



SUPERVISORS HANDBOOK

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CONNECTIONS CREDIT UNION SUPERVISORS HANDBOOK

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SECTION A: INTRODUCTION

A-1 INTRODUCTORY STATEMENT

This supervisor's handbook and guide is a supplement to the Connections Credit Union Employee Handbook and contains our company policies, procedures and benefits that apply to supervisor and leadership roles. It is to be used in conjunction with our Employee Handbook to answer any questions that you may have regarding your position and supervisory duties. You will also receive additional information specifically detailing the responsibilities that are unique to your position. Please become familiar with our Employee Handbook and our Supervisor's Handbook to be more informed and better prepared for your role.

We hope that you will find your position to be challenging and personally rewarding. It is our pleasure to welcome you to the team in this capacity! To create and maintain the best work environment possible, Connections Credit Union has developed these necessary policies, expectations, and procedures as well as those listed in the Employee Handbook. We expect you to know, understand, and adhere to these policies, expectations, and procedures.

This is not a contractual document. It does not express or imply or guarantee any fixed terms and conditions of your employment. Your employment is not for any specific time and may be terminated at will with or without cause and without prior notice by Connections Credit Union or you may resign for any reason at any time.

The procedures, practices, policies, and benefits described here may be modified or discontinued from time to time without prior notice. We will try to inform you of any changes as they occur. This should be treated as a confidential document and not disclosed to others.

A-2 CORE VALUES

People are our most valuable resource. As a leader we expect you to understand that each employee can be developed and supported so that they become a key role in the success of the credit union. Leadership is a process and happens at every level throughout the credit union. Recognize that the values listed below are expected from each leader in the organization.

Integrity

- We act with honesty and integrity
- We do not compromise or bend the truth

- We accept responsibility for our actions
- We learn from our mistakes

Accountability

- We honor our commitments
- We make sure that we can deliver what we have promised
- We make and support business decisions through experience and good judgement

Teamwork

- We are supportive of efforts each employee makes at Connections Credit Union
- If we have questions, we ask them
- We do not make assumptions
- We do not engage in gossip and negativity. Such behavior ceases immediately and will not be tolerated

Work Ethic

- We strive to exceed the expectations of the people we work with and the members we serve
- If we see something that needs doing, we do it
- We show pride, enthusiasm, and dedication in everything that we do
- We always maintain confidentiality when necessary and professionalism

A-3 STANDARD AND EXPECTATIONS

Set personal goals: What goals do you have as a supervisor and leader with Connections Credit Union? What do you hope to achieve? What do you hope your team will achieve?

Educate Yourself: Seek out webinars and other resources regarding management topics that will help you with your responsibilities.

Know your direct reports: Intentionally spend time with the employees that you will be supervising. Get to know and understand what individually and professionally motivates them in the workplace and what their weaknesses are to help improve their performance.

Clarify Expectations: Discuss with your direct supervisor and/or Executive Management Team what they expect to see from you. Compare this with your own goals. Set up times with your employees to clarify expectations that you have with them to be successful in their position.

Be Professional: Think about your behavior, language and dress and develop a professional persona. You set the example for your team.

Stay Relevant: Ensure you have a solid knowledge of the products and services that we offer at Connections Credit Union. Be a resource for your team.

SECTION B: EMPLOYMENT POLICIES

B-1 EMPLOYMENT POLICIES

Training: Properly trained supervisors will ensure continued quality services at each of our branches. Connections Credit Union provides comprehensive training programs for each supervisor and leader at the organization. Each supervisor will be assigned training at the beginning of each year as well when new supervisors are hired. Details about the training requirements and hours will be explained to each Supervisor during their orientation. From time to time we will conduct or attend outside training sessions to ensure the continuous development of staff. Continuous education is important to keep our leaders up to date on new procedures. Although we provide ongoing education and training, as a leader YOU are responsible for ensuring you have the appropriate knowledge for you and your team. Take the opportunity to explore and obtain additional training that will benefit your overall performance.

Outside Employment: Supervisors employed by Connections Credit Union are prohibited from engaging in outside employment if there is a conflict of interest.

SECTION C: SCHEDULING AND ATTENDANCE

C-1 ATTENDANCE AND PUNCTUALITY

Supervisors are encouraged to report to work preferably 10-15 minutes before their scheduled work time. This helps prepare for the work day. Supervisors should set an example of good attendance and punctuality for their team and others that work in the branch with them. Except for approved PTO, any unscheduled tardiness or time off needs to be reported to your direct supervisor.

