	*	*	*	*	*
50,000 - 59,999	0					
60,000 or more	13	\$100,270	\$83,620	\$94,530	\$121,130	\$162,870
Number of branch offices						
1	0					
2	1	*	*	*	*	*
3	1	*	*	*	*	*
4	0					
5 or more	17	\$91,000	\$67,020	\$91,050	\$111,690	\$137,590

\* Insufficient data

**Table 84 - 2  
Incentives and Bonuses  
Investments Manager**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		18	86%	14	\$18,090
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 \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	1	100%	1	*
	\$200M to \$500M	4	83%	3	*
	\$500M to \$1B	1	100%	1	*
	\$1B to \$3B	6	91%	5	\$21,680
\$3B or more	7	78%	5	\$27,320	
By region	New England	0		0	
	Middle Atlantic	1	100%	1	*
	East North Central	6	81%	5	\$3,490
	West North Central	0		0	
	South Atlantic	1	100%	1	*
	East South Central	1	47%	1	*
	West South Central	3	74%	2	*
	Mountain	0		0	
	Pacific	5	100%	5	\$9,270
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	0		0	
	50 - 99	4	84%	4	\$1,520
	100 or more	14	86%	11	\$22,910
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	18	86%	14	\$18,090
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	2	100%	2	*
	\$200M or more	16	84%	13	\$19,980
	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		1	100%	1	*
20,000 - 39,999		3	80%	2	*
40,000 - 49,999		1	100%	1	*
50,000 - 59,999		0		0	
60,000 or more		12	85%	10	\$24,180
Number of branch offices	1	0		0	
	2	1	100%	1	*
	3	1	100%	1	*
	4	0		0	
	5 or more	17	84%	13	\$19,500

\* Insufficient data

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

**Table 84 - 3  
Total Cash Compensation  
Investments Manager**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		18	\$105,190	\$70,120	\$95,350	\$115,420	\$212,720
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	1	*	*	*	*	*
	\$200M to \$500M	4	\$71,500	\$58,100	\$74,840	\$90,740	*
	\$500M to \$1B	1	*	*	*	*	*
	\$1B to \$3B	6	\$109,490	\$77,490	\$97,360	\$135,510	\$296,140
	\$3B or more	7	\$131,850	\$93,930	\$114,010	\$130,870	*
By region	New England	0					
	Middle Atlantic	1	*	*	*	*	*
	East North Central	7	\$77,750	\$57,320	\$95,010	\$98,690	\$101,000
	West North Central	0					
	South Atlantic	1	*	*	*	*	*
	East South Central	1	*	*	*	*	*
	West South Central	3	*	*	*	*	*
	Mountain	0					
	Pacific	5	\$103,300	\$71,260	\$110,330	\$134,280	*
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	0					
	50 - 99	4	\$63,860	\$43,190	\$65,270	\$88,990	*
	100 or more	14	\$116,370	\$83,270	\$100,020	\$125,060	\$301,970
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	18	\$105,190	\$70,120	\$95,350	\$115,420	\$212,720
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	2	*	*	*	*	*
	\$200M or more	17	\$110,530	\$77,780	\$96,680	\$117,440	\$249,710
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	1	*	*	*	*	*
	20,000 - 39,999	3	\$71,610	\$54,240	\$77,870	\$93,660	*
	40,000 - 49,999	1	*	*	*	*	*
	50,000 - 59,999	0					
	60,000 or more	13	\$119,790	\$86,360	\$100,780	\$132,210	\$312,790
Number of branch offices	1	0					
	2	1	*	*	*	*	*
	3	1	*	*	*	*	*
	4	0					
	5 or more	17	\$106,200	\$68,670	\$95,350	\$117,080	\$243,840

\* 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 84 - 4  
Salary Ranges  
Investments Manager**

		N	average minimum	average midpoint	average maximum
Overall		16	\$74,670	\$93,330	\$111,990
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	0			
	\$100M to \$200M	1	*	*	*
	\$200M to \$500M	3	*	*	*
	\$500M to \$1B	1	*	*	*
	\$1B to \$3B	6	\$70,300	\$89,310	\$108,320
	\$3B or more	6	\$92,830	\$114,780	\$136,720

\* 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 examine 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 85 - 1**  
**Salaries**  
**Accountant**

	N	average	25th percentile	median	75th percentile	90th percentile	
Overall	290	\$57,660	\$48,020	\$55,470	\$65,780	\$72,850	
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	2	*	*	*	*	
	\$10M to \$20M	2	*	*	*	*	
	\$20M to \$50M	21	\$48,260	\$43,680	\$46,060	\$53,000	\$59,730
	\$50M to \$100M	42	\$53,780	\$43,590	\$52,000	\$59,490	\$77,850
	\$100M to \$200M	53	\$53,020	\$47,840	\$50,020	\$59,570	\$67,330
	\$200M to \$500M	55	\$54,110	\$47,160	\$52,050	\$61,400	\$66,910
	\$500M to \$1B	48	\$55,100	\$46,850	\$53,620	\$61,890	\$68,450
	\$1B to \$3B	47	\$60,470	\$52,480	\$58,400	\$70,320	\$73,700
\$3B or more	22	\$67,470	\$55,810	\$65,220	\$72,060	\$96,810	
By region	New England	18	\$57,150	\$46,160	\$56,210	\$61,070	\$83,800
	Middle Atlantic	26	\$54,720	\$45,410	\$56,700	\$63,790	\$68,760
	East North Central	68	\$54,520	\$47,990	\$53,240	\$57,810	\$70,630
	West North Central	20	\$57,090	\$50,450	\$56,570	\$60,060	\$68,530
	South Atlantic	42	\$56,630	\$48,020	\$56,500	\$63,260	\$72,060
	East South Central	18	\$52,710	\$42,540	\$48,470	\$56,720	\$74,310
	West South Central	34	\$52,140	\$46,880	\$49,400	\$57,810	\$67,330
	Mountain	22	\$56,890	\$48,660	\$53,580	\$64,450	\$73,700
	Pacific	41	\$70,150	\$61,320	\$69,870	\$74,790	\$96,810
By number of full-time employees	1	0					
	2 - 4	4	*	*	*	*	
	5 - 9	18	\$54,640	\$43,620	\$53,020	\$60,680	\$78,050
	10 - 49	100	\$52,090	\$44,990	\$50,000	\$57,870	\$67,330
	50 - 99	52	\$54,730	\$47,420	\$51,880	\$61,740	\$69,490
	100 or more	116	\$60,670	\$51,450	\$59,000	\$70,030	\$74,790
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	4	*	*	*	*	
	9 - 10	7	\$43,660	\$39,250	\$41,690	\$45,720	*
	11 - 12	17	\$54,840	\$47,240	\$53,000	\$62,930	\$75,500
	13 - 20	263	\$57,990	\$48,490	\$55,850	\$66,470	\$72,850
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	2	*	*	*	*	
	\$5M to \$20M	16	\$49,720	\$40,880	\$46,680	\$59,730	\$69,340
	\$20M to \$50M	40	\$51,130	\$43,680	\$47,840	\$53,760	\$66,930
	\$50M to \$100M	38	\$53,000	\$44,160	\$52,030	\$59,650	\$67,830
	\$100M to \$200M	46	\$52,170	\$46,370	\$50,000	\$57,110	\$67,270
	\$200M or more	148	\$60,290	\$51,190	\$58,670	\$69,870	\$74,320
By number of members	1 - 999	0					
	1,000 - 1,999	7	\$42,180	\$36,400	\$40,110	\$47,840	*
	2,000 - 4,999	28	\$53,010	\$45,000	\$51,150	\$59,720	\$74,460
	5,000 - 9,999	51	\$53,140	\$43,010	\$49,540	\$60,000	\$69,470
	10,000 - 19,999	54	\$53,120	\$47,930	\$50,980	\$58,490	\$67,100
	20,000 - 39,999	47	\$55,370	\$48,000	\$55,000	\$62,000	\$68,160
	40,000 - 49,999	16	\$54,290	\$45,770	\$52,590	\$63,040	\$71,050
	50,000 - 59,999	0					
	60,000 or more	72	\$62,560	\$53,580	\$61,990	\$71,410	\$74,790
Number of branch offices	1	37	\$52,450	\$45,000	\$50,590	\$58,630	\$70,190
	2	31	\$54,020	\$43,810	\$52,190	\$62,060	\$71,730
	3	34	\$52,070	\$45,590	\$50,550	\$55,860	\$66,960
	4	35	\$52,520	\$47,240	\$50,310	\$57,870	\$67,040
	5 or more	153	\$59,830	\$49,830	\$58,130	\$68,710	\$74,790

\* Insufficient data

**Table 85 - 2  
Incentives and Bonuses  
Accountant**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		285	79%	210	\$2,810
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	2	0%	0	
	\$10M to \$20M	2	100%	2	*
	\$20M to \$50M	21	47%	9	\$1,280
	\$50M to \$100M	42	69%	30	\$1,980
	\$100M to \$200M	53	82%	43	\$2,260
	\$200M to \$500M	53	76%	41	\$2,310
	\$500M to \$1B	45	84%	34	\$2,900
	\$1B to \$3B	45	87%	35	\$2,830
\$3B or more	22	79%	17	\$4,000	
By region	New England	18	68%	12	\$3,240
	Middle Atlantic	26	73%	20	\$2,350
	East North Central	67	78%	46	\$2,790
	West North Central	20	86%	16	\$2,920
	South Atlantic	41	80%	32	\$2,560
	East South Central	18	69%	11	\$3,080
	West South Central	33	88%	26	\$2,090
	Mountain Pacific	21 41	77% 82%	15 31	\$2,170 \$3,840
By number of full-time employees	1	0		0	
	2 - 4	4	61%	1	*
	5 - 9	18	57%	10	\$1,030
	10 - 49	100	69%	72	\$2,080
	50 - 99	50	82%	39	\$2,070
	100 or more	112	84%	88	\$3,300
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	4	32%	1	*
	9 - 10	7	86%	5	\$1,690
	11 - 12	17	51%	8	\$2,790
	13 - 20	258	81%	196	\$2,830
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	2	0%	0	
	\$5M to \$20M	16	51%	7	\$1,000
	\$20M to \$50M	40	64%	27	\$1,860
	\$50M to \$100M	38	81%	31	\$2,200
	\$100M to \$200M	46	74%	34	\$2,110
	\$200M or more	143	83%	111	\$3,130
By number of members	1 - 999	0		0	
	1,000 - 1,999	7	65%	4	*
	2,000 - 4,999	28	60%	16	\$1,220
	5,000 - 9,999	51	66%	36	\$2,240
	10,000 - 19,999	54	80%	42	\$2,100
	20,000 - 39,999	47	78%	37	\$2,660
	40,000 - 49,999	16	66%	11	\$3,200
	50,000 - 59,999 60,000 or more	0 69	 86%	0 55	 \$3,210
Number of branch offices	1	37	61%	21	\$1,990
	2	31	66%	22	\$1,870
	3	34	77%	25	\$2,170
	4	34	79%	26	\$2,190
	5 or more	149	83%	117	\$3,100

\* Insufficient data

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

**Table 85 - 3**  
**Total Cash Compensation**  
**Accountant**

	N	average	25th percentile	median	75th percentile	90th percentile	
Overall	290	\$59,720	\$49,500	\$57,040	\$68,250	\$77,040	
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	2	*	*	*	*	
	\$10M to \$20M	2	*	*	*	*	
	\$20M to \$50M	21	\$48,800	\$43,680	\$47,170	\$53,000	\$59,730
	\$50M to \$100M	42	\$55,140	\$44,360	\$52,000	\$61,080	\$83,280
	\$100M to \$200M	53	\$54,810	\$48,310	\$52,610	\$61,320	\$69,350
	\$200M to \$500M	55	\$55,800	\$48,660	\$55,290	\$62,640	\$68,470
	\$500M to \$1B	48	\$57,160	\$48,420	\$55,080	\$65,050	\$71,910
	\$1B to \$3B	47	\$62,590	\$54,000	\$60,690	\$72,850	\$77,750
\$3B or more	22	\$70,640	\$59,970	\$68,130	\$76,370	\$105,550	
By region	New England	18	\$59,190	\$47,000	\$57,010	\$64,210	\$86,350
	Middle Atlantic	26	\$56,410	\$45,910	\$56,850	\$64,930	\$70,480
	East North Central	68	\$56,400	\$49,500	\$55,450	\$61,900	\$71,000
	West North Central	20	\$59,600	\$53,180	\$58,690	\$65,180	\$70,710
	South Atlantic	42	\$58,560	\$48,670	\$57,040	\$67,530	\$72,150
	East South Central	18	\$54,830	\$44,740	\$52,160	\$58,970	\$80,230
	West South Central	34	\$53,780	\$47,800	\$50,870	\$59,400	\$69,220
	Mountain	22	\$58,490	\$49,610	\$55,320	\$66,730	\$75,480
	Pacific	41	\$73,090	\$64,200	\$71,610	\$77,870	\$105,550
By number of full-time employees	1	0					
	2 - 4	4	*	*	*	*	
	5 - 9	18	\$55,230	\$43,630	\$53,200	\$61,780	\$78,050
	10 - 49	100	\$53,530	\$46,340	\$52,000	\$58,800	\$68,020
	50 - 99	52	\$56,320	\$48,800	\$53,850	\$64,380	\$70,100
	100 or more	116	\$63,150	\$52,930	\$60,980	\$71,610	\$77,820
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	4	*	*	*	*	
	9 - 10	7	\$45,100	\$41,210	\$43,320	\$46,720	*
	11 - 12	17	\$56,260	\$47,240	\$53,000	\$67,990	\$75,500
	13 - 20	263	\$60,090	\$49,770	\$57,660	\$68,410	\$77,410
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	2	*	*	*	*	
	\$5M to \$20M	16	\$50,160	\$41,220	\$47,050	\$59,730	\$69,600
	\$20M to \$50M	40	\$52,330	\$44,270	\$49,470	\$55,980	\$67,530
	\$50M to \$100M	38	\$54,780	\$47,090	\$54,040	\$61,080	\$69,390
	\$100M to \$200M	46	\$53,650	\$47,400	\$51,330	\$59,600	\$67,590
	\$200M or more	148	\$62,650	\$52,550	\$60,820	\$71,140	\$77,420
By number of members	1 - 999	0					
	1,000 - 1,999	7	\$42,930	\$36,400	\$40,750	\$49,470	*
	2,000 - 4,999	28	\$53,700	\$45,690	\$51,400	\$60,600	\$75,650
	5,000 - 9,999	51	\$54,620	\$44,190	\$52,600	\$62,060	\$70,830
	10,000 - 19,999	54	\$54,740	\$48,800	\$52,030	\$61,090	\$68,000
	20,000 - 39,999	47	\$57,430	\$49,500	\$56,690	\$65,000	\$74,000
	40,000 - 49,999	16	\$56,360	\$47,730	\$53,810	\$63,800	\$72,980
	50,000 - 59,999	0					
	60,000 or more	72	\$64,980	\$55,330	\$64,390	\$72,320	\$77,870
Number of branch offices	1	37	\$53,600	\$45,780	\$52,290	\$59,690	\$72,190
	2	31	\$55,250	\$45,310	\$52,630	\$62,990	\$75,290
	3	34	\$53,630	\$47,160	\$51,740	\$57,620	\$68,400
	4	35	\$54,240	\$47,240	\$51,770	\$59,860	\$68,520
	5 or more	153	\$62,160	\$52,100	\$59,970	\$71,000	\$77,430

\* 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 85 - 4  
Salary Ranges  
Accountant**

		N	average minimum	average midpoint	average maximum
Overall		192	\$46,210	\$58,650	\$71,090
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	7	\$45,920	\$53,800	\$61,680
	\$50M to \$100M	16	\$41,320	\$52,200	\$63,070
	\$100M to \$200M	26	\$44,150	\$54,490	\$64,830
	\$200M to \$500M	42	\$44,640	\$55,880	\$67,130
	\$500M to \$1B	40	\$44,810	\$57,070	\$69,320
	\$1B to \$3B	40	\$49,320	\$63,990	\$78,670
	\$3B or more	20	\$52,980	\$69,600	\$86,210

\* 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. Assist with a variety of 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 86 - 1  
Salaries  
Accounting Clerk**

	N	average	25th percentile	median	75th percentile	90th percentile	
Overall	251	\$45,860	\$40,030	\$45,000	\$50,500	\$56,130	
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	3	*	*	*	*	
	\$20M to \$50M	20	\$41,930	\$35,890	\$38,900	\$46,850	\$59,900
	\$50M to \$100M	40	\$43,130	\$38,280	\$40,820	\$46,910	\$54,480
	\$100M to \$200M	56	\$43,460	\$38,800	\$41,910	\$48,200	\$55,830
	\$200M to \$500M	57	\$44,960	\$38,970	\$44,240	\$48,830	\$54,720
	\$500M to \$1B	28	\$46,640	\$41,140	\$46,030	\$50,830	\$59,550
	\$1B to \$3B	32	\$48,690	\$44,380	\$47,420	\$53,890	\$57,150
\$3B or more	14	\$48,790	\$40,830	\$47,000	\$55,760	\$58,790	
By region	New England	13	\$50,400	\$41,640	\$52,820	\$55,600	\$58,240
	Middle Atlantic	19	\$48,150	\$42,370	\$48,340	\$50,000	\$61,800
	East North Central	64	\$45,850	\$39,930	\$45,040	\$50,490	\$56,180
	West North Central	27	\$43,930	\$38,260	\$42,220	\$49,000	\$53,330
	South Atlantic	27	\$44,860	\$38,530	\$43,350	\$50,150	\$57,690
	East South Central	26	\$42,610	\$37,440	\$40,830	\$43,800	\$59,250
	West South Central	34	\$43,400	\$38,550	\$44,380	\$46,570	\$50,020
	Mountain	11	\$47,460	\$43,410	\$45,300	\$49,660	\$62,140
	Pacific	29	\$50,540	\$46,980	\$51,250	\$53,890	\$56,100
By number of full-time employees	1	0					
	2 - 4	4	*	*	*	*	
	5 - 9	16	\$42,780	\$38,480	\$40,120	\$44,940	\$60,330
	10 - 49	100	\$43,850	\$38,190	\$41,690	\$49,370	\$55,510
	50 - 99	53	\$44,340	\$39,000	\$43,510	\$48,270	\$52,370
	100 or more	77	\$47,740	\$42,990	\$46,980	\$53,330	\$57,690
By number of services offered	1 - 2	0					
	3 - 4	2	*	*	*	*	
	5 - 6	0					
	7 - 8	0					
	9 - 10	7	\$48,320	\$40,360	\$52,000	\$55,240	*
	11 - 12	13	\$44,200	\$38,580	\$44,380	\$45,900	\$56,040
	13 - 20	229	\$45,840	\$40,100	\$45,000	\$50,320	\$55,920
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	18	\$42,350	\$34,900	\$39,880	\$48,000	\$59,150
	\$20M to \$50M	35	\$43,620	\$37,510	\$41,420	\$50,290	\$56,140
	\$50M to \$100M	42	\$43,380	\$38,460	\$41,600	\$45,770	\$58,010
	\$100M to \$200M	52	\$44,360	\$39,290	\$43,930	\$48,830	\$52,110
	\$200M or more	103	\$47,460	\$42,470	\$46,570	\$53,090	\$57,220
By number of members	1 - 999	0					
	1,000 - 1,999	7	\$51,260	\$40,120	\$54,410	\$60,360	*
	2,000 - 4,999	25	\$41,990	\$37,540	\$41,620	\$46,300	\$51,130
	5,000 - 9,999	47	\$43,010	\$37,990	\$40,120	\$46,040	\$56,860
	10,000 - 19,999	64	\$44,120	\$39,240	\$42,600	\$49,580	\$53,800
	20,000 - 39,999	36	\$44,170	\$38,210	\$43,750	\$47,140	\$50,440
	40,000 - 49,999	12	\$47,240	\$42,540	\$45,330	\$50,830	\$56,910
	50,000 - 59,999	0					
	60,000 or more	50	\$48,010	\$42,960	\$47,140	\$53,720	\$58,000
Number of branch offices	1	34	\$46,120	\$39,340	\$43,140	\$54,090	\$59,600
	2	35	\$41,200	\$35,880	\$39,630	\$45,060	\$48,090
	3	20	\$43,130	\$37,580	\$41,550	\$49,880	\$54,980
	4	32	\$44,710	\$39,010	\$42,920	\$49,890	\$55,730
	5 or more	129	\$46,990	\$41,770	\$46,110	\$51,270	\$56,990

\* Insufficient data

**Table 86 - 2  
Incentives and Bonuses  
Accounting Clerk**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		242	74%	180	\$2,100
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 \$50M	20	88%	17	\$1,550
	\$50M to \$100M	39	74%	29	\$1,770
	\$100M to \$200M	54	64%	37	\$2,520
	\$200M to \$500M	55	70%	39	\$2,000
	\$500M to \$1B	25	81%	20	\$2,550
	\$1B to \$3B	32	83%	27	\$1,960
\$3B or more	14	63%	9	\$2,120	
By region	New England	13	89%	11	\$2,800
	Middle Atlantic	18	82%	14	\$2,030
	East North Central	62	79%	49	\$1,980
	West North Central	26	64%	20	\$2,130
	South Atlantic	26	72%	20	\$2,000
	East South Central	26	60%	15	\$1,830
	West South Central	33	66%	21	\$2,310
	Mountain Pacific	10 28	86% 78%	8 20	\$1,750 \$2,220
By number of full-time employees	1	0		0	
	2 - 4	4	60%	2	*
	5 - 9	16	88%	14	\$1,670
	10 - 49	97	69%	68	\$2,140
	50 - 99	51	70%	37	\$2,000
	100 or more	74	78%	58	\$2,170
By number of services offered	1 - 2	0		0	
	3 - 4	2	0%	0	
	5 - 6	0		0	
	7 - 8	0		0	
	9 - 10	7	68%	6	\$2,490
	11 - 12	12	47%	9	\$2,420
	13 - 20	221	75%	165	\$2,080
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	18	80%	14	\$1,080
	\$20M to \$50M	35	80%	28	\$2,020
	\$50M to \$100M	42	72%	29	\$2,450
	\$100M to \$200M	50	60%	32	\$2,060
	\$200M or more	99	78%	77	\$2,130
By number of members	1 - 999	0		0	
	1,000 - 1,999	7	80%	5	*
	2,000 - 4,999	25	79%	20	\$1,420
	5,000 - 9,999	46	75%	34	\$2,150
	10,000 - 19,999	61	63%	41	\$2,110
	20,000 - 39,999	34	75%	27	\$2,410
	40,000 - 49,999	12	70%	7	\$2,600
	50,000 - 59,999 60,000 or more	0 48	 75%	0 38	 \$1,800
Number of branch offices	1	34	83%	26	\$1,870
	2	35	72%	24	\$1,810
	3	19	68%	13	\$1,150
	4	31	63%	22	\$2,690
	5 or more	123	76%	95	\$2,170