Schedules: Supervisors will be responsible for schedules regarding employees they supervise. Any leader at Connections Credit Union is responsible for ensuring their team can meet members' needs. Do not over schedule your team. Avoid scheduling overtime with hourly employees unless necessary. Any overtime must be approved by your direct supervisor and HR. In accordance with federal and state wage and hour laws, any non-exempt employee who works overtime on behalf of the credit union will be paid overtime hours worked. Supervisors cannot authorize, direct, or allow any employee to work "off the clock." Disciplinary action will occur for any supervisor or leader that approves an inaccurate timecard or who falsifies a timecard for someone on their team.

Illness and Emergency: If for reasons of illness or emergency you are unable to work a scheduled shift, you must notify your direct supervisor immediately. When calling in, please keep in mind that the efficient operation of the Credit Union is dependent upon your attendance, therefore use your judgment as to whether your situation is urgent enough to warrant missed work. If you demonstrate a pattern of absenteeism or tardiness, you will be subject to corrective action up to and including termination. Excessive absenteeism or tardiness has a harmful effect on our operations and cannot be tolerated.

SECTION D: TIMEKEEPING AND INCENTIVES

D-1 TIMEKEEPING

Hours of Work: All supervisors are considered full-time and exempt employees. Exempt employees are not eligible for overtime in accordance to federal and state wage and hour laws. Thus, leaders at Connections Credit Union are not eligible to receive overtime compensation. All attempts will be made to provide a five-day work week, dependent upon branch needs, staffing levels, and other extreme circumstances. However, Connections Credit Union reserves the right to change any employee's schedule based on business needs.

Please direct any questions that you may have regarding your employment classification or exemption status to a member of the Executive Management or HR team.

Payentry: Since supervisors are salaried, they will not be required to clock in and out and their time will be automatically calculated. We do require full time salaried employees to utilize Payentry to track their paid time off. PTO must be submitted by the end of the pay period to be processed with timecard approval.

PTO: Reference the Employee Handbook for details and information on PTO accrual. Supervisors are expected to manage the schedule of the branch to ensure there is appropriate staff for safety. Approval of time off must not hinder services we offer members.

Holidays: Information about holidays is found in the Employee Handbook but is subject to change every year and will be communicated to all employees annually.

Employee Timecards: Approval by the employee's supervisor is required before payroll can be processed. Supervisors will need to review and report all timecards by EOD on the last day of the month and EOD on the 15th of the month, or at the discretion of HR, to ensure that there is no delay in payroll processing. Payentry is the platform supervisors use to approve timecards.

Reimbursement of Expenses: Expenses that are directly related to the operation of the branches or expenses incurred to perform essential job functions, such as office supplies, are charged to the branch credit card through the preferred vendor(s).

Large purchases and purchases outside necessary day-to-day supplies must be approved by the Executive Management Team.

At the discretion of the Executive Management Team, a yearly allowance and budget may be given to the branches. This allowance is deposited into a checking account at CCU with an attached debit card for each branch. The EMT will outline what expenses this money is to be used for and is subject to change each year. These funds will be tracked using a branch expense log that is distributed at the beginning of the year. All receipts for these purchases must be scanned into the branch account.

For reimbursement of clothing allowance or other approved purchases, employees must submit their receipts to their direct supervisor or as otherwise designated by the Marketing Department.

D-2 INCENTIVE PROGRAMS

Monthly Incentives: Supervisors are responsible for submitting each of their employee's eligibility for incentives before the specified deadline. Deadlines for each branch/department will be specified by the Executive Management Team and communicated to the supervisor.

Annual Incentives: Each department will be given goals they must meet to receive their annual incentive. Eligibility and qualification will be provided in detail for each employee at the beginning of each new goal year.

SECTION E: BRANCH SECURITY AND SAFETY

E-1 BRANCH SECURITY PROTOCOLS

The security of the branch is the responsibility of the branch supervisor. Upon leaving the branch, all doors and windows must be closed, and locked and proper closing procedures should be followed to ensure everyone is out of the building before the alarm is set. This responsibility can be delegated to another employee, but it is the supervisor's duty to ensure safety measures are completed.

Whenever a supervisor's employment with the credit union is terminated, the vault combination and alarm code to the building should be changed. Periodically the vault combination and alarm code will be changed when deemed necessary. If a supervisor or any employee loses his/her key or fob to the branch, the locks should be changed, or fob disabled immediately.

E-2 BRANCH ACCESS

Supervisors will receive keys and/or fobs after completion of orientation. No key will be duplicated except by approval of the Branch Operations Manager. The unauthorized duplication of the credit union's keys adversely affects the security of persons and property. Violations of this rule are considered serious and grounds for termination. All keys and fobs must be returned immediately upon separation, termination, or retirement from the credit union. Lost or stolen keys/fobs must be immediately reported to the Branch Operations Manager. When a key/fob is lost, the locks will be modified to render the current key/fob inoperable and a new key/fob will be issued to the new employee. Exceptions may only be made the Branch Operations Manager. Loss of keys/fobs may result in corrective action up to and including termination.

E-3 EMPLOYEE SAFETY

Maintenance of Branches: All supervisors are responsible for the upkeep and cleanliness of the branches, both inside and outside. Work areas should always be kept neat and orderly. Any damaged equipment or fixtures should be reported immediately to ensure timely repairs and maintenance.

Near Miss/Accident Reports: The credit union is responsible for the safety of all employees while they are at work. As representatives of the credit union, supervisors assume the responsibility of maintaining a safe work environment for all employees. If an employee becomes injured while at work, the supervisor on duty is required to complete an accident report and forward it to the Human Resources department immediately. The employee should be instructed to seek proper medical care immediately.

The supervisor should not make any judgment as to the cause of the injury reported by an employee but should only follow the procedure for filling out an accident report and reporting the issue to the Human Resources Department.

E-4 WORKMAN'S COMPENSATION

Workman's compensation insurance is provided as required by state law for accidents or injuries that might occur in the course and scope of an employee's employment by Connections Credit Union. When a supervisor is notified by an employee of any work-related accident the supervisor must immediately notify the Executive Management Team and HR. The supervisor will need to fill out a First Report of Injury (FROI) form located on the CCU Intranet and to HR. Supervisors have one business day or approximately 24 hours to return the completed form.

E-5 EMPLOYEE FIRST AID

First aid kits are available at each branch. Discretion is advised when administering first aid. Supervisors are asked to assess the situation to determine whether emergency services should be called or if self-care should be taken. Employees should never administer assistance involving an accident if they are uncomfortable or unsure of what steps should be taken. When necessary involve emergency services such as 911. All first aid kits should be inspected on a regular basis, and is required annually, for expired products and to replenish if necessary.

E-6 PERSONAL PROPERTY

Connections Credit Union is not responsible for the loss or theft of personal property that is brought onto any of our premises. It is advised not to bring any valuables into the branches. Supervisors should keep their belongings in the designated area of their office. Personal items brought into the office should be kept to a minimum. Employees of Connections Credit Union has no expectation of privacy regarding items brought on the premises.

SECTION F: GENERAL POLICIES

F-1 PROFESSIONAL APPEARANCE

As a supervisor, it is important that you maintain a neat, professional, and clean personal appearance always. As a leader we expect you to set an example for your team. Your appearance reflects your attitude, as well as that of the credit union. Reference the Employee Handbook for dress code standards. Become familiar with the dress code. We expect all supervisors to enforce the dress code policy.

F-2 CONDUCT

Supervisors need to conduct themselves in a professional and safe manner. Your behavior at work reflects upon both you and the credit union. Supervisors should set an example for those that they supervise. Leaders at Connections Credit Union are responsible for abiding by and enforcing the Employee Conduct and Ethics policy in the Employee Handbook.

F-3 RESPECTFUL WORKPLACE

Connections Credit Union is committed to maintaining a workplace that is free from sexual harassment. Sexual harassment is a form of workplace discrimination and is unlawful. Connections Credit Union has a zero-tolerance policy for any form of sexual harassment, and all employees are required to work in a manner that prevents sexual harassment from occurring.

All employees have a legal right to a workplace free of discrimination, and employees can enforce this right by filing a complaint internally with their direct supervisor and/or with the Executive Management Team and the Human Resources department.