\* Insufficient data

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



**Table 86 - 3**  
**Total Cash Compensation**  
**Accounting Clerk**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	251	\$47,340	\$40,830	\$46,200	\$52,510	\$58,310
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	3	*	*	*	*	*
\$20M to \$50M	20	\$43,280	\$38,130	\$39,690	\$46,930	\$62,770
\$50M to \$100M	40	\$44,430	\$38,620	\$43,180	\$49,280	\$55,940
\$100M to \$200M	56	\$44,990	\$39,520	\$43,070	\$50,180	\$57,210
\$200M to \$500M	57	\$46,290	\$39,630	\$44,970	\$50,530	\$56,400
\$500M to \$1B	28	\$48,510	\$41,750	\$48,380	\$52,570	\$62,210
\$1B to \$3B	32	\$50,210	\$44,940	\$49,280	\$56,290	\$59,040
\$3B or more	14	\$50,120	\$41,710	\$48,440	\$56,320	\$61,460
By region						
New England	13	\$52,900	\$43,510	\$54,440	\$60,240	\$61,030
Middle Atlantic	19	\$49,790	\$43,260	\$48,680	\$55,520	\$63,810
East North Central	64	\$47,370	\$41,870	\$46,020	\$52,540	\$58,260
West North Central	27	\$45,140	\$39,280	\$44,140	\$51,230	\$53,330
South Atlantic	27	\$46,230	\$39,670	\$44,360	\$50,750	\$60,760
East South Central	26	\$43,700	\$38,370	\$40,830	\$44,640	\$62,030
West South Central	34	\$44,730	\$39,090	\$44,380	\$49,270	\$52,520
Mountain	11	\$48,870	\$44,320	\$47,240	\$52,680	\$63,490
Pacific	29	\$52,250	\$48,310	\$52,370	\$56,390	\$57,380
By number of full-time employees						
1	0					
2 - 4	4	*	*	*	*	*
5 - 9	16	\$44,240	\$39,310	\$41,130	\$48,210	\$62,800
10 - 49	100	\$45,260	\$38,800	\$43,150	\$51,200	\$58,410
50 - 99	53	\$45,660	\$39,690	\$44,270	\$49,980	\$54,330
100 or more	77	\$49,330	\$44,370	\$48,580	\$54,340	\$59,540
By number of services offered						
1 - 2	0					
3 - 4	2	*	*	*	*	*
5 - 6	0					
7 - 8	0					
9 - 10	7	\$50,020	\$41,490	\$52,000	\$57,130	*
11 - 12	13	\$45,290	\$38,580	\$44,380	\$48,800	\$56,060
13 - 20	229	\$47,330	\$40,830	\$46,210	\$52,500	\$58,260
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	18	\$43,220	\$36,850	\$40,590	\$48,100	\$59,350
\$20M to \$50M	35	\$45,190	\$38,580	\$41,590	\$51,290	\$60,810
\$50M to \$100M	42	\$45,110	\$39,000	\$43,110	\$47,960	\$60,240
\$100M to \$200M	52	\$45,470	\$39,520	\$44,350	\$50,410	\$52,580
\$200M or more	103	\$49,030	\$44,040	\$48,330	\$54,060	\$59,420
By number of members						
1 - 999	0					
1,000 - 1,999	7	\$52,660	\$41,130	\$55,910	\$62,110	*
2,000 - 4,999	25	\$43,120	\$38,630	\$41,850	\$47,600	\$52,720
5,000 - 9,999	47	\$44,600	\$38,550	\$41,700	\$48,870	\$60,240
10,000 - 19,999	64	\$45,340	\$39,520	\$44,000	\$51,290	\$55,680
20,000 - 39,999	36	\$45,920	\$39,220	\$44,470	\$50,000	\$53,390
40,000 - 49,999	12	\$48,900	\$44,030	\$47,830	\$50,830	\$61,030
50,000 - 59,999	0					
60,000 or more	50	\$49,280	\$44,240	\$48,140	\$54,890	\$59,420
Number of branch offices						
1	34	\$47,550	\$39,830	\$44,690	\$55,440	\$62,760
2	35	\$42,490	\$37,900	\$41,120	\$45,780	\$48,290
3	20	\$43,820	\$37,900	\$41,740	\$51,050	\$57,520
4	32	\$46,370	\$39,520	\$45,000	\$51,100	\$60,240
5 or more	129	\$48,550	\$43,030	\$47,920	\$53,270	\$58,260

\* 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 86 - 4  
Salary Ranges  
Accounting Clerk**

		N	average minimum	average midpoint	average maximum
Overall		169	\$37,150	\$45,900	\$54,660
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	9	\$34,890	\$42,450	\$50,000
	\$50M to \$100M	24	\$34,940	\$43,060	\$51,180
	\$100M to \$200M	32	\$35,290	\$42,870	\$50,450
	\$200M to \$500M	39	\$36,890	\$45,500	\$54,100
	\$500M to \$1B	22	\$37,730	\$47,170	\$56,610
	\$1B to \$3B	29	\$40,250	\$50,470	\$60,690
	\$3B or more	13	\$40,070	\$49,690	\$59,300

\* 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 87 - 1**  
**Salaries**  
**Branch Operations VP (head of branch ops.)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	168	\$112,050	\$84,350	\$105,310	\$131,610	\$172,400
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	7	\$52,560	\$40,920	\$54,240	\$61,890	*
\$50M to \$100M	10	\$78,060	\$61,060	\$72,000	\$92,560	\$118,240
\$100M to \$200M	25	\$74,590	\$60,000	\$75,070	\$84,430	\$98,680
\$200M to \$500M	34	\$94,690	\$76,350	\$90,260	\$114,150	\$128,590
\$500M to \$1B	29	\$106,950	\$90,480	\$101,090	\$119,630	\$149,700
\$1B to \$3B	43	\$124,380	\$105,450	\$118,090	\$145,050	\$171,770
\$3B or more	18	\$158,940	\$113,650	\$169,380	\$191,400	\$225,260
By region						
New England	8	\$121,500	\$113,580	\$116,560	\$131,780	\$177,580
Middle Atlantic	11	\$124,920	\$93,750	\$129,200	\$144,850	\$193,730
East North Central	38	\$105,140	\$80,190	\$100,000	\$118,970	\$155,020
West North Central	16	\$109,780	\$86,420	\$112,010	\$145,730	\$155,310
South Atlantic	22	\$97,460	\$68,160	\$91,950	\$110,640	\$154,480
East South Central	14	\$106,130	\$83,550	\$103,630	\$118,810	\$171,770
West South Central	16	\$99,690	\$78,090	\$90,480	\$119,330	\$160,150
Mountain	15	\$108,520	\$80,520	\$114,130	\$124,270	\$148,650
Pacific	28	\$140,360	\$110,340	\$132,500	\$176,820	\$195,740
By number of full-time employees						
1	0					
2 - 4	2	*	*	*	*	*
5 - 9	4	*	*	*	*	*
10 - 49	36	\$75,720	\$60,000	\$74,310	\$92,510	\$101,500
50 - 99	33	\$90,460	\$76,430	\$89,310	\$104,200	\$119,470
100 or more	93	\$126,910	\$101,320	\$117,530	\$155,000	\$177,840
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	1	*	*	*	*	*
9 - 10	3	*	*	*	*	*
11 - 12	5	\$66,140	\$48,230	\$65,100	\$79,720	*
13 - 20	158	\$113,540	\$86,590	\$108,530	\$132,630	\$172,940
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	5	*	*	*	*	*
\$20M to \$50M	10	\$58,840	\$44,400	\$59,260	\$69,820	*
\$50M to \$100M	19	\$79,480	\$60,000	\$79,980	\$92,820	\$110,120
\$100M to \$200M	25	\$84,890	\$68,150	\$85,000	\$97,020	\$117,970
\$200M or more	109	\$123,550	\$97,810	\$116,560	\$145,960	\$176,530
By number of members						
1 - 999	0					
1,000 - 1,999	2	*	*	*	*	*
2,000 - 4,999	11	\$59,890	\$48,130	\$56,960	\$69,510	\$91,770
5,000 - 9,999	15	\$79,090	\$60,000	\$74,080	\$92,870	\$118,870
10,000 - 19,999	26	\$83,530	\$66,490	\$83,020	\$95,980	\$116,220
20,000 - 39,999	30	\$98,420	\$81,180	\$96,320	\$110,000	\$131,600
40,000 - 49,999	10	\$110,710	\$69,150	\$103,080	\$155,310	\$164,160
50,000 - 59,999	0					
60,000 or more	67	\$130,750	\$104,590	\$118,200	\$158,670	\$190,100
Number of branch offices						
1	9	\$92,540	\$56,430	\$79,940	\$128,400	*
2	9	\$75,960	\$62,500	\$71,130	\$75,870	*
3	16	\$78,070	\$56,300	\$84,810	\$96,610	\$108,820
4	16	\$79,230	\$60,000	\$75,450	\$93,200	\$117,970
5 or more	118	\$120,360	\$95,110	\$113,970	\$141,650	\$175,980

\* Insufficient data

**Table 87 - 2  
Incentives and Bonuses  
Branch Operations VP (head of branch ops.)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		163	87%	133	\$11,210
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 \$50M	7	83%	6	\$1,780
	\$50M to \$100M	10	60%	6	\$3,870
	\$100M to \$200M	24	77%	17	\$4,140
	\$200M to \$500M	33	81%	26	\$10,140
	\$500M to \$1B	28	88%	24	\$11,890
	\$1B to \$3B	41	98%	37	\$11,040
	\$3B or more	18	80%	15	\$19,960
By region	New England	7	92%	6	\$6,620
	Middle Atlantic	11	85%	9	\$8,400
	East North Central	37	83%	28	\$11,910
	West North Central	16	100%	16	\$11,850
	South Atlantic	22	90%	19	\$8,930
	East South Central	14	71%	10	\$11,120
	West South Central	14	82%	11	\$11,670
	Mountain	15	96%	13	\$9,160
	Pacific	27	86%	21	\$15,000
By number of full-time employees	1	0		0	
	2 - 4	2	100%	2	*
	5 - 9	4	100%	4	*
	10 - 49	35	71%	24	\$3,660
	50 - 99	33	83%	25	\$8,180
	100 or more	89	91%	79	\$13,530
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	1	100%	1	*
	9 - 10	3	29%	1	*
	11 - 12	5	81%	3	*
	13 - 20	153	87%	126	\$11,080
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	5	56%	3	*
	\$20M to \$50M	10	80%	8	\$2,080
	\$50M to \$100M	19	74%	13	\$4,020
	\$100M to \$200M	24	80%	18	\$7,260
	\$200M or more	106	90%	91	\$12,980
By number of members	1 - 999	0		0	
	1,000 - 1,999	2	100%	2	*
	2,000 - 4,999	11	82%	9	\$2,370
	5,000 - 9,999	14	68%	9	\$3,690
	10,000 - 19,999	25	78%	18	\$6,180
	20,000 - 39,999	30	78%	23	\$10,190
	40,000 - 49,999	9	100%	9	\$12,530
	50,000 - 59,999	0		0	
	60,000 or more	64	93%	56	\$13,400
Number of branch offices	1	9	91%	8	\$9,100
	2	9	52%	4	\$7,860
	3	15	88%	12	\$6,290
	4	16	73%	11	\$6,140
	5 or more	115	89%	97	\$12,200

\* Insufficient data

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

**Table 87 - 3**  
**Total Cash Compensation**  
**Branch Operations VP (head of branch ops.)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	168	\$121,010	\$88,200	\$113,650	\$146,470	\$192,390
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	7	\$54,040	\$43,350	\$55,690	\$63,610	*
\$50M to \$100M	10	\$80,380	\$62,240	\$72,000	\$98,110	\$123,390
\$100M to \$200M	25	\$77,530	\$61,020	\$77,860	\$88,820	\$104,440
\$200M to \$500M	34	\$102,430	\$85,270	\$97,990	\$121,540	\$138,320
\$500M to \$1B	29	\$116,200	\$90,480	\$109,570	\$136,150	\$167,800
\$1B to \$3B	43	\$134,030	\$110,210	\$127,150	\$159,730	\$182,360
\$3B or more	18	\$174,980	\$127,300	\$191,510	\$213,820	\$231,910
By region						
New England	8	\$126,940	\$120,970	\$122,240	\$133,140	\$186,360
Middle Atlantic	11	\$132,070	\$97,400	\$141,110	\$172,410	\$194,230
East North Central	38	\$114,260	\$86,500	\$103,510	\$133,710	\$179,310
West North Central	16	\$121,300	\$91,620	\$120,980	\$157,940	\$160,560
South Atlantic	22	\$105,310	\$69,120	\$96,310	\$133,000	\$167,840
East South Central	14	\$114,030	\$83,550	\$104,590	\$145,160	\$195,540
West South Central	16	\$106,250	\$78,090	\$90,480	\$134,810	\$160,210
Mountain	15	\$116,420	\$84,020	\$119,790	\$129,240	\$161,590
Pacific	28	\$152,660	\$119,300	\$140,750	\$197,520	\$218,860
By number of full-time employees						
1	0					
2 - 4	2	*	*	*	*	*
5 - 9	4	*	*	*	*	*
10 - 49	36	\$78,180	\$61,650	\$75,670	\$94,060	\$104,860
50 - 99	33	\$96,670	\$85,000	\$96,400	\$112,470	\$127,640
100 or more	93	\$138,160	\$105,280	\$129,560	\$161,480	\$198,430
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	1	*	*	*	*	*
9 - 10	3	*	*	*	*	*
11 - 12	5	\$75,080	\$51,880	\$69,650	\$89,720	*
13 - 20	158	\$122,470	\$89,210	\$115,170	\$146,740	\$192,390
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	5	*	*	*	*	*
\$20M to \$50M	10	\$60,500	\$47,000	\$61,400	\$71,610	*
\$50M to \$100M	19	\$82,450	\$61,400	\$79,990	\$97,210	\$116,650
\$100M to \$200M	25	\$89,930	\$68,630	\$88,310	\$104,650	\$127,430
\$200M or more	109	\$134,300	\$102,900	\$122,240	\$160,560	\$196,330
By number of members						
1 - 999	0					
1,000 - 1,999	2	*	*	*	*	*
2,000 - 4,999	11	\$61,840	\$50,320	\$59,220	\$69,580	\$97,990
5,000 - 9,999	15	\$81,480	\$62,290	\$76,080	\$97,380	\$123,520
10,000 - 19,999	26	\$87,880	\$67,440	\$87,800	\$105,920	\$124,020
20,000 - 39,999	30	\$106,180	\$81,950	\$100,980	\$117,600	\$154,170
40,000 - 49,999	10	\$122,800	\$88,200	\$109,570	\$160,560	\$175,190
50,000 - 59,999	0					
60,000 or more	67	\$141,840	\$108,130	\$131,500	\$175,210	\$206,310
Number of branch offices						
1	9	\$100,800	\$58,470	\$79,990	\$131,930	*
2	9	\$80,080	\$63,390	\$71,760	\$78,790	*
3	16	\$82,980	\$60,630	\$88,280	\$100,530	\$126,730
4	16	\$83,540	\$62,870	\$81,300	\$95,580	\$121,470
5 or more	118	\$130,320	\$100,730	\$121,330	\$157,660	\$195,210

\* 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 87 - 4  
Salary Ranges  
Branch Operations VP (head of branch ops.)**

	N	average minimum	average midpoint	average maximum
Overall	125	\$93,030	\$118,370	\$143,720
By credit union asset size				
\$1M to \$2M	0			
\$2M to \$5M	0			
\$5M to \$10M	0			
\$10M to \$20M	2	*	*	*
\$20M to \$50M	4	*	*	*
\$50M to \$100M	6	\$62,780	\$79,230	\$95,680
\$100M to \$200M	13	\$64,110	\$77,230	\$90,350
\$200M to \$500M	26	\$79,910	\$102,360	\$124,820
\$500M to \$1B	23	\$96,540	\$123,950	\$151,350
\$1B to \$3B	36	\$102,450	\$131,700	\$160,940
\$3B or more	16	\$137,540	\$174,720	\$211,910

\* 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 quality 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. Examine 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 88 - 1  
Salaries  
Branch Manager II**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	190	\$84,320	\$68,500	\$81,130	\$97,990	\$115,090
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	7	\$52,930	\$46,380	\$52,800	\$55,800	*
\$50M to \$100M	17	\$54,850	\$48,590	\$54,700	\$60,840	\$71,260
\$100M to \$200M	25	\$56,180	\$48,000	\$55,320	\$63,470	\$70,340
\$200M to \$500M	42	\$66,880	\$57,970	\$65,180	\$74,510	\$84,000
\$500M to \$1B	35	\$73,770	\$65,480	\$72,400	\$82,710	\$87,550
\$1B to \$3B	41	\$82,620	\$69,930	\$79,570	\$93,640	\$99,350
\$3B or more	22	\$101,720	\$84,790	\$102,750	\$115,090	\$115,090
By region						
New England	13	\$82,250	\$75,370	\$79,780	\$86,840	\$93,540
Middle Atlantic	15	\$80,110	\$72,800	\$78,120	\$97,990	\$97,990
East North Central	47	\$74,150	\$62,610	\$75,970	\$81,000	\$95,420
West North Central	13	\$70,100	\$63,040	\$67,740	\$78,860	\$83,640
South Atlantic	25	\$96,060	\$69,980	\$115,090	\$115,090	\$115,090
East South Central	15	\$65,730	\$52,980	\$68,540	\$68,990	\$85,970
West South Central	21	\$75,440	\$65,080	\$71,710	\$85,500	\$95,000
Mountain	14	\$78,140	\$69,570	\$78,000	\$81,480	\$100,830
Pacific	27	\$95,380	\$83,150	\$93,640	\$101,940	\$116,550
By number of full-time employees						
1	0					
2 - 4	1	*	*	*	*	*
5 - 9	5	\$46,630	\$43,640	\$48,020	\$49,400	*
10 - 49	49	\$58,480	\$50,340	\$55,690	\$65,000	\$74,380
50 - 99	35	\$68,340	\$59,290	\$66,140	\$74,960	\$85,760
100 or more	99	\$89,290	\$73,260	\$84,790	\$106,330	\$115,090
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	1	*	*	*	*	*
9 - 10	3	*	*	*	*	*
11 - 12	8	\$65,240	\$55,000	\$68,670	\$68,760	\$81,800
13 - 20	178	\$84,740	\$68,540	\$81,300	\$97,990	\$115,090
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	8	\$49,830	\$45,810	\$48,150	\$52,800	*
\$20M to \$50M	12	\$52,950	\$48,750	\$50,810	\$57,790	\$66,730
\$50M to \$100M	16	\$53,770	\$47,000	\$54,400	\$59,820	\$66,430
\$100M to \$200M	36	\$61,820	\$55,410	\$59,910	\$68,000	\$75,260
\$200M or more	118	\$88,910	\$73,060	\$84,790	\$103,190	\$115,090
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	10	\$52,510	\$47,280	\$51,040	\$55,790	*
5,000 - 9,999	19	\$54,890	\$48,990	\$52,280	\$62,000	\$71,330
10,000 - 19,999	40	\$61,900	\$54,320	\$60,000	\$69,180	\$79,620
20,000 - 39,999	33	\$68,330	\$59,910	\$68,000	\$74,080	\$85,640
40,000 - 49,999	9	\$77,930	\$57,800	\$80,290	\$86,890	\$96,510
50,000 - 59,999	0					
60,000 or more	70	\$91,990	\$77,110	\$89,870	\$115,090	\$115,090
Number of branch offices						
1	4	*	*	*	*	*
2	17	\$60,110	\$49,000	\$60,840	\$70,880	\$82,360
3	16	\$59,680	\$51,660	\$55,800	\$65,000	\$71,200
4	24	\$62,960	\$53,140	\$65,990	\$70,000	\$77,400
5 or more	130	\$86,970	\$70,010	\$83,160	\$101,940	\$115,090

\* Insufficient data

**Table 88 - 2  
Incentives and Bonuses  
Branch Manager II**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		185	73%	149	\$6,590
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 \$50M	7	57%	5	*
	\$50M to \$100M	17	83%	13	\$2,600
	\$100M to \$200M	25	80%	20	\$3,230
	\$200M to \$500M	41	75%	31	\$5,960
	\$500M to \$1B	33	83%	28	\$7,520
	\$1B to \$3B	39	98%	34	\$5,490
	\$3B or more	22	52%	17	\$8,820
By region	New England	13	92%	11	\$4,910
	Middle Atlantic	14	88%	11	\$3,180
	East North Central	46	91%	39	\$6,650
	West North Central	13	78%	9	\$6,510
	South Atlantic	24	38%	19	\$6,110
	East South Central	15	65%	10	\$7,020
	West South Central	20	88%	17	\$5,710
	Mountain Pacific	13 27	85% 92%	10 23	\$8,570 \$8,220
By number of full-time employees	1	0		0	
	2 - 4	1	100%	1	*
	5 - 9	5	64%	3	*
	10 - 49	49	75%	38	\$3,320
	50 - 99	34	75%	26	\$5,390
	100 or more	95	73%	81	\$7,190
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	1	100%	1	*
	9 - 10	3	42%	2	*
	11 - 12	8	95%	7	\$4,560
	13 - 20	174	73%	140	\$6,550
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	8	61%	5	*
	\$20M to \$50M	12	63%	9	\$2,530
	\$50M to \$100M	16	91%	14	\$2,930
	\$100M to \$200M	36	76%	27	\$5,000
	\$200M or more	114	73%	95	\$7,080
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	10	80%	8	\$1,900
	5,000 - 9,999	19	70%	14	\$2,330
	10,000 - 19,999	39	78%	30	\$3,800
	20,000 - 39,999	33	75%	26	\$8,620
	40,000 - 49,999	9	88%	7	\$6,600
	50,000 - 59,999 60,000 or more	0 67	 71%	0 57	 \$6,800
Number of branch offices	1	4	89%	3	*
	2	17	91%	15	\$3,970
	3	16	63%	9	\$2,990
	4	23	84%	20	\$5,060
	5 or more	126	73%	102	\$6,790

\* Insufficient data

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

**Table 88 - 3**  
**Total Cash Compensation**  
**Branch Manager II**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	190	\$88,860	\$71,300	\$86,740	\$108,470	\$115,090
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	7	\$53,700	\$48,130	\$53,650	\$55,800	*
\$50M to \$100M	17	\$57,010	\$49,310	\$55,740	\$66,340	\$73,490
\$100M to \$200M	25	\$58,610	\$50,340	\$59,530	\$65,000	\$73,140
\$200M to \$500M	42	\$71,280	\$61,690	\$70,500	\$78,000	\$87,000
\$500M to \$1B	35	\$79,430	\$69,340	\$79,210	\$89,450	\$95,060
\$1B to \$3B	41	\$87,430	\$76,530	\$85,100	\$98,890	\$107,850
\$3B or more	22	\$106,180	\$95,000	\$115,090	\$115,090	\$119,200
By region						
New England	13	\$86,780	\$77,640	\$85,990	\$92,090	\$101,590
Middle Atlantic	15	\$82,890	\$73,660	\$84,350	\$98,490	\$98,490
East North Central	47	\$79,650	\$63,150	\$79,290	\$91,660	\$98,890
West North Central	13	\$75,210	\$65,000	\$71,180	\$91,480	\$93,640
South Atlantic	25	\$98,260	\$79,890	\$115,090	\$115,090	\$115,090
East South Central	15	\$69,900	\$61,690	\$68,540	\$78,440	\$88,760
West South Central	21	\$80,050	\$66,920	\$75,160	\$93,790	\$97,830
Mountain	14	\$84,360	\$77,920	\$81,550	\$89,450	\$109,530
Pacific	27	\$102,840	\$86,740	\$100,200	\$113,370	\$125,430
By number of full-time employees						
1	0					
2 - 4	1	*	*	*	*	*
5 - 9	5	\$47,520	\$44,880	\$48,180	\$50,710	*
10 - 49	49	\$60,990	\$51,490	\$58,670	\$68,680	\$77,270
50 - 99	35	\$72,150	\$62,130	\$70,000	\$80,240	\$91,310
100 or more	99	\$94,180	\$79,280	\$94,170	\$115,090	\$115,090
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	1	*	*	*	*	*
9 - 10	3	*	*	*	*	*
11 - 12	8	\$69,270	\$57,850	\$68,820	\$79,890	\$86,860
13 - 20	178	\$89,220	\$72,280	\$86,740	\$108,500	\$115,090
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	8	\$50,640	\$46,630	\$48,560	\$53,650	*
\$20M to \$50M	12	\$54,560	\$49,650	\$52,530	\$59,900	\$69,820
\$50M to \$100M	16	\$56,450	\$49,550	\$55,170	\$62,730	\$69,460
\$100M to \$200M	36	\$65,400	\$59,910	\$63,020	\$73,210	\$78,030
\$200M or more	118	\$93,720	\$78,550	\$93,000	\$114,030	\$115,090
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	10	\$54,030	\$48,110	\$51,980	\$59,050	*
5,000 - 9,999	19	\$56,510	\$50,270	\$54,140	\$64,000	\$73,530
10,000 - 19,999	40	\$64,680	\$56,140	\$64,860	\$73,300	\$81,870
20,000 - 39,999	33	\$74,830	\$63,140	\$74,500	\$82,480	\$89,560
40,000 - 49,999	9	\$83,020	\$60,400	\$85,670	\$94,150	\$97,570
50,000 - 59,999	0					
60,000 or more	70	\$96,460	\$82,240	\$95,830	\$115,090	\$115,090
Number of branch offices						
1	4	*	*	*	*	*
2	17	\$63,730	\$49,990	\$66,340	\$73,300	\$89,400
3	16	\$61,340	\$53,330	\$57,500	\$65,000	\$76,390
4	24	\$67,030	\$54,860	\$68,000	\$75,670	\$86,300
5 or more	130	\$91,590	\$76,530	\$89,810	\$112,390	\$115,090

\* 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 88 - 4  
Salary Ranges  
Branch Manager II**

		N	average minimum	average midpoint	average maximum
Overall		139	\$64,040	\$80,280	\$96,530
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	4	*	*	*
	\$50M to \$100M	5	\$45,900	\$56,680	\$67,450
	\$100M to \$200M	16	\$51,120	\$61,150	\$71,180
	\$200M to \$500M	32	\$60,120	\$73,890	\$87,660
	\$500M to \$1B	27	\$65,770	\$82,830	\$99,890
	\$1B to \$3B	36	\$68,010	\$86,600	\$105,190
	\$3B or more	19	\$78,150	\$100,440	\$122,730

\* 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. Examine 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 89 - 1**  
**Salaries**  
**Branch Manager I**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	286	\$68,300	\$59,360	\$67,750	\$75,600	\$82,580
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	16	\$54,740	\$41,490	\$52,030	\$64,550	\$82,750
\$50M to \$100M	35	\$52,670	\$44,400	\$53,470	\$60,550	\$64,720
\$100M to \$200M	60	\$55,160	\$49,000	\$55,000	\$60,000	\$67,000
\$200M to \$500M	63	\$63,040	\$57,370	\$61,750	\$67,140	\$74,920
\$500M to \$1B	43	\$68,130	\$62,100	\$67,160	\$73,250	\$82,400
\$1B to \$3B	48	\$72,020	\$65,450	\$70,920	\$79,640	\$83,620
\$3B or more	19	\$79,330	\$68,450	\$75,600	\$81,970	\$117,030
By region						
New England	15	\$71,870	\$63,950	\$70,920	\$81,310	\$88,820
Middle Atlantic	24	\$63,970	\$55,000	\$65,610	\$70,060	\$82,000
East North Central	71	\$65,180	\$59,360	\$66,970	\$70,170	\$77,010
West North Central	27	\$63,900	\$58,280	\$65,450	\$68,500	\$73,540
South Atlantic	31	\$65,580	\$60,270	\$68,440	\$69,540	\$77,180
East South Central	23	\$62,830	\$55,800	\$62,900	\$72,610	\$81,000
West South Central	35	\$69,430	\$59,180	\$65,980	\$72,220	\$97,810
Mountain	23	\$69,600	\$60,810	\$70,500	\$77,350	\$80,440
Pacific	38	\$82,650	\$75,000	\$82,700	\$90,970	\$95,240
By number of full-time employees						
1	0					
2 - 4	3	*	*	*	*	*
5 - 9	10	\$62,430	\$52,150	\$60,350	\$75,320	*
10 - 49	102	\$55,020	\$47,910	\$55,000	\$61,500	\$69,250
50 - 99	60	\$62,590	\$56,250	\$61,590	\$67,340	\$74,920
100 or more	112	\$72,490	\$65,280	\$69,320	\$77,400	\$85,520
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	1	*	*	*	*	*
9 - 10	5	\$56,210	\$48,750	\$56,040	\$62,720	*
11 - 12	11	\$59,580	\$49,670	\$58,650	\$67,390	\$81,560
13 - 20	269	\$68,510	\$59,980	\$68,230	\$75,680	\$82,700
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	10	\$52,940	\$41,740	\$51,840	\$62,060	*
\$20M to \$50M	35	\$52,240	\$42,870	\$49,070	\$60,550	\$66,460
\$50M to \$100M	41	\$54,960	\$48,990	\$54,970	\$60,000	\$68,500
\$100M to \$200M	54	\$58,440	\$51,770	\$57,000	\$63,570	\$69,850
\$200M or more	146	\$71,600	\$64,890	\$68,810	\$77,180	\$84,620
By number of members						
1 - 999	0					
1,000 - 1,999	2	*	*	*	*	*
2,000 - 4,999	23	\$54,060	\$42,720	\$49,420	\$61,620	\$82,630
5,000 - 9,999	41	\$52,620	\$47,430	\$52,270	\$58,050	\$67,210
10,000 - 19,999	68	\$58,510	\$51,840	\$57,150	\$64,050	\$69,120
20,000 - 39,999	50	\$63,510	\$57,730	\$63,760	\$68,410	\$74,350
40,000 - 49,999	16	\$68,050	\$58,570	\$62,000	\$77,150	\$84,600
50,000 - 59,999	0					
60,000 or more	73	\$73,830	\$67,050	\$70,170	\$79,520	\$86,450
Number of branch offices						
1	14	\$60,140	\$44,720	\$59,890	\$65,000	\$93,140
2	35	\$55,320	\$47,680	\$53,450	\$61,600	\$70,680
3	34	\$55,470	\$49,030	\$56,940	\$62,350	\$68,000
4	34	\$58,720	\$48,970	\$58,380	\$65,170	\$73,330
5 or more	170	\$70,240	\$62,900	\$68,450	\$76,850	\$84,350

\* Insufficient data

**Table 89 - 2  
Incentives and Bonuses  
Branch Manager I**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		279	91%	232	\$5,480
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 \$50M	16	64%	10	\$1,920
	\$50M to \$100M	35	79%	29	\$2,570
	\$100M to \$200M	60	86%	52	\$3,360
	\$200M to \$500M	62	88%	51	\$4,230
	\$500M to \$1B	39	94%	35	\$5,790
	\$1B to \$3B	46	96%	40	\$6,230
	\$3B or more	19	87%	14	\$7,370
By region	New England	14	88%	12	\$4,030
	Middle Atlantic	23	92%	20	\$4,410
	East North Central	70	90%	58	\$4,860
	West North Central	25	97%	22	\$5,860
	South Atlantic	30	96%	26	\$6,440
	East South Central	23	82%	16	\$3,650
	West South Central	34	86%	27	\$6,220
	Mountain	23	94%	19	\$4,640
	Pacific	38	90%	31	\$7,340
By number of full-time employees	1	0		0	
	2 - 4	3	100%	3	*
	5 - 9	10	76%	8	\$2,650
	10 - 49	102	81%	82	\$3,020
	50 - 99	59	92%	51	\$4,010
	100 or more	106	93%	88	\$6,390
By number of services offered	1 - 2	0		0	
	3 - 4	0		0	
	5 - 6	0		0	
	7 - 8	1	100%	1	*
	9 - 10	5	46%	2	*
	11 - 12	10	57%	6	\$5,670
	13 - 20	263	91%	222	\$5,490
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	10	52%	5	*
	\$20M to \$50M	35	84%	30	\$2,230
	\$50M to \$100M	41	80%	34	\$2,900
	\$100M to \$200M	53	88%	44	\$3,830
	\$200M or more	140	93%	118	\$6,100
By number of members	1 - 999	0		0	
	1,000 - 1,999	2	100%	2	*
	2,000 - 4,999	23	78%	17	\$2,530
	5,000 - 9,999	41	79%	32	\$2,710
	10,000 - 19,999	67	88%	59	\$3,570
	20,000 - 39,999	49	88%	40	\$4,440
	40,000 - 49,999	16	87%	14	\$6,060
	50,000 - 59,999	0		0	
	60,000 or more	68	94%	56	\$6,370
Number of branch offices	1	14	76%	10	\$3,610
	2	35	75%	26	\$4,000
	3	34	89%	30	\$4,000
	4	34	90%	30	\$2,880
	5 or more	163	92%	135	\$5,840

\* Insufficient data

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

**Table 89 - 3**  
**Total Cash Compensation**  
**Branch Manager I**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	286	\$72,760	\$63,760	\$72,070	\$80,490	\$90,350
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	16	\$55,980	\$42,210	\$53,780	\$64,550	\$85,460
\$50M to \$100M	35	\$54,700	\$45,880	\$53,500	\$62,960	\$66,010
\$100M to \$200M	60	\$58,040	\$50,650	\$57,650	\$65,600	\$71,640
\$200M to \$500M	63	\$66,600	\$60,170	\$65,230	\$72,000	\$79,750
\$500M to \$1B	43	\$73,030	\$66,930	\$72,030	\$80,340	\$87,800
\$1B to \$3B	48	\$76,930	\$68,810	\$76,420	\$84,480	\$92,430
\$3B or more	19	\$85,110	\$74,320	\$76,800	\$86,940	\$124,980
By region						
New England	15	\$74,880	\$64,770	\$76,190	\$87,790	\$92,560
Middle Atlantic	24	\$67,990	\$56,160	\$67,140	\$74,620	\$89,090
East North Central	71	\$69,260	\$63,780	\$71,240	\$74,320	\$82,380
West North Central	27	\$68,930	\$60,150	\$71,690	\$75,390	\$80,000
South Atlantic	31	\$71,300	\$61,840	\$74,950	\$76,620	\$86,940
East South Central	23	\$65,550	\$56,110	\$66,240	\$77,610	\$86,950
West South Central	35	\$73,640	\$60,140	\$70,940	\$76,470	\$103,720
Mountain	23	\$72,810	\$67,930	\$70,580	\$80,440	\$82,570
Pacific	38	\$89,240	\$80,950	\$87,520	\$102,110	\$108,980
By number of full-time employees						
1	0					
2 - 4	3	*	*	*	*	*
5 - 9	10	\$64,450	\$54,080	\$61,480	\$76,470	*
10 - 49	102	\$57,420	\$49,670	\$56,460	\$64,070	\$73,100
50 - 99	60	\$66,100	\$59,660	\$65,120	\$71,260	\$80,840
100 or more	112	\$77,620	\$68,810	\$75,080	\$84,150	\$92,430
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	1	*	*	*	*	*
9 - 10	5	\$56,960	\$50,700	\$56,280	\$62,720	*
11 - 12	11	\$62,330	\$49,670	\$63,330	\$72,870	\$81,560
13 - 20	269	\$73,010	\$63,910	\$72,070	\$80,600	\$90,610
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	10	\$54,010	\$42,400	\$53,310	\$62,060	*
\$20M to \$50M	35	\$54,120	\$43,760	\$50,710	\$63,560	\$67,660
\$50M to \$100M	41	\$57,260	\$50,730	\$55,720	\$61,530	\$72,370
\$100M to \$200M	54	\$61,700	\$52,980	\$60,120	\$68,350	\$76,440
\$200M or more	146	\$76,540	\$67,300	\$74,320	\$81,970	\$92,430
By number of members						
1 - 999	0					
1,000 - 1,999	2	*	*	*	*	*
2,000 - 4,999	23	\$56,040	\$43,280	\$51,150	\$63,910	\$85,260
5,000 - 9,999	41	\$54,750	\$48,010	\$53,390	\$60,690	\$71,010
10,000 - 19,999	68	\$61,580	\$53,150	\$60,250	\$68,010	\$74,320
20,000 - 39,999	50	\$67,310	\$61,230	\$66,930	\$73,240	\$79,750
40,000 - 49,999	16	\$72,990	\$60,610	\$73,300	\$85,700	\$90,610
50,000 - 59,999	0					
60,000 or more	73	\$78,820	\$69,700	\$75,390	\$84,200	\$96,060
Number of branch offices						
1	14	\$62,880	\$46,930	\$61,090	\$65,000	\$103,510
2	35	\$58,320	\$47,800	\$54,690	\$66,510	\$78,750
3	34	\$59,000	\$51,010	\$60,450	\$65,570	\$71,520
4	34	\$61,300	\$50,700	\$60,170	\$68,970	\$77,680
5 or more	170	\$74,940	\$66,240	\$74,000	\$81,560	\$92,160

\* 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 89 - 4  
Salary Ranges  
Branch Manager I**

	N	average minimum	average midpoint	average maximum
Overall	199	\$55,680	\$69,110	\$82,540
By credit union asset size				
\$1M to \$2M	0			
\$2M to \$5M	0			
\$5M to \$10M	0			
\$10M to \$20M	2	*	*	*
\$20M to \$50M	4	*	*	*
\$50M to \$100M	16	\$46,360	\$57,420	\$68,480
\$100M to \$200M	37	\$48,720	\$58,870	\$69,020
\$200M to \$500M	45	\$54,630	\$67,520	\$80,410
\$500M to \$1B	37	\$59,250	\$74,690	\$90,130
\$1B to \$3B	41	\$59,230	\$74,700	\$90,160
\$3B or more	17	\$69,990	\$87,430	\$104,870

\* 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. Accountable 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 90 - 1**  
**Salaries**  
**Assistant Branch Manager II**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	72	\$63,880	\$53,400	\$62,000	\$73,310	\$85,220
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	1	*	*	*	*	*
\$50M to \$100M	3	*	*	*	*	*
\$100M to \$200M	7	\$49,310	\$45,090	\$45,980	\$54,000	*
\$200M to \$500M	15	\$51,540	\$44,000	\$51,040	\$58,240	\$62,280
\$500M to \$1B	14	\$54,550	\$52,190	\$54,310	\$59,770	\$62,600
\$1B to \$3B	18	\$59,820	\$50,990	\$60,340	\$68,130	\$69,630
\$3B or more	12	\$74,330	\$63,150	\$73,310	\$85,220	\$89,660
By region						
New England	5	\$60,030	\$58,240	\$59,580	\$64,380	*
Middle Atlantic	5	\$63,470	\$62,000	\$64,390	\$68,660	*
East North Central	16	\$56,840	\$52,190	\$53,970	\$63,150	\$76,890
West North Central	3	*	*	*	*	*
South Atlantic	9	\$67,600	\$56,600	\$64,960	\$85,220	\$85,220
East South Central	4	\$54,290	\$53,400	\$54,310	\$56,780	*
West South Central	9	\$60,130	\$53,420	\$55,110	\$60,000	\$86,320
Mountain	7	\$49,670	\$44,000	\$49,930	\$53,670	\$60,220
Pacific	14	\$72,660	\$64,690	\$68,660	\$87,110	\$89,660
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	1	*	*	*	*	*
10 - 49	11	\$48,220	\$40,070	\$45,490	\$53,000	\$68,540
50 - 99	12	\$49,090	\$44,000	\$50,080	\$54,000	\$58,490
100 or more	48	\$65,800	\$55,700	\$63,650	\$74,140	\$86,600
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	70	\$63,990	\$53,400	\$63,130	\$73,310	\$85,220
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	8	\$46,920	\$38,580	\$45,340	\$47,540	*
\$100M to \$200M	6	\$49,600	\$38,000	\$54,000	\$58,240	*
\$200M or more	55	\$64,880	\$54,280	\$63,600	\$73,310	\$85,220
By number of members						
1 - 999	0					
1,000 - 1,999	1	*	*	*	*	*
2,000 - 4,999	1	*	*	*	*	*
5,000 - 9,999	6	\$45,140	\$38,580	\$40,950	\$52,250	*
10,000 - 19,999	9	\$50,480	\$45,020	\$50,090	\$57,170	\$63,500
20,000 - 39,999	13	\$51,350	\$45,000	\$50,320	\$58,000	\$59,800
40,000 - 49,999	3	\$63,900	\$61,260	\$64,960	\$65,940	*
50,000 - 59,999	0					
60,000 or more	34	\$66,930	\$55,780	\$64,480	\$85,220	\$87,110
Number of branch offices						
1	2	*	*	*	*	*
2	4	\$52,120	\$45,030	\$49,420	\$60,500	*
3	5	\$43,590	\$38,000	\$38,580	\$53,650	*
4	5	\$54,250	\$47,080	\$54,230	\$59,730	*
5 or more	56	\$64,900	\$54,310	\$63,600	\$73,310	\$85,220

\* Insufficient data

**Table 90 - 2  
Incentives and Bonuses  
Assistant Branch Manager II**

		% paid incentive and/or bonus		average incentive/ bonus	
		N		N	
Overall		70	80%	57	\$3,990
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 \$50M	1	0%	0	
	\$50M to \$100M	3	100%	3	*
	\$100M to \$200M	7	92%	5	\$2,380
	\$200M to \$500M	15	89%	13	\$3,220
	\$500M to \$1B	13	73%	11	\$3,260
	\$1B to \$3B	18	97%	16	\$3,200
	\$3B or more	12	69%	10	\$5,310
By region	New England	4	90%	3	\$2,930
	Middle Atlantic	5	90%	4	\$1,100
	East North Central	15	98%	14	\$3,470
	West North Central	3	91%	2	*
	South Atlantic	9	44%	7	\$3,610
	East South Central	4	65%	2	*
	West South Central	9	96%	8	\$6,270
	Mountain	7	86%	6	\$3,450
	Pacific	14	93%	11	\$4,650
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	1	0%	0	
	10 - 49	11	95%	10	\$2,070
	50 - 99	12	85%	8	\$2,870
	100 or more	46	80%	39	\$4,190
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	100%	2	*
	13 - 20	68	80%	56	\$3,960
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	2	44%	1	*
	\$20M to \$50M	1	100%	1	*
	\$50M to \$100M	8	93%	7	\$2,340
	\$100M to \$200M	6	89%	5	\$2,180
	\$200M or more	53	80%	44	\$4,120
By number of members	1 - 999	0		0	
	1,000 - 1,999	1	0%	0	
	2,000 - 4,999	1	100%	1	*
	5,000 - 9,999	6	90%	5	\$1,600
	10,000 - 19,999	9	90%	7	\$2,380
	20,000 - 39,999	13	86%	9	\$2,910
	40,000 - 49,999	3	100%	3	*
	50,000 - 59,999	0		0	
	60,000 or more	33	79%	28	\$4,120
Number of branch offices	1	2	42%	1	*
	2	4	100%	4	\$3,370
	3	5	100%	4	\$1,070
	4	5	86%	4	\$3,450
	5 or more	54	80%	44	\$4,110

\* Insufficient data

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

**Table 90 - 3**  
**Total Cash Compensation**  
**Assistant Branch Manager II**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	72	\$66,810	\$54,230	\$65,240	\$77,330	\$85,220
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	1	*	*	*	*	*
\$50M to \$100M	3	*	*	*	*	*
\$100M to \$200M	7	\$50,960	\$47,480	\$48,950	\$54,000	*
\$200M to \$500M	15	\$54,240	\$49,000	\$52,420	\$60,880	\$68,410
\$500M to \$1B	14	\$56,590	\$52,950	\$57,070	\$62,440	\$65,130
\$1B to \$3B	18	\$62,460	\$52,780	\$63,440	\$69,920	\$74,630
\$3B or more	12	\$78,000	\$65,990	\$83,810	\$85,220	\$91,450
By region						
New England	5	\$62,290	\$59,710	\$62,260	\$67,010	*
Middle Atlantic	5	\$64,470	\$64,000	\$65,240	\$69,160	*
East North Central	16	\$59,640	\$52,950	\$59,410	\$70,660	\$76,890
West North Central	3	*	*	*	*	*
South Atlantic	9	\$69,120	\$61,810	\$64,960	\$85,220	\$85,220
East South Central	4	\$55,220	\$53,400	\$56,780	\$57,070	*
West South Central	9	\$66,150	\$53,740	\$60,880	\$75,800	\$92,940
Mountain	7	\$52,470	\$47,450	\$52,260	\$57,540	\$60,220
Pacific	14	\$76,870	\$66,510	\$71,830	\$89,110	\$91,450
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	1	*	*	*	*	*
10 - 49	11	\$50,180	\$41,070	\$48,140	\$53,480	\$72,150
50 - 99	12	\$51,160	\$47,370	\$51,850	\$54,000	\$63,120
100 or more	48	\$68,850	\$57,820	\$66,510	\$83,810	\$88,060
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	70	\$66,880	\$54,000	\$65,240	\$77,540	\$85,220
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	8	\$49,100	\$39,930	\$47,870	\$49,900	*
\$100M to \$200M	6	\$51,060	\$39,000	\$54,000	\$60,890	*
\$200M or more	55	\$67,890	\$56,680	\$65,990	\$83,810	\$85,220
By number of members						
1 - 999	0					
1,000 - 1,999	1	*	*	*	*	*
2,000 - 4,999	1	*	*	*	*	*
5,000 - 9,999	6	\$46,580	\$39,930	\$41,750	\$52,370	*
10,000 - 19,999	9	\$52,300	\$47,480	\$52,070	\$60,490	\$65,660
20,000 - 39,999	13	\$53,360	\$49,000	\$51,880	\$59,800	\$62,440
40,000 - 49,999	3	\$66,980	\$64,960	\$66,210	\$69,610	*
50,000 - 59,999	0					
60,000 or more	34	\$69,970	\$58,300	\$68,660	\$85,220	\$89,110
Number of branch offices						
1	2	*	*	*	*	*
2	4	\$55,490	\$47,480	\$51,500	\$67,610	*
3	5	\$44,440	\$39,000	\$39,930	\$53,680	*
4	5	\$57,220	\$49,780	\$54,230	\$64,370	*
5 or more	56	\$67,900	\$56,780	\$65,990	\$83,810	\$85,220