No one will be subject to adverse employment action including being discharged, disciplined, demoted, discriminated against, or otherwise subject to adverse employment action due to an employee reporting an incident. Connections Credit Union has a zero-tolerance policy for such retaliation against anyone who, in good faith complains or provides information about suspected sexual harassment. Any employee of Connections Credit Union who retaliates against anyone involved in a sexual harassment investigation will be subjected to disciplinary action, up to and including termination. Anyone who believes that retaliation has occurred should report the situation to their direct supervisor and/or with the EMT and HR.

Definitions and examples of sexual harassment can be found in the employee handbook and are also included in annual employee training.

Preventing sexual harassment is everyone's responsibility. Connections Credit Union cannot prevent or remedy sexual harassment unless we know about it. Initial reports of sexual harassment may be made verbally or in writing. A formal complaint form will be required to be filled out and can be requested through the Human Resources department.

All supervisors who receive a complaint or information about suspected sexual harassment should document as much information as possible including observations they have made, history, and any other pertinent details. Supervisors and leaders are required to report any complaint that they receive from any employee, or any harassment that they observe in the workplace to the EMT and/or HR. Annual supervisor training will be provided for every supervisor to complete.

As a supervisor it is your duty to ensure that sexual harassment does not occur in your branches and departments. These steps should be taken to avoid sexual harassment claims:

- Respect everyone's personal space
- Avoid offensive words and phrases
- Encourage others to speak up if they are uncomfortable
- Take responsibility for your behavior
- Do not let offensive conduct be overlooked. If you feel comfortable doing so, object as soon as possible by telling them to stop

F-4 EMPLOYEE PRIVACY

In this age of the Internet where privacy has become an increasing concern, we take privacy very seriously. The privacy and security of personal data (the "Personal Information") which we collect from

all employees is important to us. It is equally important that you understand how we handle this data. We employ reasonable security measures and technologies, such as password protection, encryption, physical locks, etc., to protect the confidentiality of your personal information. Only authorized employees have access to Personal Information. If you are an employee with such authorization it is imperative that you take the appropriate safeguards to protect such Information. Paper and other hard copy containing personal information (or any other confidential information) should be secured in a locked location when not in use. Computers and other access points should be secured when not in use by logging out or locking. Passwords and user ID's should be guarded and not shared. When no longer necessary for business purposes, paper and hard copies should be immediately destroyed using paper shredders or similar devices. Do not leave copies in unsecured locations waiting to be shredded or otherwise destroyed. Do not make or distribute unauthorized copies of documents or other tangible medium containing personal data. Electronic files containing personal information should only be stored on secure computers and not copied or otherwise shared with unauthorized individuals within or outside of Company.

Connections Credit Union will make reasonable efforts to secure personal information stored or transmitted electronically secure from hackers or other persons who are not authorized to access such Information.

Compliance with this privacy policy is important to Connections Credit Union. Any violation or potential violation of this policy should be reported to the Human Resources Manager. The failure by any employee to follow these privacy policies may result in corrective action up to and including termination of the employee.

F-5 CORRECTIVE ACTION

Leaders at Connections Credit Union are responsible to abide by and enforce the rules set forth in the Employee Handbook. You must read and be familiar with these rules and expectations. This responsibility includes taking corrective action against violators of the rules.

Any supervisor found not following any of our policies or procedures as outlined in the Operations Policy Handbook and/or the Employee Handbook will be faced with disciplinary action up to and including termination.

Report Abuse of Policies: A violation of policy can be verbal or written. As a supervisor, it is your responsibility to prepare employee corrective actions when necessary. If you are unsure if a verbal or written corrective action should be warranted, please contact the Human Resources Department. When completing a corrective action, it is important to be thorough and to document all offenses as well as the action that was taken. Each report must have the supervisor's signature, the employee's signature and if the employee has a statement they would like to record. Corrective action reports need to be written in conjunction with HR and must be reported to the Executive Management Team as well as an appropriate member of the Mid-Management Team. All corrective actions will be documented and filed in the employee personnel file.

Disciplinary procedures begin when there is sufficient evidence to justify it. Supervisors are required to follow the process outlined in the Employee Handbook regarding disciplinary procedures. Appeals are allowed and must be filed in accordance to and are outlined in the disciplinary procedures.

Confidentiality regarding any disciplinary information and decisions should never be discussed with other employees in a casual setting. Communication after the corrective action has been administered to the employee should be provided to the Human Resources department.