\* 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 90 - 4  
Salary Ranges  
Assistant Branch Manager II**

		N	average minimum	average midpoint	average maximum
Overall		55	\$51,950	\$64,580	\$77,200
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	2	*	*	*
	\$100M to \$200M	4	*	*	*
	\$200M to \$500M	11	\$48,880	\$60,330	\$71,770
	\$500M to \$1B	11	\$48,610	\$60,460	\$72,320
	\$1B to \$3B	18	\$52,450	\$65,700	\$78,950
\$3B or more	10	\$63,440	\$78,720	\$94,010	

\* 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. Accountable 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 91 - 1**  
**Salaries**  
**Assistant Branch Manager I**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	138	\$55,330	\$48,810	\$54,030	\$61,070	\$69,630
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	4	*	*	*	*	*
\$50M to \$100M	5	\$43,410	\$37,630	\$43,170	\$48,790	*
\$100M to \$200M	20	\$44,430	\$40,390	\$45,390	\$47,570	\$54,290
\$200M to \$500M	35	\$49,550	\$45,000	\$49,490	\$52,960	\$56,530
\$500M to \$1B	28	\$52,860	\$49,250	\$51,570	\$56,580	\$64,550
\$1B to \$3B	31	\$56,760	\$49,970	\$57,770	\$62,940	\$64,890
\$3B or more	13	\$61,690	\$54,210	\$57,860	\$71,040	\$74,950
By region						
New England	9	\$59,600	\$54,030	\$61,500	\$64,000	\$64,520
Middle Atlantic	11	\$53,180	\$49,650	\$53,110	\$55,910	\$63,000
East North Central	32	\$51,520	\$46,280	\$51,050	\$57,860	\$58,550
West North Central	9	\$49,090	\$44,780	\$49,580	\$53,690	\$57,770
South Atlantic	19	\$53,440	\$48,390	\$54,030	\$57,640	\$59,750
East South Central	11	\$53,320	\$47,910	\$50,680	\$63,320	\$64,920
West South Central	15	\$50,630	\$47,530	\$49,970	\$53,850	\$55,130
Mountain	11	\$56,720	\$53,050	\$55,140	\$62,690	\$68,420
Pacific	21	\$66,760	\$61,070	\$68,930	\$71,040	\$74,950
By number of full-time employees						
1	0					
2 - 4	1	*	*	*	*	*
5 - 9	3	*	*	*	*	*
10 - 49	27	\$46,190	\$40,480	\$48,290	\$49,650	\$54,540
50 - 99	34	\$50,350	\$44,620	\$48,000	\$55,290	\$62,560
100 or more	72	\$57,170	\$50,340	\$55,440	\$63,000	\$71,040
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	2	*	*	*	*	*
11 - 12	7	\$51,470	\$39,360	\$49,970	\$54,820	*
13 - 20	129	\$55,440	\$48,810	\$54,030	\$61,500	\$69,690
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	5	*	*	*	*	*
\$20M to \$50M	4	*	*	*	*	*
\$50M to \$100M	11	\$44,590	\$35,970	\$43,510	\$53,890	\$56,060
\$100M to \$200M	27	\$46,440	\$43,620	\$46,210	\$49,650	\$53,940
\$200M or more	91	\$56,750	\$49,990	\$54,980	\$62,690	\$70,200
By number of members						
1 - 999	0					
1,000 - 1,999	4	*	*	*	*	*
2,000 - 4,999	3	*	*	*	*	*
5,000 - 9,999	6	\$46,160	\$38,100	\$47,570	\$55,910	*
10,000 - 19,999	29	\$46,890	\$42,500	\$46,570	\$49,650	\$56,240
20,000 - 39,999	31	\$49,700	\$45,780	\$48,560	\$53,280	\$55,430
40,000 - 49,999	8	\$49,180	\$44,140	\$49,600	\$55,910	\$56,420
50,000 - 59,999	0					
60,000 or more	50	\$58,440	\$52,980	\$57,720	\$63,320	\$71,040
Number of branch offices						
1	5	*	*	*	*	*
2	6	\$43,640	\$37,420	\$40,920	\$51,710	*
3	10	\$49,810	\$48,790	\$49,650	\$49,650	\$54,250
4	14	\$48,330	\$38,540	\$45,490	\$55,910	\$69,000
5 or more	102	\$55,960	\$49,250	\$54,800	\$62,690	\$70,140

\* Insufficient data



**Table 91 - 2  
Incentives and Bonuses  
Assistant Branch Manager I**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		130	87%	101	\$3,740
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 \$50M	4	67%	2	*
	\$50M to \$100M	4	33%	2	*
	\$100M to \$200M	20	78%	16	\$2,290
	\$200M to \$500M	33	81%	24	\$2,490
	\$500M to \$1B	25	88%	21	\$4,600
	\$1B to \$3B	29	90%	24	\$3,320
\$3B or more	13	88%	10	\$4,650	
By region	New England	8	91%	6	\$3,630
	Middle Atlantic	11	90%	8	\$3,130
	East North Central	30	83%	24	\$3,170
	West North Central	8	94%	6	\$3,220
	South Atlantic	17	84%	16	\$4,310
	East South Central	11	67%	6	\$3,380
	West South Central	13	93%	9	\$4,080
	Mountain	11	90%	8	\$4,030
	Pacific	21	90%	17	\$4,250
By number of full-time employees	1	0		0	
	2 - 4	1	100%	1	*
	5 - 9	3	100%	3	*
	10 - 49	26	73%	16	\$2,900
	50 - 99	33	91%	26	\$3,160
	100 or more	68	87%	54	\$3,940
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	6	56%	4	*
	13 - 20	122	87%	95	\$3,720
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	5	77%	4	*
	\$20M to \$50M	3	50%	2	*
	\$50M to \$100M	11	79%	8	\$1,880
	\$100M to \$200M	25	82%	17	\$2,920
	\$200M or more	87	88%	70	\$3,920
By number of members	1 - 999	0		0	
	1,000 - 1,999	4	100%	4	*
	2,000 - 4,999	3	60%	2	*
	5,000 - 9,999	6	39%	3	*
	10,000 - 19,999	26	85%	20	\$2,890
	20,000 - 39,999	30	83%	23	\$2,820
	40,000 - 49,999	8	71%	6	\$3,550
	50,000 - 59,999	0		0	
	60,000 or more	46	89%	36	\$3,930
Number of branch offices	1	5	77%	4	*
	2	6	44%	4	*
	3	9	95%	7	\$3,960
	4	13	64%	8	\$2,440
	5 or more	97	88%	78	\$3,800

\* Insufficient data

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

**Table 91 - 3**  
**Total Cash Compensation**  
**Assistant Branch Manager I**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	138	\$58,180	\$50,000	\$56,710	\$64,270	\$73,190
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	4	*	*	*	*	*
\$50M to \$100M	5	\$43,590	\$37,630	\$44,070	\$48,790	*
\$100M to \$200M	20	\$46,210	\$40,620	\$46,820	\$50,910	\$56,450
\$200M to \$500M	35	\$51,300	\$45,940	\$50,590	\$55,100	\$58,290
\$500M to \$1B	28	\$56,290	\$50,000	\$54,660	\$61,600	\$70,110
\$1B to \$3B	31	\$59,160	\$52,650	\$59,750	\$65,650	\$70,510
\$3B or more	13	\$65,780	\$57,890	\$63,270	\$75,460	\$79,080
By region						
New England	9	\$61,750	\$54,230	\$62,700	\$65,670	\$73,190
Middle Atlantic	11	\$55,970	\$53,960	\$54,770	\$57,600	\$67,000
East North Central	32	\$53,910	\$47,240	\$53,950	\$62,860	\$62,960
West North Central	9	\$51,450	\$46,470	\$52,380	\$56,460	\$59,290
South Atlantic	19	\$56,800	\$49,840	\$58,680	\$63,270	\$63,270
East South Central	11	\$55,600	\$48,620	\$52,170	\$67,840	\$68,710
West South Central	15	\$53,230	\$49,900	\$51,730	\$56,710	\$61,320
Mountain	11	\$58,950	\$54,550	\$59,550	\$62,690	\$71,680
Pacific	21	\$70,590	\$64,590	\$72,850	\$75,460	\$79,080
By number of full-time employees						
1	0					
2 - 4	1	*	*	*	*	*
5 - 9	3	*	*	*	*	*
10 - 49	27	\$48,110	\$40,480	\$48,790	\$54,770	\$56,860
50 - 99	34	\$52,770	\$45,990	\$49,880	\$58,650	\$67,670
100 or more	72	\$60,200	\$52,810	\$58,680	\$67,000	\$75,030
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	2	*	*	*	*	*
11 - 12	7	\$53,890	\$39,360	\$54,820	\$56,630	*
13 - 20	129	\$58,300	\$50,000	\$57,300	\$64,590	\$73,190
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	5	*	*	*	*	*
\$20M to \$50M	4	*	*	*	*	*
\$50M to \$100M	11	\$46,070	\$35,970	\$44,760	\$54,820	\$59,260
\$100M to \$200M	27	\$48,570	\$44,770	\$47,240	\$54,770	\$56,350
\$200M or more	91	\$59,760	\$52,170	\$58,680	\$65,740	\$74,070
By number of members						
1 - 999	0					
1,000 - 1,999	4	*	*	*	*	*
2,000 - 4,999	3	*	*	*	*	*
5,000 - 9,999	6	\$47,150	\$38,100	\$47,570	\$59,060	*
10,000 - 19,999	29	\$49,060	\$44,760	\$48,790	\$54,770	\$57,170
20,000 - 39,999	31	\$51,830	\$46,270	\$50,010	\$55,100	\$66,620
40,000 - 49,999	8	\$51,700	\$45,940	\$51,220	\$55,910	\$62,190
50,000 - 59,999	0					
60,000 or more	50	\$61,420	\$53,960	\$60,350	\$67,440	\$75,460
Number of branch offices						
1	5	*	*	*	*	*
2	6	\$44,240	\$37,420	\$40,920	\$52,580	*
3	10	\$53,140	\$50,000	\$54,770	\$54,770	\$56,810
4	14	\$49,790	\$39,560	\$47,610	\$57,140	\$73,190
5 or more	102	\$58,880	\$50,590	\$58,350	\$64,590	\$74,030

\* 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 91 - 4  
Salary Ranges  
Assistant Branch Manager I**

		N	average minimum	average midpoint	average maximum
Overall		108	\$46,650	\$57,410	\$68,170
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	2	*	*	*
	\$50M to \$100M	5	\$35,370	\$44,980	\$54,580
	\$100M to \$200M	13	\$40,780	\$49,050	\$57,330
	\$200M to \$500M	27	\$44,520	\$54,020	\$63,520
	\$500M to \$1B	22	\$48,550	\$60,430	\$72,310
	\$1B to \$3B	27	\$48,010	\$59,470	\$70,930
	\$3B or more	12	\$54,900	\$67,340	\$79,790

\* 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 92 - 1**  
**Salaries**  
**Call Center VP (head of call center)**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	90	\$107,270	\$79,910	\$97,830	\$125,000	\$170,090
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	0					
\$100M to \$200M	2	*	*	*	*	*
\$200M to \$500M	13	\$70,560	\$62,410	\$72,570	\$79,080	\$90,610
\$500M to \$1B	20	\$88,200	\$75,160	\$87,650	\$100,670	\$118,260
\$1B to \$3B	36	\$110,520	\$88,830	\$103,020	\$124,920	\$169,390
\$3B or more	19	\$143,670	\$102,530	\$141,130	\$180,400	\$203,390
By region						
New England	7	\$102,120	\$81,660	\$92,040	\$127,370	\$182,920
Middle Atlantic	3	\$129,990	\$77,550	\$137,680	\$195,210	*
East North Central	19	\$96,700	\$80,830	\$96,080	\$115,450	\$140,170
West North Central	5	\$88,110	\$64,570	\$81,020	\$135,810	*
South Atlantic	12	\$101,100	\$78,070	\$97,380	\$118,170	\$171,900
East South Central	7	\$116,540	\$85,010	\$98,880	\$153,480	\$203,450
West South Central	13	\$89,540	\$72,530	\$85,680	\$105,750	\$137,080
Mountain	7	\$103,610	\$72,360	\$92,150	\$152,290	\$177,540
Pacific	16	\$139,520	\$104,300	\$141,140	\$170,750	\$202,070
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	4	\$62,020	\$47,140	\$67,130	\$76,620	*
50 - 99	8	\$74,940	\$63,570	\$75,140	\$84,390	\$100,930
100 or more	77	\$112,910	\$84,640	\$101,240	\$133,140	\$175,860
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	88	\$107,480	\$80,190	\$97,820	\$125,000	\$170,980
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	2	*	*	*	*	*
\$100M to \$200M	6	\$65,610	\$52,540	\$62,300	\$81,960	*
\$200M or more	82	\$111,000	\$82,410	\$100,000	\$130,090	\$172,820
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	0					
5,000 - 9,999	1	*	*	*	*	*
10,000 - 19,999	6	\$63,700	\$54,010	\$66,550	\$79,320	*
20,000 - 39,999	11	\$79,030	\$69,390	\$78,150	\$92,430	\$103,320
40,000 - 49,999	8	\$89,990	\$74,700	\$84,160	\$103,840	\$137,800
50,000 - 59,999	0					
60,000 or more	59	\$119,780	\$90,990	\$108,580	\$142,550	\$184,950
Number of branch offices						
1	0					
2	2	*	*	*	*	*
3	4	\$69,710	\$58,500	\$71,180	\$93,170	*
4	2	*	*	*	*	*
5 or more	82	\$110,550	\$81,680	\$100,000	\$130,060	\$172,790

\* Insufficient data

**Table 92 - 2  
Incentives and Bonuses  
Call Center VP (head of call center)**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		88	86%	71	\$11,120
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 \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	2	50%	1	*
	\$200M to \$500M	13	79%	10	\$6,700
	\$500M to \$1B	19	86%	16	\$5,880
	\$1B to \$3B	35	95%	29	\$10,640
\$3B or more	19	81%	15	\$19,880	
By region	New England	7	100%	7	\$7,330
	Middle Atlantic	3	100%	3	\$9,060
	East North Central	19	93%	14	\$10,740
	West North Central	5	87%	5	\$9,690
	South Atlantic	11	69%	8	\$14,520
	East South Central	7	90%	6	\$8,610
	West South Central	13	83%	10	\$8,060
	Mountain	7	100%	5	\$10,030
	Pacific	16	80%	13	\$16,110
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	4	80%	4	\$5,380
	50 - 99	8	83%	7	\$5,990
	100 or more	75	87%	60	\$11,980
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	51%	1	*
	13 - 20	86	87%	70	\$11,130
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	2	100%	2	*
	\$100M to \$200M	6	64%	4	\$4,250
	\$200M or more	80	88%	65	\$11,700
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	100%	1	*
	10,000 - 19,999	6	75%	5	\$4,680
	20,000 - 39,999	11	75%	8	\$5,380
	40,000 - 49,999	8	92%	7	\$6,610
	50,000 - 59,999	0		0	
	60,000 or more	57	89%	47	\$13,330
Number of branch offices	1	0		0	
	2	2	42%	1	*
	3	4	83%	3	\$4,740
	4	2	100%	2	*
	5 or more	80	87%	64	\$11,790

\* Insufficient data

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

**Table 92 - 3**  
**Total Cash Compensation**  
**Call Center VP (head of call center)**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		90	\$115,970	\$84,470	\$104,690	\$133,600	\$190,190
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	2	*	*	*	*	*
	\$200M to \$500M	13	\$75,850	\$66,480	\$78,420	\$85,260	\$97,790
	\$500M to \$1B	20	\$92,760	\$81,240	\$93,020	\$109,340	\$118,260
	\$1B to \$3B	36	\$119,290	\$91,810	\$107,960	\$136,970	\$184,040
\$3B or more	19	\$158,420	\$108,860	\$160,030	\$205,330	\$220,020	
By region	New England	7	\$108,820	\$83,130	\$94,820	\$134,420	\$202,460
	Middle Atlantic	3	\$139,050	\$87,230	\$146,940	\$199,000	*
	East North Central	19	\$104,830	\$86,770	\$96,850	\$126,050	\$157,840
	West North Central	5	\$96,580	\$66,230	\$89,340	\$147,100	*
	South Atlantic	12	\$109,940	\$80,880	\$99,350	\$123,300	\$211,440
	East South Central	7	\$124,290	\$85,610	\$106,750	\$165,180	\$218,240
	West South Central	13	\$95,520	\$79,240	\$89,790	\$116,640	\$151,550
	Mountain	7	\$111,710	\$77,780	\$101,230	\$162,840	\$212,770
	Pacific	16	\$152,440	\$107,550	\$166,310	\$190,680	\$219,500
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	4	\$66,340	\$49,190	\$70,490	\$82,320	*
	50 - 99	8	\$79,920	\$67,490	\$81,380	\$95,900	\$101,370
	100 or more	77	\$122,210	\$90,380	\$108,220	\$141,710	\$194,680
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	88	\$116,240	\$84,500	\$104,690	\$135,030	\$190,940
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	2	*	*	*	*	*
	\$100M to \$200M	6	\$68,350	\$53,000	\$66,520	\$85,350	*
	\$200M or more	82	\$120,230	\$88,690	\$106,380	\$137,000	\$194,100
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	1	*	*	*	*	*
	10,000 - 19,999	6	\$67,210	\$54,720	\$68,610	\$82,390	*
	20,000 - 39,999	11	\$83,060	\$73,410	\$84,070	\$94,390	\$110,530
	40,000 - 49,999	8	\$95,510	\$79,830	\$92,460	\$112,610	\$143,630
	50,000 - 59,999	0					
	60,000 or more	59	\$130,130	\$96,760	\$115,620	\$168,180	\$202,440
Number of branch offices	1	0					
	2	2	*	*	*	*	*
	3	4	\$73,650	\$59,730	\$76,440	\$95,520	*
	4	2	*	*	*	*	*
	5 or more	82	\$119,760	\$87,810	\$106,350	\$137,000	\$194,100

\* 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 92 - 4**  
**Salary Ranges**  
**Call Center VP (head of call center)**

		N	average minimum	average midpoint	average maximum
Overall		79	\$88,600	\$111,220	\$133,840
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	0			
	\$100M to \$200M	2	*	*	*
	\$200M to \$500M	9	\$61,300	\$75,860	\$90,420
	\$500M to \$1B	18	\$75,310	\$95,200	\$115,080
	\$1B to \$3B	33	\$90,690	\$112,990	\$135,290
	\$3B or more	17	\$118,180	\$150,260	\$182,340

\* Insufficient data

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



## CALL CENTER MANAGER/SUPERVISOR

**Reports to:** *Call Center VP or Member Services VP*

**Position Purpose:** Plan, schedule, supervise, and evaluate call center work flow and staffing. Coordinate call center activities to achieve desired volume according to the business plan. Monitor staff performance and call volume.

### **Job Responsibilities**

- Supervise call center employees, observing and assisting the call center representatives with script, problem-resolution, and/or questions.
- Assure that workstations are adequately staffed and that employees are trained to service the membership on all credit union products and services.
- Accountable for researching member inquiries or complaints to ensure proper follow-up and member satisfaction.
- Maintain the smooth operation of the telephone system, ensuring that calls are coming in correctly and answered in a timely manner. Coordinate the changing of extensions, new extensions or phone lines, and maintenance of voice mail.
- Monitor calls for professionalism, accuracy, and content.
- Research and solve complex member questions, problems, and/or complaints concerning credit union accounts or account verifications for call center representatives.
- Train or assist in the training of call center representatives with cross-selling skills to promote credit union products and services as appropriate. Consistently maintain and improve call center representative skills and knowledge for efficient service delivery and high quality member service.
- Review telephone billing and daily phone reports.
- Ensure that all credit union member- and employee-related business is kept in strictest confidence.
- Treat all credit union members and employees with a positive and collective attitude.
- May serve as a representative for member contacts and complaints.

**Table 93 - 1  
Salaries  
Call Center Manager / Supervisor**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	199	\$68,120	\$54,000	\$66,800	\$78,490	\$87,590
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	2	*	*	*	*	*
\$100M to \$200M	28	\$51,320	\$44,390	\$50,000	\$55,590	\$64,720
\$200M to \$500M	53	\$57,810	\$48,660	\$57,660	\$66,710	\$74,980
\$500M to \$1B	45	\$66,310	\$55,940	\$65,740	\$70,210	\$81,540
\$1B to \$3B	50	\$70,940	\$58,120	\$70,540	\$79,250	\$87,850
\$3B or more	20	\$81,520	\$74,110	\$81,280	\$88,580	\$111,660
By region						
New England	10	\$65,670	\$58,480	\$67,410	\$76,500	\$80,820
Middle Atlantic	14	\$71,110	\$58,670	\$74,520	\$78,490	\$86,490
East North Central	52	\$66,320	\$54,070	\$65,190	\$81,180	\$87,980
West North Central	16	\$60,310	\$50,130	\$61,420	\$68,690	\$73,750
South Atlantic	29	\$64,320	\$51,990	\$66,660	\$73,410	\$83,490
East South Central	9	\$58,220	\$52,160	\$54,360	\$64,290	\$77,580
West South Central	24	\$63,190	\$53,140	\$62,780	\$70,890	\$81,070
Mountain	15	\$64,790	\$49,170	\$65,660	\$80,330	\$81,980
Pacific	30	\$84,580	\$67,200	\$84,810	\$99,520	\$120,510
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	30	\$54,650	\$46,330	\$50,920	\$64,340	\$75,560
50 - 99	48	\$57,990	\$48,670	\$54,510	\$63,460	\$76,180
100 or more	121	\$72,160	\$58,130	\$70,570	\$81,280	\$89,400
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	0					
11 - 12	3	\$59,110	\$53,370	\$65,170	\$66,780	*
13 - 20	195	\$68,260	\$54,000	\$66,980	\$78,540	\$87,980
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	11	\$45,550	\$39,280	\$46,560	\$51,020	\$54,480
\$100M to \$200M	38	\$54,780	\$48,440	\$52,130	\$62,720	\$71,980
\$200M or more	149	\$71,220	\$58,120	\$69,430	\$80,330	\$89,400
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	0					
5,000 - 9,999	6	\$52,210	\$45,390	\$50,350	\$64,040	*
10,000 - 19,999	39	\$54,230	\$47,870	\$51,810	\$60,000	\$71,930
20,000 - 39,999	42	\$60,360	\$50,000	\$59,100	\$68,740	\$77,810
40,000 - 49,999	17	\$62,690	\$51,820	\$62,660	\$69,440	\$82,660
50,000 - 59,999	0					
60,000 or more	78	\$74,190	\$61,050	\$74,000	\$81,920	\$91,840
Number of branch offices						
1	2	*	*	*	*	*
2	6	\$64,560	\$54,130	\$62,430	\$76,970	*
3	21	\$53,590	\$45,060	\$52,120	\$63,070	\$73,440
4	17	\$56,100	\$50,000	\$51,530	\$64,470	\$78,280
5 or more	153	\$70,220	\$57,310	\$67,980	\$80,090	\$89,400

\* Insufficient data

**Table 93 - 2  
Incentives and Bonuses  
Call Center Manager / Supervisor**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		191	84%	150	\$4,570
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 \$50M	0		0	
	\$50M to \$100M	2	50%	1	*
	\$100M to \$200M	27	78%	21	\$2,550
	\$200M to \$500M	51	80%	39	\$3,360
	\$500M to \$1B	41	86%	33	\$4,430
	\$1B to \$3B	49	91%	40	\$4,960
	\$3B or more	20	78%	16	\$6,080
By region	New England	10	100%	9	\$2,670
	Middle Atlantic	14	94%	12	\$3,920
	East North Central	51	77%	37	\$4,800
	West North Central	14	87%	12	\$3,780
	South Atlantic	27	87%	23	\$5,230
	East South Central	9	78%	7	\$4,890
	West South Central	22	89%	18	\$4,040
	Mountain	14	82%	10	\$3,330
	Pacific	30	79%	23	\$5,840
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	29	75%	22	\$2,400
	50 - 99	46	83%	37	\$3,270
	100 or more	116	85%	92	\$5,160
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	46%	2	*
	13 - 20	188	84%	148	\$4,560
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	11	100%	11	\$2,170
	\$100M to \$200M	38	69%	25	\$2,960
	\$200M or more	142	86%	114	\$4,930
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	0		0	
	5,000 - 9,999	6	57%	4	*
	10,000 - 19,999	38	81%	31	\$2,680
	20,000 - 39,999	40	80%	30	\$3,550
	40,000 - 49,999	16	74%	13	\$4,040
	50,000 - 59,999	0		0	
	60,000 or more	74	87%	60	\$5,200
Number of branch offices	1	2	100%	2	*
	2	6	57%	4	\$2,440
	3	21	74%	15	\$2,610
	4	17	87%	14	\$3,060
	5 or more	146	85%	115	\$4,900

\* Insufficient data

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

**Table 93 - 3**  
**Total Cash Compensation**  
**Call Center Manager / Supervisor**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	199	\$71,560	\$56,630	\$69,680	\$82,790	\$91,600
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	0					
\$20M to \$50M	0					
\$50M to \$100M	2	*	*	*	*	*
\$100M to \$200M	28	\$53,260	\$47,830	\$52,760	\$57,540	\$66,050
\$200M to \$500M	53	\$60,370	\$49,790	\$59,960	\$70,140	\$80,220
\$500M to \$1B	45	\$69,480	\$59,980	\$68,040	\$76,260	\$85,160
\$1B to \$3B	50	\$74,950	\$61,540	\$72,690	\$83,000	\$97,540
\$3B or more	20	\$85,820	\$79,120	\$83,490	\$90,230	\$114,900
By region						
New England	10	\$68,200	\$59,040	\$68,040	\$79,700	\$84,880
Middle Atlantic	14	\$74,700	\$60,950	\$82,000	\$82,790	\$91,380
East North Central	52	\$69,240	\$54,960	\$68,270	\$81,280	\$90,070
West North Central	16	\$63,220	\$55,690	\$63,410	\$70,310	\$77,680
South Atlantic	29	\$68,640	\$55,940	\$70,340	\$79,170	\$85,240
East South Central	9	\$62,020	\$55,180	\$58,810	\$70,540	\$83,700
West South Central	24	\$66,150	\$55,700	\$65,160	\$74,440	\$84,750
Mountain	15	\$67,290	\$51,070	\$66,060	\$81,910	\$86,760
Pacific	30	\$89,210	\$70,960	\$84,810	\$108,240	\$126,300
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	30	\$56,400	\$48,400	\$53,020	\$64,700	\$77,870
50 - 99	48	\$60,570	\$49,260	\$58,210	\$68,090	\$80,620
100 or more	121	\$76,020	\$61,650	\$75,780	\$84,480	\$96,320
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	0					
11 - 12	3	\$61,660	\$56,100	\$66,270	\$71,130	*
13 - 20	195	\$71,720	\$56,580	\$70,000	\$82,790	\$91,710
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	11	\$47,560	\$41,080	\$48,560	\$53,340	\$57,600
\$100M to \$200M	38	\$56,840	\$49,030	\$54,300	\$64,680	\$73,610
\$200M or more	149	\$74,960	\$61,370	\$72,820	\$83,460	\$94,440
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	0					
5,000 - 9,999	6	\$53,480	\$45,400	\$53,340	\$64,040	*
10,000 - 19,999	39	\$56,340	\$49,020	\$53,850	\$62,940	\$73,380
20,000 - 39,999	42	\$62,980	\$51,640	\$61,110	\$70,100	\$81,690
40,000 - 49,999	17	\$65,560	\$52,560	\$65,920	\$75,660	\$86,700
50,000 - 59,999	0					
60,000 or more	78	\$78,090	\$64,810	\$79,310	\$85,540	\$101,070
Number of branch offices						
1	2	*	*	*	*	*
2	6	\$65,950	\$54,290	\$64,120	\$77,410	*
3	21	\$55,530	\$45,150	\$54,400	\$64,880	\$74,580
4	17	\$58,780	\$50,750	\$52,810	\$66,590	\$81,820
5 or more	153	\$73,890	\$58,370	\$71,660	\$83,000	\$93,670

\* 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 93 - 4  
Salary Ranges  
Call Center Manager / Supervisor**

		N	average minimum	average midpoint	average maximum
Overall		159	\$57,610	\$72,260	\$86,910
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	1	*	*	*
	\$100M to \$200M	16	\$45,890	\$55,730	\$65,560
	\$200M to \$500M	39	\$51,630	\$63,930	\$76,230
	\$500M to \$1B	38	\$57,330	\$72,060	\$86,780
	\$1B to \$3B	46	\$60,130	\$76,280	\$92,430
	\$3B or more	19	\$74,520	\$94,400	\$114,270

\* 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 assistance 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 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.
- Accountable 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 collective 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 94 - 1  
Salaries  
Call Center Representative II**

	N	average	25th percentile	median	75th percentile	90th percentile	
Overall	163	\$45,830	\$41,800	\$43,950	\$48,840	\$53,480	
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	0					
	\$50M to \$100M	1	*	*	*	*	*
	\$100M to \$200M	24	\$42,680	\$37,020	\$41,780	\$46,000	\$56,270
	\$200M to \$500M	43	\$41,200	\$36,920	\$40,150	\$43,420	\$48,900
	\$500M to \$1B	30	\$44,030	\$40,360	\$44,140	\$48,000	\$50,260
	\$1B to \$3B	45	\$46,200	\$42,720	\$45,460	\$49,030	\$52,760
\$3B or more	20	\$47,390	\$43,950	\$43,950	\$51,840	\$53,480	
By region	New England	8	\$46,120	\$41,630	\$46,800	\$48,750	\$57,600
	Middle Atlantic	10	\$46,580	\$42,670	\$44,780	\$46,000	\$61,940
	East North Central	39	\$43,440	\$40,320	\$42,680	\$43,880	\$49,320
	West North Central	11	\$40,670	\$36,210	\$40,240	\$48,970	\$50,510
	South Atlantic	21	\$46,200	\$44,060	\$46,250	\$49,190	\$52,370
	East South Central	8	\$42,780	\$36,500	\$46,540	\$46,540	\$47,780
	West South Central	21	\$42,280	\$37,880	\$41,030	\$45,450	\$53,030
	Mountain	14	\$46,340	\$43,680	\$44,810	\$51,070	\$59,940
	Pacific	31	\$48,400	\$43,950	\$44,160	\$52,760	\$53,480
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	0					
	10 - 49	29	\$43,950	\$40,260	\$42,880	\$47,850	\$53,630
	50 - 99	36	\$41,280	\$36,080	\$40,210	\$44,560	\$52,490
	100 or more	97	\$46,320	\$42,500	\$43,950	\$49,230	\$53,480
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	160	\$45,830	\$41,800	\$43,950	\$48,870	\$53,480
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	11	\$40,570	\$36,900	\$40,300	\$42,880	\$49,750
	\$100M to \$200M	34	\$42,580	\$36,500	\$41,760	\$46,000	\$51,800
	\$200M or more	117	\$46,180	\$42,120	\$43,950	\$49,030	\$53,480
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	0					
	5,000 - 9,999	10	\$43,580	\$37,360	\$42,490	\$49,750	\$56,810
	10,000 - 19,999	33	\$43,130	\$36,820	\$41,780	\$47,500	\$53,630
	20,000 - 39,999	27	\$41,250	\$37,060	\$40,790	\$45,170	\$49,000
	40,000 - 49,999	13	\$43,360	\$39,610	\$41,910	\$48,710	\$48,710
	50,000 - 59,999	0					
	60,000 or more	68	\$46,640	\$42,730	\$43,950	\$50,000	\$53,480
Number of branch offices	1	4	\$43,720	\$36,680	\$39,390	\$56,130	*
	2	6	\$42,950	\$40,300	\$42,880	\$44,000	*
	3	13	\$43,370	\$36,750	\$43,560	\$49,000	\$53,630
	4	13	\$43,450	\$40,160	\$41,820	\$47,840	\$49,750
	5 or more	126	\$46,010	\$42,110	\$43,950	\$48,960	\$53,480

\* Insufficient data

**Table 94 - 2  
Incentives and Bonuses  
Call Center Representative II**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		158	81%	126	\$2,630
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 \$50M	0		0	
	\$50M to \$100M	1	0%	0	
	\$100M to \$200M	23	80%	17	\$2,000
	\$200M to \$500M	43	76%	35	\$2,080
	\$500M to \$1B	28	78%	23	\$3,790
	\$1B to \$3B	43	94%	36	\$3,630
\$3B or more	20	73%	15	\$1,780	
By region	New England	8	100%	8	\$4,440
	Middle Atlantic	10	52%	7	\$2,140
	East North Central	38	84%	31	\$3,410
	West North Central	11	94%	9	\$4,670
	South Atlantic	20	81%	16	\$4,030
	East South Central	8	77%	5	\$3,380
	West South Central	20	93%	16	\$2,190
	Mountain	14	87%	11	\$2,070
	Pacific	31	78%	22	\$1,740
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	29	80%	20	\$2,530
	50 - 99	36	82%	30	\$1,770
	100 or more	94	81%	75	\$2,710
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	23%	1	*
	13 - 20	156	81%	125	\$2,620
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	11	83%	8	\$2,030
	\$100M to \$200M	33	72%	24	\$2,180
	\$200M or more	114	81%	94	\$2,670
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	0		0	
	5,000 - 9,999	10	72%	5	\$1,460
	10,000 - 19,999	32	77%	25	\$2,250
	20,000 - 39,999	27	88%	23	\$2,950
	40,000 - 49,999	12	74%	11	\$3,840
	50,000 - 59,999	0		0	
	60,000 or more	66	81%	52	\$2,500
Number of branch offices	1	4	47%	2	*
	2	6	83%	4	\$2,090
	3	13	88%	10	\$2,980
	4	13	94%	11	\$2,170
	5 or more	123	80%	98	\$2,640

\* Insufficient data

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



**Table 94 - 3**  
**Total Cash Compensation**  
**Call Center Representative II**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	163	\$47,830	\$43,470	\$45,300	\$51,460	\$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 \$50M	0					
\$50M to \$100M	1	*	*	*	*	*
\$100M to \$200M	24	\$44,250	\$38,320	\$43,670	\$47,500	\$56,270
\$200M to \$500M	43	\$42,780	\$38,180	\$41,720	\$46,050	\$52,430
\$500M to \$1B	30	\$46,780	\$42,390	\$46,340	\$50,500	\$55,660
\$1B to \$3B	45	\$49,170	\$43,680	\$48,110	\$51,520	\$56,510
\$3B or more	20	\$48,680	\$44,660	\$44,660	\$53,480	\$56,210
By region						
New England	8	\$50,560	\$46,340	\$49,870	\$51,730	\$60,350
Middle Atlantic	10	\$47,680	\$44,570	\$44,780	\$50,000	\$62,440
East North Central	39	\$45,980	\$42,780	\$43,620	\$49,150	\$52,230
West North Central	11	\$45,050	\$37,890	\$42,640	\$50,530	\$68,120
South Atlantic	21	\$49,240	\$45,300	\$48,720	\$52,960	\$55,790
East South Central	8	\$45,370	\$36,500	\$50,490	\$50,490	\$51,160
West South Central	21	\$44,080	\$40,030	\$42,690	\$46,250	\$56,210
Mountain	14	\$47,860	\$43,680	\$46,960	\$51,430	\$61,620
Pacific	31	\$49,760	\$44,660	\$46,700	\$53,480	\$55,910
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	29	\$45,930	\$41,470	\$44,900	\$51,860	\$56,100
50 - 99	36	\$42,730	\$36,930	\$42,190	\$47,500	\$53,150
100 or more	97	\$48,360	\$43,680	\$46,250	\$51,600	\$56,210
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	160	\$47,830	\$43,440	\$45,300	\$51,460	\$56,060
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	11	\$42,260	\$37,600	\$42,920	\$44,900	\$51,860
\$100M to \$200M	34	\$44,120	\$37,000	\$43,170	\$47,500	\$55,860
\$200M or more	117	\$48,220	\$43,620	\$45,730	\$51,520	\$56,210
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	0					
5,000 - 9,999	10	\$44,630	\$38,240	\$43,630	\$51,860	\$56,810
10,000 - 19,999	33	\$44,840	\$38,240	\$43,210	\$48,540	\$56,100
20,000 - 39,999	27	\$43,830	\$37,540	\$42,310	\$47,570	\$52,230
40,000 - 49,999	13	\$46,120	\$40,090	\$46,340	\$51,140	\$51,520
50,000 - 59,999	0					
60,000 or more	68	\$48,520	\$44,400	\$46,330	\$51,830	\$56,210
Number of branch offices						
1	4	\$44,080	\$37,030	\$39,750	\$56,890	*
2	6	\$44,690	\$43,670	\$44,810	\$45,730	*
3	13	\$46,000	\$37,950	\$46,320	\$55,270	\$59,500
4	13	\$45,400	\$41,510	\$44,220	\$49,720	\$52,120
5 or more	126	\$48,000	\$43,600	\$45,370	\$51,490	\$56,210

\* 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 94 - 4  
Salary Ranges  
Call Center Representative II**

	N	average minimum	average midpoint	average maximum
Overall	130	\$38,610	\$48,090	\$57,570
By credit union asset size				
\$1M to \$2M	0			
\$2M to \$5M	0			
\$5M to \$10M	0			
\$10M to \$20M	0			
\$20M to \$50M	0			
\$50M to \$100M	1	*	*	*
\$100M to \$200M	14	\$35,350	\$42,770	\$50,200
\$200M to \$500M	33	\$36,250	\$45,430	\$54,600
\$500M to \$1B	24	\$38,320	\$47,970	\$57,630
\$1B to \$3B	41	\$39,830	\$49,890	\$59,940
\$3B or more	17	\$43,500	\$53,830	\$64,170

\* 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 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.
- Accountable 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 collective attitude.

**Table 95 - 1**  
**Salaries**  
**Call Center Representative I**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	230	\$40,650	\$37,470	\$40,000	\$43,160	\$47,660
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	0					
\$50M to \$100M	7	\$40,490	\$36,630	\$37,110	\$47,200	*
\$100M to \$200M	45	\$38,250	\$35,190	\$37,770	\$42,150	\$44,760
\$200M to \$500M	61	\$38,060	\$36,000	\$38,230	\$40,470	\$42,250
\$500M to \$1B	49	\$39,350	\$36,500	\$39,690	\$41,000	\$44,200
\$1B to \$3B	47	\$41,480	\$37,880	\$40,750	\$44,500	\$48,000
\$3B or more	20	\$41,620	\$38,180	\$40,100	\$44,800	\$47,660
By region						
New England	12	\$43,330	\$39,630	\$40,930	\$43,980	\$58,280
Middle Atlantic	17	\$42,720	\$35,800	\$40,580	\$52,120	\$54,100
East North Central	57	\$39,630	\$37,550	\$39,880	\$41,930	\$43,160
West North Central	21	\$38,980	\$36,440	\$37,950	\$41,820	\$45,400
South Atlantic	28	\$40,450	\$38,180	\$40,000	\$40,880	\$47,660
East South Central	12	\$35,860	\$33,850	\$33,930	\$36,820	\$41,600
West South Central	29	\$38,570	\$35,680	\$38,510	\$40,390	\$47,040
Mountain	20	\$38,990	\$35,260	\$39,800	\$42,860	\$44,470
Pacific	33	\$45,730	\$42,930	\$44,720	\$48,940	\$53,530
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	54	\$38,420	\$35,220	\$38,080	\$41,220	\$44,860
50 - 99	61	\$38,850	\$36,170	\$38,530	\$41,990	\$45,230
100 or more	115	\$41,020	\$38,000	\$40,100	\$43,480	\$47,660
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	6	\$40,250	\$37,820	\$40,710	\$43,480	*
13 - 20	223	\$40,660	\$37,500	\$40,000	\$43,160	\$47,660
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	2	*	*	*	*	*
\$20M to \$50M	5	\$36,310	\$36,170	\$36,630	\$36,710	*
\$50M to \$100M	22	\$38,050	\$34,000	\$37,130	\$40,330	\$47,840
\$100M to \$200M	53	\$37,640	\$34,000	\$37,400	\$40,470	\$42,890
\$200M or more	148	\$40,960	\$37,980	\$40,100	\$43,330	\$47,660
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	2	*	*	*	*	*
5,000 - 9,999	13	\$39,970	\$34,170	\$39,330	\$43,090	\$53,040
10,000 - 19,999	60	\$38,270	\$35,280	\$37,480	\$40,860	\$45,380
20,000 - 39,999	48	\$38,090	\$36,060	\$37,820	\$40,770	\$43,110
40,000 - 49,999	17	\$39,540	\$35,890	\$38,480	\$42,000	\$46,270
50,000 - 59,999	0					
60,000 or more	75	\$41,240	\$38,180	\$40,100	\$43,890	\$47,660
Number of branch offices						
1	8	\$42,270	\$36,550	\$41,750	\$47,840	*
2	10	\$39,330	\$37,590	\$40,150	\$40,910	\$45,000
3	25	\$39,120	\$36,630	\$39,770	\$42,150	\$47,000
4	26	\$37,590	\$35,970	\$37,440	\$39,370	\$41,060
5 or more	162	\$40,820	\$37,770	\$40,040	\$43,160	\$47,660

\* Insufficient data

**Table 95 - 2  
Incentives and Bonuses  
Call Center Representative I**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		223	79%	169	\$1,800
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	0		0	
	\$10M to \$20M	2	0%	0	
	\$20M to \$50M	0		0	
	\$50M to \$100M	7	58%	5	\$2,190
	\$100M to \$200M	43	74%	32	\$1,860
	\$200M to \$500M	59	86%	47	\$1,900
	\$500M to \$1B	46	83%	36	\$2,070
	\$1B to \$3B	46	88%	35	\$1,820
\$3B or more	20	68%	15	\$1,600	
By region	New England	12	84%	11	\$1,520
	Middle Atlantic	16	77%	14	\$980
	East North Central	56	85%	42	\$1,950
	West North Central	20	79%	16	\$2,080
	South Atlantic	27	78%	21	\$1,810
	East South Central	12	63%	8	\$2,290
	West South Central	27	94%	22	\$1,610
	Mountain Pacific	20 32	81% 69%	14 22	\$1,570 \$2,080
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	0		0	
	10 - 49	53	72%	38	\$1,820
	50 - 99	60	86%	47	\$1,660
	100 or more	111	79%	84	\$1,820
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	32%	3	*
	13 - 20	216	80%	165	\$1,790
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	5	49%	3	*
	\$50M to \$100M	22	74%	17	\$1,840
	\$100M to \$200M	52	77%	39	\$1,880
	\$200M or more	143	80%	111	\$1,800
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	13	57%	8	\$2,250
	10,000 - 19,999	58	79%	45	\$1,880
	20,000 - 39,999	47	81%	36	\$1,610
	40,000 - 49,999	16	88%	14	\$2,890
	50,000 - 59,999 60,000 or more	0 72	 78%	0 54	 \$1,660
Number of branch offices	1	8	54%	3	*
	2	10	89%	8	\$1,880
	3	24	70%	16	\$2,200
	4	25	94%	22	\$2,020
	5 or more	157	79%	119	\$1,780