When issuing a written corrective action:

- Be Consistent: Follow the credit unions policies towards EVERYONE. If you decide to write one employee up for attendance, be consistent towards that for each employee that is under your supervision.
- Be Specific: Record exactly what happened with any incidents. Use dates, times, and any data that is specific to each situation. Note the reason or communication that you had with the employee to show that the employee knew you had a problem with what happened.
- Be Factual: Avoid inserting your own feelings or why you believe something happened. State the facts clearly. Note the policies that were broken.
- Note Consequences: Write down what will happen to the employee if the behavior doesn't change. Note what was communicated to the employee and how it was communicated with them.
- Have employee sign and date a form: Have the employee see the written notification of the incident. Have them sign the form. If the employee will not sign it, write that on the form as well. If the employee has any comments, they can also add them to the document as well. Give them a chance to respond if they would like.

Examples of corrective actions in an employee personnel file: (not an exhaustive list)

- Repeated or excessive tardiness or absences.
- Poor job performance or outright incompetence.
- Failure or refusal to comply with credit union policy.
- Violence or threats of violence.
- Sexual harassment complaints.
- Discrimination.

F-6 DRUG AND ALCOHOL ABUSE

Supervisors are responsible for abiding by the credit union's Alcohol and Drug Use policy in the Employee Handbook. Pursuant to the Alcohol and Drug Use policy, reporting to work under the influence of alcohol or illegal drugs, drinking on duty or having any involvement with illegal drugs on the premises is a severe offense which is subject to corrective action up to and including termination. No employees, including supervisors, are permitted to drink alcohol in the branches while you are working.

We encourage Connections Credit Union employees to maintain professional judgement when socializing with other employees after hours in the branches. If supervisors choose to drink after hours with others that are employed at Connections Credit Union, we expect good judgement as to the quantity consumed. Professionalism is always expected.

If a supervisor believes an employee is intoxicated at work, the supervisor needs to report the employee to a member of the Executive Management Team or the Human Resources department immediately. It is the goal of Connections Credit Union to provide a safe and professional work environment. The employee should be detained in an area that is not visible to members. An emergency contact should be called to remove the employee from the premises. Do not allow an employee who is believed to be intoxicated to drive themselves home. The incident must be documented in detail and reported immediately to HR and a corrective action may be administered.

F-7 PERSONAL PHONE CALLS

Employees may receive personal telephone calls while on duty, however good judgment should be used when accepting them. Always take calls in an office, out of the view of members, and at times when the branches are not busy. Personal calls must not impede on the service to the members and branches.

SECTION G: SUPERVISOR RESPONSIBILITIES

G-1 Reporting Requirements

Each branch and/or department supervisor is required to submit certain reports and logs each month. These are provided at the beginning of each year and are subject to change at any time. Information on where to find and save these reports, as well as deadlines for each, is given to supervisors at orientation.

G-2 EMPLOYEE HIRING PRACTICES

All Supervisors and Leaders in collaboration with HR at Connections Credit Union have the responsibility for hiring employees and keeping the staffing levels up to par for their department and branch. It is imperative that the hiring process at the credit union be carried out with extreme professionalism, while following all rules and regulations required by law. The following guidelines must be adhered to when screening and interviewing people applying for employment within our organization:

- The law requires that we give everyone, regardless of race, creed, sex, national origin, age, color, sexual orientation, religion, gender identity, disability, genetic information, marital status, ancestry, military discharge status, pregnancy, citizenship status, sealed or expunged arrest records not resulting in conviction, status as a covered veteran, or any other characteristic protected in accordance with applicable federal, state and local laws, the opportunity to apply for a position within our organization.
- All potential employees should be treated with respect and dealt with in a courteous, professional manner. An applicant may be a member, and it is very important from a public relations position for us to maintain a positive relationship with the public.
- All interviews that are left with uncertainty should be completed with a follow up phone call, letter, or other type of communication. Don't ever keep an applicant hanging. Make sure they know if they do or do not have a job. This will avoid any confusion in the applicant's mind.
- Hiring needs, interview processes and protocols will be collaborated between you and HR.

G-3 EMPLOYEE REFERENCE CHECKS

All employment reference check inquiries from current or former employees, prospective employers of current or former employees or other organizations should be directed to Human Resources for an official response. Under no circumstances is any other employee authorized to provide an employment reference for the credit union.