\* Insufficient data

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

**Table 95 - 3**  
**Total Cash Compensation**  
**Call Center Representative I**

	N	average	25th percentile	median	75th percentile	90th percentile
Overall	230	\$41,970	\$38,510	\$40,750	\$44,810	\$48,870
By credit union asset size						
\$1M to \$2M	0					
\$2M to \$5M	0					
\$5M to \$10M	0					
\$10M to \$20M	2	*	*	*	*	*
\$20M to \$50M	0					
\$50M to \$100M	7	\$41,770	\$36,630	\$38,360	\$49,630	*
\$100M to \$200M	45	\$39,580	\$36,400	\$39,580	\$42,830	\$47,470
\$200M to \$500M	61	\$39,640	\$36,740	\$39,900	\$42,000	\$44,590
\$500M to \$1B	49	\$40,800	\$38,030	\$40,750	\$43,390	\$46,170
\$1B to \$3B	47	\$42,880	\$39,160	\$42,360	\$45,720	\$48,940
\$3B or more	20	\$42,710	\$40,100	\$40,690	\$45,790	\$50,040
By region						
New England	12	\$44,530	\$40,540	\$42,360	\$44,890	\$59,050
Middle Atlantic	17	\$43,470	\$37,260	\$40,580	\$52,970	\$54,600
East North Central	57	\$41,120	\$38,460	\$41,050	\$43,410	\$45,790
West North Central	21	\$40,540	\$37,320	\$39,390	\$43,570	\$47,470
South Atlantic	28	\$41,820	\$40,100	\$40,690	\$44,990	\$48,870
East South Central	12	\$37,280	\$33,850	\$36,860	\$39,160	\$41,600
West South Central	29	\$39,760	\$36,440	\$39,590	\$42,410	\$50,040
Mountain	20	\$39,990	\$35,350	\$41,500	\$43,480	\$45,850
Pacific	33	\$47,150	\$44,350	\$45,500	\$48,940	\$57,150
By number of full-time employees						
1	0					
2 - 4	0					
5 - 9	0					
10 - 49	54	\$39,710	\$36,400	\$40,430	\$42,580	\$46,120
50 - 99	61	\$40,200	\$37,320	\$39,930	\$43,750	\$47,470
100 or more	115	\$42,330	\$39,000	\$40,900	\$44,990	\$48,940
By number of services offered						
1 - 2	0					
3 - 4	0					
5 - 6	0					
7 - 8	0					
9 - 10	1	*	*	*	*	*
11 - 12	6	\$41,470	\$40,340	\$43,360	\$43,480	*
13 - 20	223	\$41,980	\$38,510	\$40,700	\$44,870	\$48,870
By amount of loans outstanding						
\$500,000 to \$2M	0					
\$2M to \$5M	0					
\$5M to \$20M	2	*	*	*	*	*
\$20M to \$50M	5	\$37,290	\$36,310	\$36,630	\$39,210	*
\$50M to \$100M	22	\$39,410	\$35,000	\$39,430	\$42,870	\$47,840
\$100M to \$200M	53	\$39,040	\$35,450	\$38,640	\$42,580	\$46,080
\$200M or more	148	\$42,270	\$39,140	\$40,910	\$44,920	\$48,940
By number of members						
1 - 999	0					
1,000 - 1,999	0					
2,000 - 4,999	2	*	*	*	*	*
5,000 - 9,999	13	\$41,260	\$36,410	\$40,430	\$43,350	\$55,610
10,000 - 19,999	60	\$39,690	\$35,840	\$39,590	\$42,930	\$47,660
20,000 - 39,999	48	\$39,350	\$36,970	\$39,740	\$41,600	\$43,930
40,000 - 49,999	17	\$41,990	\$38,060	\$40,160	\$43,750	\$47,910
50,000 - 59,999	0					
60,000 or more	75	\$42,420	\$39,330	\$41,270	\$45,500	\$48,870
Number of branch offices						
1	8	\$43,290	\$37,720	\$42,020	\$47,840	*
2	10	\$41,000	\$39,930	\$40,420	\$42,900	\$47,790
3	25	\$40,590	\$36,630	\$40,730	\$45,800	\$48,230
4	26	\$39,440	\$37,140	\$38,770	\$41,680	\$43,750
5 or more	162	\$42,110	\$38,720	\$40,750	\$44,900	\$48,870

\* 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 95 - 4  
Salary Ranges  
Call Center Representative I**

		N	average minimum	average midpoint	average maximum
Overall		174	\$34,450	\$42,240	\$50,030
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	5	\$35,900	\$43,530	\$51,160
	\$100M to \$200M	25	\$33,550	\$40,320	\$47,090
	\$200M to \$500M	44	\$32,980	\$40,360	\$47,730
	\$500M to \$1B	39	\$34,060	\$42,330	\$50,600
	\$1B to \$3B	43	\$35,070	\$43,280	\$51,490
	\$3B or more	18	\$38,190	\$46,390	\$54,590

\* Insufficient data

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

**Table 96 - 1**  
**Hourly Wage**  
**Part-Time President / CEO / Manager**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		48	\$27.17	\$20.00	\$24.37	\$35.00	\$45.00
By credit union asset size	\$1M to \$2M	13	\$17.26	\$12.14	\$17.00	\$20.73	*
	\$2M to \$5M	13	\$27.74	\$22.20	\$23.23	\$30.35	*
	\$5M to \$10M	13	\$31.03	\$22.86	\$30.21	\$38.76	*
	\$10M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	6	\$40.20	\$32.77	\$42.00	\$46.67	*
	\$50M to \$100M	0					
	\$100M to \$200M	1	*	*	*	*	*
	\$200M to \$500M	0					
	\$500M to \$1B	0					
	\$1B to \$3B	0					
\$3B or more	0						
By region	New England	4	*	*	*	*	*
	Middle Atlantic	16	\$24.59	\$18.95	\$23.23	\$28.42	*
	East North Central	6	*	*	*	*	*
	West North Central	3	*	*	*	*	*
	South Atlantic	7	*	*	*	*	*
	East South Central	3	*	*	*	*	*
	West South Central	4	*	*	*	*	*
	Pacific	3	*	*	*	*	*
By number of full-time employees	1	5	*	*	*	*	*
	2 - 4	10	\$33.43	\$28.42	\$32.00	\$40.00	*
	5 - 9	1	*	*	*	*	*
	10 - 49	1	*	*	*	*	*
	50 - 99	0					
	100 or more	0					
By number of services offered	1 - 2	10	\$21.08	\$10.04	\$23.23	\$26.00	*
	3 - 4	16	\$24.84	\$18.95	\$24.89	\$29.00	*
	5 - 6	3	*	*	*	*	*
	7 - 8	3	*	*	*	*	*
	9 - 10	1	*	*	*	*	*
	11 - 12	1	*	*	*	*	*
	13 - 20	1	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	18	\$28.46	\$18.95	\$26.00	\$39.83	*
	\$2M to \$5M	17	\$27.71	\$22.60	\$23.23	\$31.64	\$41.56
	\$5M to \$20M	4	*	*	*	*	*
	\$20M to \$50M	0					
	\$50M to \$100M	0					
	\$100M to \$200M	1	*	*	*	*	*
\$200M or more	0						
By number of members	1 - 999	41	\$24.66	\$18.95	\$23.01	\$29.00	\$40.00
	1,000 - 1,999	5	*	*	*	*	*
	2,000 - 4,999	1	*	*	*	*	*
	5,000 - 9,999	0					
	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	40	\$27.57	\$18.95	\$23.23	\$36.15	\$45.00
	2	7	*	*	*	*	*
	3	1	*	*	*	*	*
	4	0					
	5 or more	0					

\* Insufficient data



**Table 96 - 2  
Incentives and Bonuses  
Part-Time President / CEO / Manager**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		48	40%	19	\$1,730
By credit union asset size	\$1M to \$2M	13	20%	3	*
	\$2M to \$5M	13	40%	5	*
	\$5M to \$10M	13	63%	8	\$1,690
	\$10M to \$20M	2	0%	0	
	\$20M to \$50M	6	40%	2	*
	\$50M to \$100M	0		0	
	\$100M to \$200M	1	100%	1	*
	\$200M to \$500M	0		0	
	\$500M to \$1B	0		0	
	\$1B to \$3B	0		0	
\$3B or more	0		0		
By region	New England	4	31%	1	*
	Middle Atlantic	16	20%	3	*
	East North Central	6	78%	4	*
	West North Central	3	100%	3	*
	South Atlantic	7	38%	3	*
	East South Central	3	0%	0	
	West South Central	4	37%	2	*
	Mountain	4	25%	1	*
	Pacific	3	100%	3	*
By number of full-time employees	1	5	0%	0	
	2 - 4	10	60%	6	*
	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	10	0%	0	
	3 - 4	16	33%	5	*
	5 - 6	3	100%	3	*
	7 - 8	3	100%	3	*
	9 - 10	1	0%	0	
	11 - 12	1	100%	1	*
	13 - 20	1	100%	1	*
By amount of loans outstanding	\$500,000 to \$2M	18	38%	7	*
	\$2M to \$5M	17	52%	9	\$1,620
	\$5M to \$20M	4	67%	2	*
	\$20M to \$50M	0		0	
	\$50M to \$100M	0		0	
	\$100M to \$200M	1	100%	1	*
	\$200M or more	0		0	
By number of members	1 - 999	41	35%	14	\$1,330
	1,000 - 1,999	5	77%	4	*
	2,000 - 4,999	1	0%	0	
	5,000 - 9,999	0		0	
	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	40	35%	14	\$1,660
	2	7	62%	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 96 - 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	0			
	\$2M to \$5M	0			
	\$5M to \$10M	2	*	*	*
	\$10M to \$20M	2	*	*	*
	\$20M to \$50M	1	*	*	*
	\$50M to \$100M	0			
	\$100M to \$200M	0			
	\$200M to \$500M	0			
	\$500M to \$1B	0			
	\$1B to \$3B	0			
	\$3B or more	0			

\* Insufficient data

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

**Table 97 - 1  
Hourly Wage  
Part-Time Executive VP or Assistant Manager**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		39	\$24.53	\$15.00	\$21.50	\$33.00	\$41.13
By credit union asset size	\$1M to \$2M	11	*	*	*	*	*
	\$2M to \$5M	11	*	*	*	*	*
	\$5M to \$10M	8	\$31.10	\$24.41	\$32.00	\$36.53	*
	\$10M to \$20M	3	*	*	*	*	*
	\$20M to \$50M	2	*	*	*	*	*
	\$50M to \$100M	2	*	*	*	*	*
	\$100M to \$200M	1	*	*	*	*	*
	\$200M to \$500M	1	*	*	*	*	*
	\$500M to \$1B	0					
	\$1B to \$3B	1	*	*	*	*	*
\$3B or more	0						
By region	New England	0					
	Middle Atlantic	12	\$27.70	\$16.15	\$31.61	\$39.64	*
	East North Central	7	\$27.96	\$15.00	\$32.00	\$35.34	*
	West North Central	5	*	*	*	*	*
	South Atlantic	3	*	*	*	*	*
	East South Central	3	*	*	*	*	*
	West South Central	2	*	*	*	*	*
	Mountain	3	*	*	*	*	*
Pacific	3	*	*	*	*	*	
By number of full-time employees	1	16	\$16.39	\$11.00	\$15.00	\$16.94	*
	2 - 4	4	*	*	*	*	*
	5 - 9	1	*	*	*	*	*
	10 - 49	3	*	*	*	*	*
	50 - 99	1	*	*	*	*	*
	100 or more	1	*	*	*	*	*
By number of services offered	1 - 2	7	*	*	*	*	*
	3 - 4	13	\$20.04	\$16.67	\$21.00	\$23.00	*
	5 - 6	1	*	*	*	*	*
	7 - 8	3	*	*	*	*	*
	9 - 10	0					
	11 - 12	3	*	*	*	*	*
By amount of loans outstanding	\$500,000 to \$2M	21	\$21.48	\$11.48	\$17.88	\$26.45	*
	\$2M to \$5M	10	\$21.35	\$15.38	\$19.15	\$26.00	*
	\$5M to \$20M	4	*	*	*	*	*
	\$20M to \$50M	2	*	*	*	*	*
	\$50M to \$100M	1	*	*	*	*	*
	\$100M to \$200M	1	*	*	*	*	*
By number of members	\$200M or more	1	*	*	*	*	*
	1 - 999	29	\$20.26	\$15.00	\$18.50	\$23.00	\$33.00
	1,000 - 1,999	3	*	*	*	*	*
	2,000 - 4,999	3	*	*	*	*	*
	5,000 - 9,999	3	*	*	*	*	*
	10,000 - 19,999	0					
	20,000 - 39,999	1	*	*	*	*	*
	40,000 - 49,999	0					
	50,000 - 59,999	0					
60,000 or more	1	*	*	*	*	*	
Number of branch offices	1	30	\$24.21	\$15.00	\$22.08	\$33.00	\$41.35
	2	8	\$24.37	\$15.00	\$21.00	\$34.94	*
	3	1	*	*	*	*	*
	4	0					
	5 or more	1	*	*	*	*	*

\* Insufficient data

**Table 97 - 2  
Incentives and Bonuses  
Part-Time Executive VP or Assistant Manager**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		39	51%	20	\$1,720
By credit union asset size	\$1M to \$2M	11	50%	5	*
	\$2M to \$5M	11	50%	5	*
	\$5M to \$10M	8	40%	3	*
	\$10M to \$20M	3	50%	2	*
	\$20M to \$50M	2	50%	1	*
	\$50M to \$100M	2	50%	1	*
	\$100M to \$200M	1	100%	1	*
	\$200M to \$500M	1	100%	1	*
	\$500M to \$1B	0		0	
	\$1B to \$3B	1	100%	1	*
\$3B or more	0		0		
By region	New England	0		0	
	Middle Atlantic	12	21%	3	*
	East North Central	7	83%	6	*
	West North Central	5	50%	3	*
	South Atlantic	3	100%	3	*
	East South Central	3	50%	2	*
	West South Central	2	36%	1	*
	Mountain Pacific	3 3	0% 100%	0 3	 *
By number of full-time employees	1	16	16%	3	*
	2 - 4	4	36%	2	*
	5 - 9	1	100%	1	*
	10 - 49	3	66%	2	*
	50 - 99	1	100%	1	*
	100 or more	1	100%	1	*
By number of services offered	1 - 2	7	36%	3	*
	3 - 4	13	40%	5	*
	5 - 6	1	100%	1	*
	7 - 8	3	0%	0	
	9 - 10	0		0	
	11 - 12	3	100%	3	*
	13 - 20	3	70%	2	*
By amount of loans outstanding	\$500,000 to \$2M	21	46%	10	*
	\$2M to \$5M	10	42%	4	*
	\$5M to \$20M	4	70%	3	*
	\$20M to \$50M	2	50%	1	*
	\$50M to \$100M	1	100%	1	*
	\$100M to \$200M	1	100%	1	*
	\$200M or more	1	100%	1	*
By number of members	1 - 999	29	42%	12	\$1,220
	1,000 - 1,999	3	100%	3	*
	2,000 - 4,999	3	57%	2	*
	5,000 - 9,999	3	66%	2	*
	10,000 - 19,999	0		0	
	20,000 - 39,999	1	100%	1	*
	40,000 - 49,999	0		0	
	50,000 - 59,999	0		0	
	60,000 or more	1	100%	1	*
Number of branch offices	1	30	47%	14	\$1,590
	2	8	66%	5	*
	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 97 - 3**  
**Salary Ranges**  
**Part-Time Executive VP or Assistant Manager**

		N	average minimum	average midpoint	average maximum
Overall		6	*	*	*
By credit union asset size	\$1M to \$2M	3	*	*	*
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	2	*	*	*
	\$20M to \$50M	1	*	*	*
	\$50M to \$100M	0			
	\$100M to \$200M	0			
	\$200M to \$500M	0			
	\$500M to \$1B	0			
	\$1B to \$3B	1	*	*	*
\$3B or more	0				

\* Insufficient data

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

**Table 98 - 1**  
**Hourly Wage**  
**Part-Time "Universal Employee"**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		118	\$18.64	\$16.88	\$17.16	\$20.00	\$23.24
By credit union asset size	\$1M to \$2M	5	*	*	*	*	*
	\$2M to \$5M	13	\$19.77	\$14.50	\$18.00	\$25.00	*
	\$5M to \$10M	17	\$22.46	\$18.65	\$20.00	\$23.77	\$40.00
	\$10M to \$20M	5	*	*	*	*	*
	\$20M to \$50M	15	\$17.56	\$15.00	\$17.00	\$21.00	\$24.79
	\$50M to \$100M	11	\$21.25	\$16.00	\$19.93	\$25.35	\$33.95
	\$100M to \$200M	12	\$17.62	\$14.00	\$15.91	\$21.74	\$23.67
	\$200M to \$500M	15	\$17.45	\$15.41	\$17.00	\$18.46	\$21.27
	\$500M to \$1B	11	\$17.72	\$16.10	\$17.00	\$18.77	\$21.06
	\$1B to \$3B	10	\$18.52	\$16.95	\$18.25	\$18.64	\$20.42
\$3B or more	5	\$18.57	\$17.15	\$17.16	\$18.89	*	
By region	New England	6	\$22.01	\$17.00	\$17.96	\$21.22	*
	Middle Atlantic	20	\$19.78	\$14.93	\$16.90	\$24.12	\$33.12
	East North Central	22	\$17.77	\$17.00	\$17.15	\$18.00	\$22.00
	West North Central	11	\$17.39	\$14.00	\$17.36	\$20.00	\$23.67
	South Atlantic	15	\$17.95	\$17.16	\$17.16	\$17.71	\$25.00
	East South Central	8	\$17.92	\$15.94	\$17.32	\$19.42	*
	West South Central	14	\$16.99	\$15.08	\$16.88	\$18.44	\$20.62
	Mountain	7	\$18.27	\$14.00	\$20.41	\$22.00	*
Pacific	16	\$21.40	\$18.64	\$19.72	\$23.16	\$24.13	
By number of full-time employees	1	15	\$17.38	\$14.00	\$18.00	\$19.00	*
	2 - 4	15	\$17.67	\$14.99	\$17.28	\$20.00	\$21.91
	5 - 9	13	\$19.01	\$15.00	\$18.00	\$23.36	\$26.92
	10 - 49	22	\$18.37	\$14.00	\$17.50	\$21.66	\$24.00
	50 - 99	12	\$18.04	\$15.54	\$18.44	\$18.91	\$22.00
	100 or more	27	\$18.35	\$17.15	\$17.16	\$18.64	\$23.16
By number of services offered	1 - 2	13	\$22.54	\$17.50	\$18.00	\$26.84	*
	3 - 4	8	*	*	*	*	*
	5 - 6	6	*	*	*	*	*
	7 - 8	4	*	*	*	*	*
	9 - 10	6	\$20.87	\$17.00	\$22.00	\$24.77	*
	11 - 12	4	*	*	*	*	*
	13 - 20	69	\$18.26	\$17.00	\$17.16	\$18.91	\$23.16
By amount of loans outstanding	\$500,000 to \$2M	15	\$19.62	\$14.00	\$17.11	\$25.00	*
	\$2M to \$5M	18	\$21.42	\$15.00	\$20.00	\$22.00	\$40.00
	\$5M to \$20M	18	\$18.23	\$15.52	\$18.00	\$19.00	\$23.56
	\$20M to \$50M	10	\$19.96	\$16.00	\$19.06	\$23.25	\$27.86
	\$50M to \$100M	10	\$19.98	\$15.06	\$22.02	\$24.32	\$27.39
	\$100M to \$200M	10	\$16.63	\$14.00	\$15.00	\$19.72	\$21.95
\$200M or more	35	\$18.39	\$17.15	\$17.16	\$18.64	\$23.16	
By number of members	1 - 999	31	\$20.36	\$14.37	\$20.00	\$25.00	\$27.00
	1,000 - 1,999	15	\$18.54	\$16.37	\$18.00	\$19.00	\$22.64
	2,000 - 4,999	15	\$19.92	\$14.49	\$20.60	\$24.67	\$27.89
	5,000 - 9,999	6	\$19.87	\$16.00	\$17.50	\$23.67	*
	10,000 - 19,999	14	\$17.31	\$14.00	\$15.62	\$21.09	\$22.00
	20,000 - 39,999	12	\$17.97	\$15.41	\$17.00	\$18.45	\$22.34
	40,000 - 49,999	4	\$17.56	\$16.10	\$16.10	\$18.04	*
	50,000 - 59,999	0					
60,000 or more	20	\$18.46	\$17.15	\$17.16	\$18.64	\$23.16	
Number of branch offices	1	49	\$20.06	\$14.92	\$19.00	\$22.98	\$27.00
	2	11	\$20.50	\$15.71	\$19.01	\$24.78	\$31.11
	3	12	\$19.02	\$15.00	\$17.69	\$23.67	\$25.63
	4	8	\$19.19	\$18.28	\$19.72	\$20.64	\$22.24
	5 or more	39	\$18.06	\$17.00	\$17.16	\$18.64	\$23.13

\* Insufficient data

**Table 98 - 2  
Incentives and Bonuses  
Part-Time "Universal Employee"**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		111	66%	66	\$910
By credit union asset size	\$1M to \$2M	5	0%	0	
	\$2M to \$5M	11	17%	3	*
	\$5M to \$10M	17	47%	8	\$730
	\$10M to \$20M	5	100%	5	*
	\$20M to \$50M	13	50%	6	\$880
	\$50M to \$100M	10	87%	7	\$790
	\$100M to \$200M	12	89%	10	\$940
	\$200M to \$500M	15	68%	10	\$1,170
	\$500M to \$1B	9	61%	7	\$1,830
	\$1B to \$3B	9	100%	8	\$970
\$3B or more	5	63%	2	*	
By region	New England	5	55%	2	*
	Middle Atlantic	18	41%	7	\$1,220
	East North Central	22	77%	14	\$750
	West North Central	11	86%	9	\$730
	South Atlantic	15	22%	8	\$740
	East South Central	4	100%	4	\$1,540
	West South Central	14	60%	5	\$910
	Mountain Pacific	7 16	55% 90%	4 13	\$1,780 \$1,070
By number of full-time employees	1	13	45%	4	*
	2 - 4	15	42%	8	\$1,060
	5 - 9	12	76%	7	\$760
	10 - 49	21	86%	16	\$930
	50 - 99	12	67%	8	\$1,190
	100 or more	25	71%	19	\$900
By number of services offered	1 - 2	13	19%	3	*
	3 - 4	6	0%	0	
	5 - 6	6	100%	6	*
	7 - 8	4	30%	2	*
	9 - 10	6	69%	4	*
	11 - 12	4	14%	0	
	13 - 20	65	74%	49	\$930
By amount of loans outstanding	\$500,000 to \$2M	13	8%	2	*
	\$2M to \$5M	18	31%	7	*
	\$5M to \$20M	17	76%	10	\$590
	\$20M to \$50M	9	91%	8	\$750
	\$50M to \$100M	10	73%	7	\$850
	\$100M to \$200M	10	72%	6	\$1,050
	\$200M or more	33	73%	25	\$930
By number of members	1 - 999	29	18%	7	*
	1,000 - 1,999	14	71%	9	\$540
	2,000 - 4,999	15	72%	9	\$1,110
	5,000 - 9,999	5	91%	4	*
	10,000 - 19,999	14	87%	10	\$1,000
	20,000 - 39,999	12	64%	8	\$1,210
	40,000 - 49,999	3	24%	2	*
	50,000 - 59,999 60,000 or more	0 19	 75%	0 14	 \$750
Number of branch offices	1	46	45%	21	\$670
	2	10	58%	4	*
	3	11	59%	6	\$1,050
	4	8	94%	7	\$1,370
	5 or more	37	72%	27	\$900

\* Insufficient data

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

**Table 98 - 3  
Salary Ranges  
Part-Time "Universal Employee"**

		N	average minimum	average midpoint	average maximum
Overall		45	\$16.23	\$20.18	\$24.13
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	5	*	*	*
	\$10M to \$20M	3	*	*	*
	\$20M to \$50M	2	*	*	*
	\$50M to \$100M	1	*	*	*
	\$100M to \$200M	6	\$16.42	\$19.51	\$22.59
	\$200M to \$500M	9	\$15.50	\$19.15	\$22.81
	\$500M to \$1B	7	\$16.39	\$21.01	\$25.63
	\$1B to \$3B	8	\$17.75	\$21.90	\$26.05
\$3B or more	4	\$16.78	\$22.05	\$27.32	