G-4 EMPLOYEE TRAINING

Training is one of our most valuable resources and is ongoing. Good training will produce consistency and compliance with the services we offer at Connections Credit Union. Training will support the growth of the organization as well. Therefore, it is every supervisor's responsibility to work with the Mid-Management Team to make sure that all new employees are properly trained and prepared to do their job. New hire onboarding as well as annual trainings are a requirement for employment.

G-5 MEMBER COMPLAINTS

Occasionally members may become angry or upset and will request a supervisor to handle their needs. Show compassion and genuine interest in their concern. Listen with understanding and ask questions to help identify how we can address and resolve the issue. Refer to the policies and best practices we have in place when explaining why we do things a certain way. Present a unified front and align and reiterate the information that was told to the member by the previous employee. Don't make concessions or exceptions just because a member is complaining about a procedure or policy. When necessary or if the situation escalates, seek assistance from your direct supervisor.

G-6 MEMBER SAFETY

The credit union is responsible for the safety of all members while they are on credit union property. As representatives of the credit union, supervisors and leaders assume the responsibility of maintaining a safe environment for everyone. If a member is injured while visiting the credit union, the supervisor on duty is required to complete a Member Accident/Incident Near Miss Form and forward it to the Human Resources department immediately. The member should be instructed to seek proper medical care immediately. The supervisor should not make any judgment as to the cause of the injury reported by a member but should only follow the procedure for filling out an incident report and reporting the issue to the Human Resources Department.

SECTION H: COMMUNICATION

H-1: COMMUNICATION

Communication happens constantly and is a vital management component to any organization. Supervisors are regularly communicating with the Executive and Mid-Management Teams, their peers, those that directly report to them, and members. We require good, healthy, and productive conversations at the branch locations and throughout the credit union. Collaboration through

communication is extremely important. We expect leaders to be able to communicate with respect, professionalism, and consistency.

Connections Credit Union leaders and supervisors are responsible for organizing and directing the work of others. The responsibilities of supervisors include understanding and fairly administering Connections Credit Union policies concerning employees, setting work standards, and providing an inclusive environment that fosters open communication regarding work related issues. Supervisors are expected to observe and document their employees' performance which may include managing and evaluating work, providing feedback, recognizing work well done, and addressing unsatisfactory performance. Supervisors will also provide communication about opportunities for professional growth and development. When addressing employees, leaders are expected to deliver information that is congruent with the organizations mission, vision, culture, and policies always.

Effective communication may contribute to organizational success in many ways. Some of these may include:

- Building employee morale, satisfaction, and engagement
- Helping employees understand terms and conditions of their employment and drive their commitment to loyalty
- Giving the employee a voice
- Reducing the chances of misunderstandings and reduce grievances and legal concerns
- Improving processes and procedures and creating greater efficiencies that reduce costs

H-2 OPEN DOOR POLICY

Connections Credit union promotes positive communication amongst employees. We encourage every employee to discuss any topic with their immediate supervisor. Employees should feel safe bringing their concerns and ideas to their supervisor. We advise that employees discuss their concerns or ideas with the appropriate Supervisor. We ensure that their concerns will be listened to and taken seriously. If the employee feels their concerns or ideas have not been take seriously and without follow up, they have the right to bring their concerns or ideas to the Executive Management Team. The open-door policy provides assurance that the individual employee who pursues his or her right to talk to any level of management will experience no retaliation or interference from the employees' direct supervisor. The credit union is committed to follow up between the supervisor and the EMT on the concerns or ideas.

H-3 ADDRESSING EMPLOYEE COMPLAINTS

Supervisors are encouraged to address work-related concerns and complaints informally with those involved as early as possible. Listen for understanding to the complaint before seeking help or action. Inform the employee that you will get back to them if you are not able to resolve the issue immediately. Confidentiality should always be followed when an employee is addressing a concern.

Connections Credit Union is committed to providing prompt, fair and impartial process with addressing policy violations. The goal is to stop inappropriate conduct, respond effectively to allegations, and to restore a productive and welcoming work environment.

If the concern alleges harassment or discrimination, the supervisor should contact Human Resources immediately. Supervisors are expected to know, understand, and implement the policies against harassment and discrimination. Training is provided annually to be compliant and up to date on industry standards.

Written and verbal accounts will be recorded and saved to the employee's personnel file. The procedure for filing complaints can be obtained through the Human Resources department.