\* Insufficient data

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



**Table 99 - 1  
Hourly Wage  
Part-Time Teller**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		292	\$16.82	\$15.00	\$16.72	\$18.16	\$20.19
By credit union asset size	\$1M to \$2M	3	*	*	*	*	*
	\$2M to \$5M	5	*	*	*	*	*
	\$5M to \$10M	11	\$16.19	\$14.95	\$17.00	\$18.00	*
	\$10M to \$20M	22	\$15.16	\$12.63	\$13.50	\$15.92	\$24.30
	\$20M to \$50M	37	\$14.67	\$13.00	\$14.07	\$15.46	\$18.00
	\$50M to \$100M	41	\$15.76	\$14.87	\$16.00	\$17.00	\$18.00
	\$100M to \$200M	44	\$15.06	\$13.09	\$15.00	\$16.40	\$17.98
	\$200M to \$500M	51	\$16.10	\$14.88	\$16.00	\$17.23	\$18.40
	\$500M to \$1B	33	\$16.43	\$14.76	\$15.87	\$17.00	\$21.25
	\$1B to \$3B	33	\$17.34	\$15.47	\$17.47	\$19.12	\$21.00
\$3B or more	12	\$18.48	\$18.00	\$18.13	\$19.62	\$20.61	
By region	New England	19	\$17.82	\$17.00	\$17.49	\$18.67	\$20.22
	Middle Atlantic	27	\$15.95	\$15.46	\$16.25	\$17.00	\$18.00
	East North Central	98	\$16.47	\$14.84	\$16.12	\$18.13	\$18.81
	West North Central	33	\$15.45	\$14.02	\$15.50	\$16.37	\$17.00
	South Atlantic	29	\$16.99	\$15.62	\$18.00	\$18.00	\$18.00
	East South Central	16	\$15.25	\$14.73	\$15.50	\$16.00	\$16.48
	West South Central	31	\$15.72	\$14.50	\$15.00	\$17.00	\$19.62
	Mountain	22	\$16.77	\$14.41	\$16.08	\$18.87	\$19.96
	Pacific	18	\$19.59	\$18.45	\$20.02	\$20.61	\$22.32
By number of full-time employees	1	9	*	*	*	*	*
	2 - 4	37	\$15.89	\$13.00	\$15.00	\$17.00	\$25.00
	5 - 9	33	\$14.64	\$13.00	\$15.25	\$16.00	\$16.08
	10 - 49	90	\$15.31	\$13.55	\$15.08	\$17.00	\$18.00
	50 - 99	43	\$15.94	\$14.84	\$16.07	\$16.83	\$18.00
	100 or more	78	\$17.63	\$15.64	\$18.00	\$18.75	\$20.63
By number of services offered	1 - 2	10	\$14.07	\$13.00	\$13.00	\$15.00	*
	3 - 4	7	*	*	*	*	*
	5 - 6	5	*	*	*	*	*
	7 - 8	9	\$14.73	\$12.50	\$14.99	\$16.18	*
	9 - 10	12	\$17.49	\$12.50	\$16.00	\$22.76	*
	11 - 12	26	\$14.27	\$13.00	\$15.00	\$15.41	\$15.71
	13 - 20	220	\$17.01	\$15.24	\$17.02	\$18.24	\$20.19
By amount of loans outstanding	\$500,000 to \$2M	3	*	*	*	*	*
	\$2M to \$5M	25	\$15.18	\$13.00	\$15.00	\$17.65	\$19.66
	\$5M to \$20M	47	\$14.72	\$12.50	\$15.00	\$16.30	\$17.76
	\$20M to \$50M	41	\$15.82	\$15.00	\$15.62	\$17.00	\$18.00
	\$50M to \$100M	32	\$14.54	\$13.00	\$14.00	\$16.00	\$17.40
	\$100M to \$200M	42	\$16.04	\$14.37	\$16.00	\$17.26	\$18.40
\$200M or more	102	\$17.43	\$15.50	\$17.78	\$18.45	\$20.61	
By number of members	1 - 999	20	\$15.12	\$14.00	\$15.00	\$18.00	\$18.00
	1,000 - 1,999	27	\$15.05	\$13.00	\$13.50	\$16.30	\$18.04
	2,000 - 4,999	41	\$15.36	\$12.88	\$15.28	\$17.25	\$19.17
	5,000 - 9,999	48	\$15.16	\$14.00	\$15.11	\$16.50	\$17.52
	10,000 - 19,999	48	\$15.48	\$14.00	\$15.59	\$16.49	\$18.40
	20,000 - 39,999	39	\$16.19	\$15.35	\$16.25	\$17.00	\$18.00
	40,000 - 49,999	12	\$16.78	\$14.00	\$15.30	\$18.57	\$23.98
	50,000 - 59,999	0					
	60,000 or more	50	\$17.73	\$15.97	\$18.00	\$18.81	\$20.61
Number of branch offices	1	76	\$15.01	\$13.00	\$15.00	\$16.00	\$18.00
	2	32	\$15.56	\$14.04	\$16.08	\$17.08	\$17.99
	3	29	\$15.24	\$14.00	\$15.75	\$16.00	\$17.52
	4	26	\$15.74	\$13.32	\$15.85	\$17.94	\$18.85
	5 or more	128	\$17.23	\$15.50	\$17.49	\$18.41	\$20.61

\* Insufficient data

**Table 99 - 2  
Incentives and Bonuses  
Part-Time Teller**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		281	77%	161	\$720
By credit union asset size	\$1M to \$2M	3	0%	0	
	\$2M to \$5M	5	0%	0	
	\$5M to \$10M	11	33%	5	*
	\$10M to \$20M	21	21%	5	*
	\$20M to \$50M	35	47%	15	\$650
	\$50M to \$100M	40	65%	26	\$910
	\$100M to \$200M	43	69%	28	\$590
	\$200M to \$500M	50	59%	31	\$840
	\$500M to \$1B	30	71%	22	\$890
	\$1B to \$3B	32	87%	20	\$570
	\$3B or more	11	100%	10	\$740
By region	New England	18	81%	11	\$610
	Middle Atlantic	25	80%	16	\$920
	East North Central	94	71%	49	\$750
	West North Central	32	59%	18	\$630
	South Atlantic	28	87%	15	\$430
	East South Central	16	77%	9	\$1,250
	West South Central	29	84%	20	\$830
	Mountain	21	62%	10	\$900
	Pacific	18	88%	13	\$670
By number of full-time employees	1	9	9%	2	*
	2 - 4	36	35%	10	\$930
	5 - 9	31	57%	14	\$1,150
	10 - 49	89	63%	52	\$590
	50 - 99	42	65%	28	\$820
	100 or more	73	88%	54	\$710
By number of services offered	1 - 2	10	0%	0	
	3 - 4	7	29%	3	*
	5 - 6	5	0%	0	
	7 - 8	9	41%	4	*
	9 - 10	9	66%	5	*
	11 - 12	25	38%	11	\$1,450
	13 - 20	213	81%	137	\$700
By amount of loans outstanding	\$500,000 to \$2M	3	0%	0	
	\$2M to \$5M	25	18%	6	*
	\$5M to \$20M	44	43%	16	\$610
	\$20M to \$50M	40	71%	24	\$880
	\$50M to \$100M	32	62%	21	\$560
	\$100M to \$200M	40	59%	22	\$650
	\$200M or more	97	86%	71	\$730
By number of members	1 - 999	20	22%	6	*
	1,000 - 1,999	24	23%	4	*
	2,000 - 4,999	41	48%	19	\$730
	5,000 - 9,999	47	73%	32	\$760
	10,000 - 19,999	46	61%	27	\$590
	20,000 - 39,999	37	61%	24	\$940
	40,000 - 49,999	12	66%	9	\$970
	50,000 - 59,999	0		0	
	60,000 or more	46	91%	33	\$680
Number of branch offices	1	74	53%	29	\$680
	2	29	43%	15	\$580
	3	29	60%	17	\$860
	4	26	58%	14	\$660
	5 or more	123	83%	86	\$720

\* Insufficient data

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

**Table 99 - 3  
Salary Ranges  
Part-Time Teller**

		N	average minimum	average midpoint	average maximum
Overall		144	\$14.40	\$17.42	\$20.44
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	3	*	*	*
	\$10M to \$20M	5	*	*	*
	\$20M to \$50M	5	*	*	*
	\$50M to \$100M	18	\$14.36	\$17.16	\$19.96
	\$100M to \$200M	19	\$13.76	\$16.61	\$19.45
	\$200M to \$500M	31	\$14.07	\$16.77	\$19.47
	\$500M to \$1B	24	\$14.11	\$17.19	\$20.27
	\$1B to \$3B	28	\$14.85	\$18.22	\$21.59
	\$3B or more	11	\$16.69	\$20.26	\$23.82

\* Insufficient data

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

**Table 100 - 1  
Hourly Wage  
Part-Time Member Services Representative**

	N	average	25th percentile	median	75th percentile	90th percentile	
Overall	173	\$18.52	\$16.00	\$17.50	\$19.60	\$25.11	
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	8	*	*	*	*	
	\$5M to \$10M	10	\$17.88	\$14.81	\$15.00	\$20.75	*
	\$10M to \$20M	11	\$14.54	\$12.00	\$13.50	\$17.50	*
	\$20M to \$50M	35	\$17.80	\$15.56	\$17.40	\$18.89	\$27.00
	\$50M to \$100M	23	\$16.09	\$15.08	\$16.00	\$16.93	\$18.84
	\$100M to \$200M	23	\$16.33	\$14.78	\$15.52	\$17.98	\$18.90
	\$200M to \$500M	23	\$16.25	\$14.59	\$16.00	\$17.00	\$19.15
	\$500M to \$1B	12	\$17.24	\$14.50	\$17.54	\$18.23	\$21.25
	\$1B to \$3B	18	\$17.85	\$17.33	\$17.50	\$17.79	\$18.99
\$3B or more	10	\$22.17	\$18.78	\$25.11	\$25.11	\$25.11	
By region	New England	8	\$20.49	\$18.63	\$18.77	\$27.00	*
	Middle Atlantic	32	\$17.94	\$16.26	\$17.21	\$18.78	\$21.95
	East North Central	50	\$16.80	\$15.08	\$16.50	\$17.75	\$20.00
	West North Central	22	\$16.57	\$14.78	\$16.91	\$17.79	\$18.75
	South Atlantic	16	\$16.09	\$14.28	\$14.50	\$17.08	\$20.70
	East South Central	10	\$15.66	\$15.82	\$16.00	\$16.00	\$17.30
	West South Central	7	\$15.85	\$14.44	\$14.75	\$18.21	*
	Mountain	11	\$17.33	\$17.33	\$17.50	\$17.50	\$17.50
Pacific	15	\$23.36	\$20.00	\$25.11	\$25.11	\$25.11	
By number of full-time employees	1	9	*	*	*	*	*
	2 - 4	32	\$18.22	\$15.00	\$18.34	\$18.94	\$27.00
	5 - 9	24	\$16.37	\$14.12	\$17.00	\$18.58	\$20.00
	10 - 49	48	\$16.13	\$14.86	\$16.00	\$17.00	\$18.07
	50 - 99	18	\$16.04	\$14.28	\$14.78	\$17.00	\$19.73
	100 or more	41	\$19.80	\$17.33	\$17.79	\$25.11	\$25.11
By number of services offered	1 - 2	5	*	*	*	*	*
	3 - 4	5	*	*	*	*	*
	5 - 6	4	*	*	*	*	*
	7 - 8	7	*	*	*	*	*
	9 - 10	12	\$15.44	\$12.05	\$15.00	\$17.00	*
	11 - 12	10	\$15.98	\$14.59	\$14.59	\$18.00	\$18.75
	13 - 20	126	\$18.73	\$16.50	\$17.50	\$20.00	\$25.11
By amount of loans outstanding	\$500,000 to \$2M	7	*	*	*	*	*
	\$2M to \$5M	10	\$16.01	\$14.50	\$15.00	\$17.00	*
	\$5M to \$20M	39	\$17.31	\$14.84	\$16.66	\$18.66	\$26.91
	\$20M to \$50M	24	\$16.75	\$16.00	\$16.95	\$18.64	\$19.87
	\$50M to \$100M	23	\$15.90	\$14.78	\$15.08	\$17.25	\$18.00
	\$100M to \$200M	18	\$16.27	\$14.37	\$16.00	\$17.00	\$19.11
\$200M or more	51	\$19.57	\$17.33	\$17.50	\$24.86	\$25.11	
By number of members	1 - 999	14	\$15.72	\$14.84	\$15.00	\$15.00	*
	1,000 - 1,999	25	\$19.11	\$15.47	\$18.34	\$24.80	\$27.00
	2,000 - 4,999	35	\$16.45	\$15.00	\$16.50	\$18.39	\$20.00
	5,000 - 9,999	20	\$16.24	\$15.08	\$16.00	\$18.00	\$19.01
	10,000 - 19,999	23	\$16.39	\$14.78	\$16.00	\$17.30	\$18.49
	20,000 - 39,999	16	\$16.05	\$14.28	\$15.71	\$17.00	\$18.27
	40,000 - 49,999	4	\$15.86	\$14.50	\$14.62	\$17.43	*
	50,000 - 59,999	0					
60,000 or more	32	\$20.00	\$17.33	\$17.79	\$25.11	\$25.11	
Number of branch offices	1	48	\$17.39	\$14.75	\$17.00	\$18.75	\$27.00
	2	36	\$16.95	\$15.00	\$16.50	\$18.50	\$20.00
	3	15	\$15.96	\$15.01	\$16.00	\$16.36	\$17.35
	4	13	\$15.70	\$14.37	\$15.00	\$16.00	\$18.64
	5 or more	61	\$19.23	\$17.00	\$17.50	\$21.25	\$25.11

\* Insufficient data

**Table 100 - 2  
Incentives and Bonuses  
Part-Time Member Services Representative**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		168	72%	110	\$930
By credit union asset size	\$1M to \$2M	0		0	
	\$2M to \$5M	8	33%	3	*
	\$5M to \$10M	8	43%	5	*
	\$10M to \$20M	11	29%	3	*
	\$20M to \$50M	35	65%	23	\$440
	\$50M to \$100M	23	74%	15	\$620
	\$100M to \$200M	23	83%	17	\$780
	\$200M to \$500M	22	71%	15	\$1,290
	\$500M to \$1B	11	92%	9	\$1,580
	\$1B to \$3B	17	98%	13	\$920
\$3B or more	10	48%	7	\$950	
By region	New England	8	68%	6	\$670
	Middle Atlantic	29	63%	14	\$1,090
	East North Central	49	82%	32	\$1,080
	West North Central	21	89%	15	\$680
	South Atlantic	16	92%	13	\$860
	East South Central	10	76%	7	\$1,130
	West South Central	7	64%	5	\$540
	Mountain Pacific	11 15	95% 38%	7 12	\$810 \$970
By number of full-time employees	1	9	14%	2	*
	2 - 4	32	56%	18	\$560
	5 - 9	24	61%	15	\$430
	10 - 49	48	79%	34	\$1,040
	50 - 99	18	79%	13	\$670
	100 or more	39	74%	28	\$1,010
By number of services offered	1 - 2	5	50%	3	*
	3 - 4	5	33%	2	*
	5 - 6	4	100%	4	*
	7 - 8	7	37%	3	*
	9 - 10	12	50%	6	\$370
	11 - 12	10	71%	7	\$660
	13 - 20	124	74%	84	\$960
By amount of loans outstanding	\$500,000 to \$2M	6	0%	0	
	\$2M to \$5M	10	74%	7	*
	\$5M to \$20M	39	56%	20	\$400
	\$20M to \$50M	24	72%	17	\$640
	\$50M to \$100M	23	81%	15	\$640
	\$100M to \$200M	18	73%	13	\$1,610
\$200M or more	49	74%	37	\$950	
By number of members	1 - 999	14	33%	6	*
	1,000 - 1,999	23	43%	11	\$370
	2,000 - 4,999	35	72%	25	\$520
	5,000 - 9,999	20	81%	15	\$670
	10,000 - 19,999	23	74%	15	\$1,230
	20,000 - 39,999	16	83%	11	\$1,200
	40,000 - 49,999	4	90%	3	\$620
	50,000 - 59,999 60,000 or more	0 30	 73%	0 22	 \$950
Number of branch offices	1	46	58%	26	\$500
	2	36	69%	24	\$600
	3	15	69%	8	\$560
	4	13	83%	9	\$690
	5 or more	59	74%	42	\$1,060

\* Insufficient data

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

**Table 100 - 3  
Salary Ranges  
Part-Time Member Services Representative**

		N	average minimum	average midpoint	average maximum
Overall		82	\$15.47	\$18.55	\$21.62
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	3	*	*	*
	\$5M to \$10M	3	*	*	*
	\$10M to \$20M	3	*	*	*
	\$20M to \$50M	6	\$13.35	\$15.48	\$17.60
	\$50M to \$100M	6	\$14.84	\$17.50	\$20.14
	\$100M to \$200M	13	\$15.46	\$18.34	\$21.21
	\$200M to \$500M	16	\$15.26	\$18.11	\$20.97
	\$500M to \$1B	8	\$15.21	\$18.74	\$22.28
	\$1B to \$3B	15	\$16.21	\$19.98	\$23.75
	\$3B or more	9	\$18.71	\$22.99	\$27.26

\* Insufficient data

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

**Table 101 - 1  
Hourly Wage  
Part-Time Loan Officer**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		52	\$22.73	\$17.74	\$22.17	\$27.00	\$30.00
By credit union asset size	\$1M to \$2M	3	*	*	*	*	*
	\$2M to \$5M	3	*	*	*	*	*
	\$5M to \$10M	6	*	*	*	*	*
	\$10M to \$20M	8	\$16.57	\$14.91	\$15.35	\$18.86	*
	\$20M to \$50M	9	\$23.66	\$19.03	\$23.84	\$27.00	*
	\$50M to \$100M	5	\$24.35	\$23.04	\$24.50	\$26.05	*
	\$100M to \$200M	3	*	*	*	*	*
	\$200M to \$500M	7	\$21.52	\$19.17	\$19.67	\$24.49	\$30.00
	\$500M to \$1B	3	\$26.04	\$23.11	\$26.54	\$29.79	*
	\$1B to \$3B	4	\$23.09	\$16.80	\$22.61	\$28.37	*
\$3B or more	1	*	*	*	*	*	
By region	New England	2	*	*	*	*	*
	Middle Atlantic	6	\$29.38	\$26.96	\$27.84	\$32.94	*
	East North Central	10	\$21.88	\$18.00	\$21.42	\$27.00	\$28.04
	West North Central	4	\$24.30	\$18.78	\$24.26	\$30.73	*
	South Atlantic	8	\$22.27	\$15.11	\$19.81	\$24.64	*
	East South Central	3	*	*	*	*	*
	West South Central	4	*	*	*	*	*
	Mountain	9	\$17.68	\$14.00	\$16.63	\$20.06	*
Pacific	5	\$24.18	\$19.00	\$23.38	\$30.00	*	
By number of full-time employees	1	4	*	*	*	*	*
	2 - 4	15	\$21.98	\$14.81	\$20.00	\$27.00	*
	5 - 9	9	\$20.98	\$17.50	\$19.05	\$23.97	*
	10 - 49	9	\$25.41	\$23.72	\$25.19	\$27.53	\$30.00
	50 - 99	4	\$20.42	\$19.17	\$19.43	\$22.94	*
	100 or more	9	\$25.12	\$18.85	\$23.67	\$28.56	\$37.61
By number of services offered	1 - 2	4	*	*	*	*	*
	3 - 4	4	*	*	*	*	*
	5 - 6	2	*	*	*	*	*
	7 - 8	5	*	*	*	*	*
	9 - 10	3	*	*	*	*	*
	11 - 12	4	*	*	*	*	*
	13 - 20	27	\$24.17	\$19.43	\$23.67	\$27.84	\$30.00
By amount of loans outstanding	\$500,000 to \$2M	7	*	*	*	*	*
	\$2M to \$5M	6	*	*	*	*	*
	\$5M to \$20M	12	\$22.12	\$18.02	\$21.18	\$27.00	*
	\$20M to \$50M	8	\$23.97	\$21.30	\$24.34	\$26.17	*
	\$50M to \$100M	1	*	*	*	*	*
	\$100M to \$200M	4	\$22.74	\$19.43	\$22.19	\$26.24	*
\$200M or more	13	\$24.51	\$18.88	\$23.67	\$27.88	\$34.01	
By number of members	1 - 999	10	\$19.27	\$13.77	\$14.00	\$24.90	*
	1,000 - 1,999	13	\$20.95	\$15.12	\$18.94	\$22.47	*
	2,000 - 4,999	7	\$24.26	\$22.22	\$24.73	\$27.00	*
	5,000 - 9,999	5	\$25.53	\$23.10	\$25.69	\$28.30	*
	10,000 - 19,999	4	\$24.87	\$22.59	\$24.79	\$28.97	*
	20,000 - 39,999	4	\$20.49	\$19.17	\$19.43	\$22.50	*
	40,000 - 49,999	2	*	*	*	*	*
	50,000 - 59,999	0					
	60,000 or more	5	\$25.52	\$19.84	\$23.67	\$29.06	*
Number of branch offices	1	24	\$21.82	\$15.24	\$19.06	\$27.00	\$38.00
	2	6	*	*	*	*	*
	3	2	*	*	*	*	*
	4	2	*	*	*	*	*
	5 or more	16	\$24.28	\$19.43	\$23.67	\$27.84	\$31.30

\* Insufficient data

**Table 101 - 2  
Incentives and Bonuses  
Part-Time Loan Officer**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		49	75%	38	\$1,840
By credit union asset size	\$1M to \$2M	3	0%	0	
	\$2M to \$5M	3	0%	0	
	\$5M to \$10M	6	100%	6	*
	\$10M to \$20M	6	75%	5	*
	\$20M to \$50M	9	67%	7	\$1,270
	\$50M to \$100M	5	100%	5	\$510
	\$100M to \$200M	3	67%	2	*
	\$200M to \$500M	7	85%	5	\$1,770
	\$500M to \$1B	3	80%	3	*
	\$1B to \$3B	4	93%	3	\$3,510
\$3B or more	1	100%	1	*	
By region	New England	2	100%	2	*
	Middle Atlantic	6	80%	4	*
	East North Central	8	63%	6	\$4,250
	West North Central	4	87%	4	*
	South Atlantic	8	76%	6	\$1,960
	East South Central	3	100%	3	*
	West South Central	4	100%	4	*
	Mountain Pacific	9 5	53% 74%	5 4	\$820 *
By number of full-time employees	1	4	23%	2	*
	2 - 4	15	54%	9	\$1,210
	5 - 9	7	100%	7	\$1,260
	10 - 49	9	85%	8	\$970
	50 - 99	4	89%	3	\$1,540
	100 or more	9	93%	7	\$3,320
By number of services offered	1 - 2	4	37%	2	*
	3 - 4	4	0%	0	
	5 - 6	2	100%	2	*
	7 - 8	5	67%	3	*
	9 - 10	2	100%	2	*
	11 - 12	4	100%	4	*
	13 - 20	27	91%	23	\$2,200
By amount of loans outstanding	\$500,000 to \$2M	7	17%	2	*
	\$2M to \$5M	6	100%	6	*
	\$5M to \$20M	11	61%	8	\$1,640
	\$20M to \$50M	8	90%	7	\$580
	\$50M to \$100M	1	100%	1	*
	\$100M to \$200M \$200M or more	4 12	89% 90%	4 10	\$1,530 \$3,090
By number of members	1 - 999	10	37%	5	*
	1,000 - 1,999	12	86%	10	\$1,170
	2,000 - 4,999	7	60%	6	\$870
	5,000 - 9,999	5	84%	4	*
	10,000 - 19,999	4	100%	4	\$1,510
	20,000 - 39,999	4	78%	3	*
	40,000 - 49,999	2	100%	2	*
	50,000 - 59,999 60,000 or more	0 5	 95%	0 4	 \$3,210
Number of branch offices	1	23	62%	17	\$1,140
	2	6	57%	4	*
	3	2	100%	2	*
	4	2	36%	1	*
	5 or more	16	93%	14	\$2,570