H-4 INTERNAL COMMUNICATION

Effective internal communication starts at the top. Leaders of the organization must model excellence in internal communication for it to be successful. Internal communication tells a lot about the company culture and organization. The goal of Connections Credit Union is to make teams feel connected, unified, and to create a positive environment which increases productivity. Communication between different branches, functions or leaders is essential for credit union operations to remain consistent and to keep everyone in the company aligned. Supervisors are responsible for communicating all changes in policies, processes, and procedures to everyone on their team. Supervisors are required to have the knowledge, skills, and ability to be effective communicators.

Unless the information is confidential, supervisors are expected to keep their team informed and up to date on Connections Credit Union information and events. Significant changes to programs, services, company structure, or employee jobs, pay, benefits, and working conditions should always be kept in confidentiality. Any inside information regarding credit union practices, policies, procedures, or data that a supervisor or leader receives should be kept confidential and never made available to the public.

H-5 EXTERNAL COMMUNICATION

External communication includes things such as conference calls, webinars, training seminars, marketing events and any communication outside of Connections Credit Union. We want to stress the importance of conducting ourselves in a professional manner when dealing with the public.

Communication to Members: At Connections Credit Union courtesy, tact, consideration, and a spirit of helpfulness should guide each employee in interactions with members of the credit union. Respect should always be shown. Our desire is to respond to our members' needs and concerns in a timely and professional manner. Awareness of your body language, tone and message should always be considered when speaking to members. Extra care should be taken when dealing with upset members. Refer to member complaints section of this handbook. When the appropriate information is given in a proper way, disagreements can typically be resolved quickly and respectfully. Communication with members is an excellent opportunity to receive feedback from members as well. We want supervisors to be open to new ideas that we may improve our services at the branches or within the different departments. At Connections Credit Union, we want to be open minded to new ideas and new ways of doing things. Actively listening to members is a great way to receive honest and candid feedback.

Communication with Vendors: Leaders are expected to be polite and courteous. Don't make agreements or deals with vendors without approval of the Executive Management Team. When vendors follow up, don't ignore their communication. Always acknowledge and show good customer service. If we have decided to not use their services, we should update them about the decision.

Communication with Media: A quiet period will be instituted in circumstances that include incidences involving news media. Do not speak to a member of the media without having an internal conversation with a member of the Executive Management Team. You will need to be briefed or advised on how to handle the distribution of information.

Use of Company Email: Connections Credit Union provides an email ID to all authorized employees. Email is a business tool to help Connections Credit Union employees serve our members, streamline communication with each other, and reduce unnecessary paperwork. The email system is intended primarily for conducting business.

Personal Cell Phone Policy: We recognize that smartphones are an integral part of everyday life and are a great asset if used for productivity apps such as calendar, accessing email, and being available for calls. Cell phones are also a detriment to focus and efficiency if used unwisely and excessively during business hours. Be a good example for your team by demonstrating responsible use of supervisor cell phone privileges.

Connections Credit Union reserves the right to monitor employees for inappropriate and/or excessive use of cellular devices. If device usage shows a decline in productivity or interferes with normal business operations, the executive team will suspend the employee's right to use a cellular device. Supervisors are subject to severe disciplinary action up to and including termination.

H-6 INTERNET USAGE

Supervisors accessing Connections Credit Union computers to use the internet are representing the credit union. Any internet use or communications through a computer owned by Connections Credit Union must be for professional or business-related reasons (i.e., not for surfing personal social media accounts). Employees are responsible for seeing that the internet is used in an effective, ethical, and lawful manner. The internet may only be used to conduct official credit union business and to gain technical or analytical advice. Users are not allowed to modify any settings established on individual computers. This includes downloading any software. Violations of any guidelines listed above may result in disciplinary action up to and including termination.

H-7 SUPERVISOR MEETINGS

Supervisors are expected to attend regularly scheduled meetings. Topics to be covered at these meetings will include operations, personnel needs, training, special events, member information, changes in policies, and other pertinent information. Each supervisor should come to these meetings prepared to update the Executive Team and their peers on the events that have occurred at their branch/department. Attendance is mandatory to keep up to date on what is going on. These meetings occur monthly but can be increased or changed when business needs arise.

Meeting notes are recorded and available to all supervisors. Supervisors are expected to review those notes if they were absent as well as share any applicable information from the meeting with their teams each month.

H-8 EMPLOYEE MEETINGS

General meetings and departmental meetings are held regularly to discuss important current topics. We encourage supervisors and leaders to schedule regular meetings with their teams. These meetings should include goal reviews, participation at community events, policies, industry specific education, or any information needed to help employees do their job. These will be scheduled as needed but are encouraged to happen frequently.