\* Insufficient data

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



**Table 101 - 3  
Salary Ranges  
Part-Time Loan Officer**

		N	average minimum	average midpoint	average maximum
Overall		20	\$19.42	\$24.35	\$29.28
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	2	*	*	*
	\$20M to \$50M	4	*	*	*
	\$50M to \$100M	2	*	*	*
	\$100M to \$200M	1	*	*	*
	\$200M to \$500M	5	\$18.73	\$22.77	\$26.80
	\$500M to \$1B	3	*	*	*
	\$1B to \$3B	3	\$20.03	\$25.54	\$31.05
	\$3B or more	1	*	*	*

\* Insufficient data

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

**Table 102 - 1  
Hourly Wage  
Part-Time Loan Processor / Clerk**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		54	\$19.61	\$16.50	\$19.44	\$21.56	\$26.10
By credit union asset size	\$1M to \$2M	3	*	*	*	*	*
	\$2M to \$5M	0					
	\$5M to \$10M	2	*	*	*	*	*
	\$10M to \$20M	0					
	\$20M to \$50M	5	*	*	*	*	*
	\$50M to \$100M	5	\$16.88	\$14.11	\$17.00	\$19.75	*
	\$100M to \$200M	8	\$18.73	\$16.57	\$18.85	\$20.84	*
	\$200M to \$500M	14	\$20.00	\$17.43	\$20.20	\$21.21	\$30.00
	\$500M to \$1B	9	\$23.31	\$20.01	\$21.56	\$28.10	\$38.42
	\$1B to \$3B	6	\$20.40	\$17.62	\$20.14	\$22.86	\$24.03
\$3B or more	4	\$21.44	\$18.13	\$19.56	\$26.10	*	
By region	New England	7	\$23.11	\$18.17	\$21.31	\$30.00	\$30.96
	Middle Atlantic	5	\$17.03	\$15.34	\$16.00	\$20.16	*
	East North Central	14	\$19.14	\$17.21	\$18.13	\$21.76	\$23.55
	West North Central	5	\$18.86	\$14.76	\$19.34	\$23.05	*
	South Atlantic	8	\$22.44	\$19.93	\$20.22	\$26.10	\$31.56
	East South Central	2	*	*	*	*	*
	West South Central	6	\$17.92	\$16.50	\$17.78	\$20.09	*
	Mountain Pacific	6	\$15.91	\$14.00	\$14.00	\$18.39	*
By number of full-time employees	1	3	*	*	*	*	*
	2 - 4	3	*	*	*	*	*
	5 - 9	1	*	*	*	*	*
	10 - 49	18	\$18.90	\$16.50	\$17.90	\$20.91	\$23.78
	50 - 99	10	\$20.93	\$17.84	\$20.20	\$23.52	\$30.06
	100 or more	19	\$20.87	\$18.13	\$20.14	\$22.76	\$26.41
	By number of services offered	1 - 2	2	*	*	*	*
3 - 4		3	*	*	*	*	*
5 - 6		0					
7 - 8		1	*	*	*	*	*
9 - 10		1	*	*	*	*	*
11 - 12		4	*	*	*	*	*
13 - 20		44	\$20.53	\$17.79	\$20.14	\$22.22	\$26.58
By amount of loans outstanding	\$500,000 to \$2M	3	*	*	*	*	*
	\$2M to \$5M	3	*	*	*	*	*
	\$5M to \$20M	2	*	*	*	*	*
	\$20M to \$50M	3	*	*	*	*	*
	\$50M to \$100M	10	\$19.24	\$15.53	\$18.00	\$21.14	\$30.00
	\$100M to \$200M	6	\$18.81	\$15.68	\$20.20	\$21.36	*
\$200M or more	27	\$21.16	\$18.11	\$20.17	\$23.18	\$27.97	
By number of members	1 - 999	4	*	*	*	*	*
	1,000 - 1,999	2	*	*	*	*	*
	2,000 - 4,999	4	*	*	*	*	*
	5,000 - 9,999	6	\$19.24	\$14.17	\$17.00	\$25.61	*
	10,000 - 19,999	9	\$19.49	\$17.89	\$19.91	\$20.97	\$23.84
	20,000 - 39,999	13	\$19.67	\$17.38	\$18.63	\$20.48	\$30.00
	40,000 - 49,999	1	*	*	*	*	*
	50,000 - 59,999	0					
60,000 or more	13	\$21.73	\$18.13	\$20.17	\$24.47	\$26.68	
Number of branch offices	1	13	\$17.49	\$14.00	\$16.00	\$20.62	\$24.21
	2	5	\$20.28	\$17.79	\$20.10	\$22.97	*
	3	5	\$19.02	\$16.85	\$19.12	\$21.75	*
	4	2	*	*	*	*	*
	5 or more	29	\$20.51	\$17.78	\$20.14	\$22.19	\$27.16

\* Insufficient data

**Table 102 - 2  
Incentives and Bonuses  
Part-Time Loan Processor / Clerk**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		52	75%	36	\$1,490
By credit union asset size	\$1M to \$2M	3	0%	0	
	\$2M to \$5M	0		0	
	\$5M to \$10M	2	0%	0	
	\$10M to \$20M	0		0	
	\$20M to \$50M	5	80%	4	*
	\$50M to \$100M	4	75%	3	*
	\$100M to \$200M	8	80%	5	\$770
	\$200M to \$500M	13	87%	11	\$1,130
	\$500M to \$1B	9	69%	6	\$1,420
	\$1B to \$3B	6	88%	4	\$1,480
\$3B or more	3	100%	3	*	
By region	New England	7	88%	5	\$1,250
	Middle Atlantic	5	23%	2	*
	East North Central	13	85%	11	\$1,160
	West North Central	3	68%	2	*
	South Atlantic	8	100%	8	\$2,500
	East South Central	2	100%	2	*
	West South Central	6	84%	5	\$860
	Mountain Pacific	6 3	35% 51%	2 1	* *
By number of full-time employees	1	3	0%	0	
	2 - 4	3	28%	1	*
	5 - 9	1	0%	0	
	10 - 49	17	79%	12	\$1,750
	50 - 99	10	96%	9	\$1,270
	100 or more	19	84%	13	\$1,440
By number of services offered	1 - 2	2	0%	0	
	3 - 4	3	0%	0	
	5 - 6	0		0	
	7 - 8	1	100%	1	*
	9 - 10	1	100%	1	*
	11 - 12	3	72%	2	*
	13 - 20	42	84%	31	\$1,310
By amount of loans outstanding	\$500,000 to \$2M	3	0%	0	
	\$2M to \$5M	3	0%	0	
	\$5M to \$20M	2	100%	2	*
	\$20M to \$50M	2	72%	1	*
	\$50M to \$100M	10	84%	8	\$1,130
	\$100M to \$200M	6	93%	4	\$1,160
	\$200M or more	27	84%	20	\$1,400
By number of members	1 - 999	4	0%	0	
	1,000 - 1,999	2	100%	2	*
	2,000 - 4,999	3	36%	1	*
	5,000 - 9,999	6	87%	5	\$1,520
	10,000 - 19,999	9	86%	6	\$980
	20,000 - 39,999	13	82%	9	\$1,040
	40,000 - 49,999	1	33%	1	*
	50,000 - 59,999 60,000 or more	0 12	 92%	0 9	 \$1,510
Number of branch offices	1	12	43%	5	\$2,930
	2	5	83%	4	\$1,050
	3	5	77%	4	\$1,310
	4	2	57%	1	*
	5 or more	28	87%	22	\$1,320

\* Insufficient data

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

**Table 102 - 3  
Salary Ranges  
Part-Time Loan Processor / Clerk**

		N	average minimum	average midpoint	average maximum
Overall		31	\$16.71	\$21.01	\$25.32
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	2	*	*	*
	\$10M to \$20M	0			
	\$20M to \$50M	0			
	\$50M to \$100M	2	*	*	*
	\$100M to \$200M	2	*	*	*
	\$200M to \$500M	8	\$15.08	\$18.57	\$22.06
	\$500M to \$1B	8	\$18.31	\$23.32	\$28.32
	\$1B to \$3B	6	\$16.14	\$20.12	\$24.11
\$3B or more	4	\$19.25	\$24.15	\$29.04	

\* Insufficient data

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

**Table 103 - 1  
Hourly Wage  
Part-Time Accountant**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		48	\$23.76	\$18.00	\$22.58	\$27.83	\$33.00
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	11	\$26.24	\$22.25	\$26.48	\$29.80	*
	\$50M to \$100M	10	\$21.92	\$15.88	\$18.32	\$26.44	\$42.21
	\$100M to \$200M	4	\$19.31	\$12.07	\$22.04	\$25.85	*
	\$200M to \$500M	9	\$21.86	\$17.13	\$20.48	\$27.58	\$31.65
	\$500M to \$1B	7	\$28.09	\$20.56	\$26.78	\$32.90	\$47.03
	\$1B to \$3B	4	\$19.76	\$15.10	\$19.92	\$24.50	*
\$3B or more	3	*	*	*	*	*	
By region	New England	3	*	*	*	*	*
	Middle Atlantic	6	\$23.79	\$21.42	\$23.12	\$26.02	*
	East North Central	15	\$21.45	\$17.85	\$20.05	\$26.53	\$30.52
	West North Central	5	\$25.76	\$17.47	\$26.24	\$35.97	*
	South Atlantic	6	\$25.43	\$18.92	\$26.02	\$32.28	*
	East South Central	2	*	*	*	*	*
	West South Central	3	*	*	*	*	*
	Mountain	2	*	*	*	*	*
Pacific	5	\$28.04	\$23.18	\$26.14	\$33.23	*	
By number of full-time employees	1	0					
	2 - 4	6	\$29.49	\$25.44	\$29.56	\$33.25	*
	5 - 9	3	*	*	*	*	*
	10 - 49	19	\$21.25	\$15.96	\$18.31	\$25.05	\$32.28
	50 - 99	5	\$22.53	\$18.30	\$21.33	\$27.63	*
	100 or more	13	\$25.29	\$19.95	\$24.44	\$31.82	\$38.83
By number of services offered	1 - 2	0					
	3 - 4	0					
	5 - 6	0					
	7 - 8	1	*	*	*	*	*
	9 - 10	1	*	*	*	*	*
	11 - 12	3	*	*	*	*	*
	13 - 20	42	\$23.43	\$17.99	\$22.25	\$27.69	\$32.85
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	10	\$26.61	\$21.75	\$26.54	\$29.97	*
	\$20M to \$50M	9	\$23.69	\$17.25	\$22.70	\$27.49	*
	\$50M to \$100M	5	\$15.28	\$12.21	\$15.76	\$18.21	*
	\$100M to \$200M	7	\$23.13	\$19.06	\$21.87	\$27.80	\$28.79
	\$200M or more	17	\$24.59	\$18.12	\$24.10	\$30.10	\$37.42
By number of members	1 - 999	0					
	1,000 - 1,999	5	*	*	*	*	*
	2,000 - 4,999	9	\$25.62	\$20.32	\$24.44	\$28.16	*
	5,000 - 9,999	8	\$16.44	\$14.23	\$16.13	\$18.32	*
	10,000 - 19,999	7	\$22.64	\$17.40	\$22.98	\$27.83	\$28.79
	20,000 - 39,999	5	\$23.10	\$19.51	\$22.00	\$26.99	*
	40,000 - 49,999	3	*	*	*	*	*
	50,000 - 59,999	0					
60,000 or more	10	\$25.87	\$19.93	\$24.50	\$32.81	\$41.85	
Number of branch offices	1	8	\$28.09	\$21.02	\$23.98	\$37.09	*
	2	9	\$25.65	\$19.95	\$26.54	\$29.82	*
	3	7	\$17.20	\$13.83	\$16.71	\$19.82	*
	4	4	\$22.86	\$18.44	\$22.54	\$27.62	*
	5 or more	19	\$23.86	\$17.97	\$22.25	\$27.87	\$36.34

\* Insufficient data

**Table 103 - 2  
Incentives and Bonuses  
Part-Time Accountant**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		44	84%	36	\$1,180
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 \$50M	10	75%	7	\$1,460
	\$50M to \$100M	10	80%	8	\$880
	\$100M to \$200M	4	100%	4	\$450
	\$200M to \$500M	9	87%	7	\$1,240
	\$500M to \$1B	5	78%	3	\$880
	\$1B to \$3B	4	100%	4	\$1,230
\$3B or more	3	80%	2	*	
By region	New England	3	100%	3	*
	Middle Atlantic	5	100%	5	\$1,380
	East North Central	15	81%	12	\$930
	West North Central	4	77%	3	*
	South Atlantic	6	81%	5	\$2,030
	East South Central	2	100%	2	*
	West South Central	2	100%	2	*
	Mountain	2	100%	2	*
	Pacific	5	50%	2	*
By number of full-time employees	1	0		0	
	2 - 4	5	75%	4	*
	5 - 9	3	64%	2	*
	10 - 49	19	90%	17	\$740
	50 - 99	5	90%	5	\$1,180
	100 or more	12	82%	9	\$1,460
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	2	50%	1	*
	13 - 20	41	88%	35	\$1,160
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	9	71%	6	\$1,400
	\$20M to \$50M	9	78%	7	\$990
	\$50M to \$100M	5	100%	5	\$560
	\$100M to \$200M	6	100%	6	\$1,280
	\$200M or more	16	83%	12	\$1,300
By number of members	1 - 999	0		0	
	1,000 - 1,999	4	67%	2	*
	2,000 - 4,999	9	65%	6	\$1,540
	5,000 - 9,999	8	100%	8	\$560
	10,000 - 19,999	7	91%	6	\$940
	20,000 - 39,999	5	78%	4	\$1,290
	40,000 - 49,999	2	100%	2	*
	50,000 - 59,999	0		0	
	60,000 or more	9	89%	7	\$1,480
Number of branch offices	1	7	52%	3	*
	2	9	86%	7	\$1,230
	3	7	100%	7	\$680
	4	4	87%	4	\$1,000
	5 or more	17	87%	14	\$1,350

\* Insufficient data

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

**Table 103 - 3  
Salary Ranges  
Part-Time Accountant**

		N	average minimum	average midpoint	average maximum
Overall		25	\$19.57	\$24.21	\$28.85
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	2	*	*	*
	\$50M to \$100M	4	*	*	*
	\$100M to \$200M	2	*	*	*
	\$200M to \$500M	7	\$18.44	\$22.70	\$26.95
	\$500M to \$1B	4	\$21.46	\$28.09	\$34.72
	\$1B to \$3B	4	\$17.72	\$22.16	\$26.60
	\$3B or more	2	*	*	*

\* Insufficient data

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

**Table 104 - 1  
Hourly Wage  
Part-Time Call Center Representative**

		N	average	25th percentile	median	75th percentile	90th percentile
Overall		81	\$19.54	\$17.34	\$19.40	\$21.50	\$23.71
By credit union asset size	\$1M to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$10M	0					
	\$10M to \$20M	0					
	\$20M to \$50M	1	*	*	*	*	*
	\$50M to \$100M	5	\$16.70	\$16.00	\$16.51	\$17.53	*
	\$100M to \$200M	8	\$17.40	\$15.21	\$17.03	\$19.16	*
	\$200M to \$500M	16	\$18.27	\$17.31	\$17.97	\$19.82	\$21.27
	\$500M to \$1B	13	\$19.33	\$16.67	\$19.75	\$20.17	\$24.27
	\$1B to \$3B	23	\$18.95	\$16.42	\$19.16	\$21.38	\$22.19
\$3B or more	15	\$21.09	\$19.00	\$21.20	\$23.62	\$23.72	
By region	New England	4	\$22.06	\$19.94	\$21.79	\$22.92	*
	Middle Atlantic	8	\$19.54	\$19.00	\$19.00	\$21.00	\$22.24
	East North Central	22	\$18.89	\$17.05	\$18.75	\$20.48	\$21.79
	West North Central	6	\$18.71	\$17.36	\$18.22	\$20.15	*
	South Atlantic	9	\$19.19	\$17.31	\$18.44	\$20.70	\$23.78
	East South Central	3	*	*	*	*	*
	West South Central	10	\$17.71	\$16.42	\$16.48	\$19.59	\$23.62
	Mountain	8	\$17.71	\$15.10	\$17.97	\$20.03	\$21.38
Pacific	11	\$22.13	\$21.36	\$22.19	\$23.17	\$23.72	
By number of full-time employees	1	0					
	2 - 4	0					
	5 - 9	1	*	*	*	*	*
	10 - 49	14	\$17.63	\$16.00	\$17.17	\$19.50	\$23.04
	50 - 99	14	\$17.91	\$17.09	\$18.17	\$19.48	\$21.13
	100 or more	51	\$19.85	\$18.00	\$19.93	\$21.50	\$23.72
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	78	\$19.68	\$17.89	\$19.85	\$21.50	\$23.72
By amount of loans outstanding	\$500,000 to \$2M	0					
	\$2M to \$5M	0					
	\$5M to \$20M	0					
	\$20M to \$50M	5	\$17.79	\$16.29	\$17.28	\$19.82	*
	\$50M to \$100M	7	\$16.62	\$15.13	\$16.80	\$18.66	*
	\$100M to \$200M	8	\$18.86	\$17.30	\$17.63	\$20.75	\$23.88
	\$200M or more	61	\$19.73	\$17.95	\$19.85	\$21.50	\$23.72
By number of members	1 - 999	0					
	1,000 - 1,999	0					
	2,000 - 4,999	3	*	*	*	*	*
	5,000 - 9,999	5	\$17.05	\$15.65	\$16.98	\$19.47	*
	10,000 - 19,999	9	\$18.49	\$16.53	\$17.43	\$21.34	\$24.04
	20,000 - 39,999	15	\$17.94	\$16.79	\$18.10	\$19.74	\$21.25
	40,000 - 49,999	4	\$18.05	\$17.70	\$17.89	\$18.16	*
	50,000 - 59,999	0					
	60,000 or more	40	\$19.93	\$18.21	\$20.00	\$22.02	\$23.72
Number of branch offices	1	3	*	*	*	*	*
	2	3	*	*	*	*	*
	3	5	\$16.14	\$14.68	\$16.23	\$18.21	*
	4	4	\$19.29	\$16.80	\$18.35	\$22.85	*
	5 or more	66	\$19.65	\$17.72	\$19.74	\$21.50	\$23.72

\* Insufficient data



**Table 104 - 2  
Incentives and Bonuses  
Part-Time Call Center Representative**

		N	% paid incentive and/or bonus	N	average incentive/ bonus
Overall		77	76%	56	\$1,170
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 \$50M	1	100%	1	*
	\$50M to \$100M	5	40%	2	*
	\$100M to \$200M	8	80%	6	\$1,500
	\$200M to \$500M	15	70%	11	\$860
	\$500M to \$1B	12	80%	9	\$1,040
	\$1B to \$3B	23	83%	18	\$1,260
	\$3B or more	13	71%	9	\$1,130
By region	New England	4	100%	3	\$1,370
	Middle Atlantic	7	74%	5	\$730
	East North Central	22	86%	16	\$1,730
	West North Central	6	94%	5	\$1,140
	South Atlantic	9	50%	7	\$1,280
	East South Central	3	57%	2	*
	West South Central	10	61%	7	\$900
	Mountain	7	94%	5	\$740
	Pacific	9	81%	6	\$1,280
By number of full-time employees	1	0		0	
	2 - 4	0		0	
	5 - 9	1	100%	1	*
	10 - 49	14	70%	9	\$1,140
	50 - 99	13	77%	9	\$970
	100 or more	49	77%	37	\$1,180
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	15%	2	*
	13 - 20	75	80%	55	\$1,170
By amount of loans outstanding	\$500,000 to \$2M	0		0	
	\$2M to \$5M	0		0	
	\$5M to \$20M	0		0	
	\$20M to \$50M	5	62%	3	*
	\$50M to \$100M	7	89%	6	\$1,200
	\$100M to \$200M	8	58%	4	\$1,490
	\$200M or more	57	77%	44	\$1,150
By number of members	1 - 999	0		0	
	1,000 - 1,999	0		0	
	2,000 - 4,999	3	69%	2	*
	5,000 - 9,999	5	68%	3	*
	10,000 - 19,999	9	75%	6	\$1,220
	20,000 - 39,999	15	74%	10	\$860
	40,000 - 49,999	4	50%	3	\$1,150
	50,000 - 59,999	0		0	
	60,000 or more	37	78%	27	\$1,170
Number of branch offices	1	3	73%	2	*
	2	3	69%	2	*
	3	5	81%	4	\$2,030
	4	4	82%	3	*
	5 or more	62	76%	45	\$1,140

\* Insufficient data

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

**Table 104 - 3  
Salary Ranges  
Part-Time Call Center Representative**

		N	average minimum	average midpoint	average maximum
Overall		60	\$16.82	\$20.78	\$24.73
By credit union asset size	\$1M to \$2M	0			
	\$2M to \$5M	0			
	\$5M to \$10M	0			
	\$10M to \$20M	0			
	\$20M to \$50M	1	*	*	*
	\$50M to \$100M	2	*	*	*
	\$100M to \$200M	3	*	*	*
	\$200M to \$500M	10	\$16.17	\$19.37	\$22.56
	\$500M to \$1B	10	\$16.39	\$20.69	\$25.00
	\$1B to \$3B	21	\$16.51	\$20.63	\$24.75
\$3B or more	13	\$18.87	\$22.99	\$27.10	

\* Insufficient data

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

# Ready for Compease to automate this process?

## WITH COMPEASE:

**You'll attract and retain the best talent.** Compease provides the most accurate, market-driven salary ranges and data — resulting in top-tier employees and reduced staff turnover.

**Your employees will be more engaged.** When employees know that salary ranges are equitably developed, engagement is higher and performance improves.

**You'll reduce HR administrative workload and expense.** Your HR team becomes more efficient and effective with the comprehensive salary data compiled from CUNA and numerous other sources, plus strategy, analysis, training and ongoing support.

**Compease is constantly evolving.** New features in 2016 include variable pay data and state-of-the-art dashboards and reports for executive leadership.

**Bottom line: 700 credit unions use Compease because of the 4-to-1 ROI every year.**

ATTRACT | RETAIN | ENGAGE | SIMPLIFY

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