SECTION I: PERFORMANCE MANAGEMENT

As leaders and supervisors with Connections Credit Union it is your responsibility to assess employees on your team. It is critical for the operations of the credit union to identify weaknesses and strengths in employees on your team. Performance management programs are in place to support, redirect and recognize employees and their performance.

The purpose of Connections Credit Union performance planning and review process is to guide, support, and develop employees. Supervisors will assist the Human Resources team with the performance management process at Connections Credit Union.

It is an ongoing and cyclical process that runs on an annual basis and is shaped by the needs of the Credit Union. Performance management fosters ongoing two-way communication between employees and supervisors/leaders and will include the following:

- Clear, consistent, and measurable goals linked directly to the credit union's core values and competencies
- Articulate and support training needs and career development
- Establish criteria for making reward and recognition decisions

Effective performance management begins with respect for one another and ends with excellence in performance. It is the responsibility of supervisors to communicate on an ongoing basis with their employees. Conversations should be grounded in honest communication and provide each employee with clear role expectations.

Performance management should be happening all year long. Your team should not be surprised during yearly evaluation meetings if you effectively give feedback throughout the year. The supervisor's overall role is to communicate organizational needs, oversee employees' performance, provide guidance, identify development needs, and manage the reciprocal relationship between the employee and the credit union so that each is successful.

I-1 MANAGING PEOPLE

Effective management of people is a necessary quality for each of our leaders and supervisors. People management is the process of training, motivating, and directing employees to optimize workplace productivity and promote growth professionally. Leaders at Connections Credit Union will use their people management skills to oversee workflow and evaluate employee performance.

People management will be useful in the following situations:

Interpersonal Conflicts: Supervisors have an important role in resolving conflicts that may arise. Effective people management can help leaders mediate conflicts that may arise in their branch or department. Conversations should promote collaboration and respect.

Employee Training: As a leader at Connections Credit Union, you may be responsible for onboarding new employees and coaching a current employee on any policy changes. Supervisors can provide feedback and mentor their team to success.

Deadlines/Goals: As a leader your position will influence goals and department deadlines. Effective management and strategic evaluations, while acting with honesty and integrity, will result in reaching goals.

Company Culture: Supervisors will positively influence the work environment of their branch/department. Build rapport with your team. Ask for feedback and turn that feedback into actionable changes to the credit union's culture.

SECTION J: LEADERSHIP

J-1 MANAGEMENT SKILLS

Help employees develop new skills and be more productive. Train new employees well and give them the knowledge and resources they need to perform assigned tasks and responsibilities. Encourage employees to continue learning on their own.

- Offer constructive feedback to encourage skill building
- Be available for questions
- Allow employees to come to you with new ideas that would improve their productivity
- Encourage your team to take courses and seek other learning opportunities

J-2 ACTIVE LISTENING

Listen to your team to fully understand their perspective, questions, or concern before responding. Remove distractions, maintain eye contact, and offer verbal and non-verbal cues to indicate that you are engaged and understand their concern.

Respond thoughtfully by giving a summary of what you understood. You can then follow up with any questions to learn more about what is needed. Express empathy with their experience. This will promote positive interactions and encourage them to continue to come to you with any concern.

J-3 CONFLICT RESOLUTION

Analyze the situation and identify what the causes of conflict might be. If there is a miscommunication or differing opinions supervisors can mediate and help come up with a compromise. Monitor the situation to ensure that the conflict is fully resolved to prevent future occurrences.

J-4 FLEXIBILITY

Know when to be flexible and when to be firm with team members. Demonstrate flexibility by accommodating to individual team member needs such as adjusting schedules or time off. Allow employees to alter their workflow so that they can be more productive. Assess and adjust when needed to ensure efficiency.

J-5 PATIENCE

Use kindness, respect and empathy while helping others to overcome obstacles. Use patience when you train new employees, teach new processes, handle conflicts or solve problems. When your team can trust their supervisor to be patient, they are more likely to ask for clarification to ensure they understand directions.

J-6 CLEAR COMMUNICATION

Supervisors can be better team members by clearly communicating with their team. Use clear and simple language so everyone on your team understands your message. Consider revising the way you present your message to avoid giving too much information at one time. Give your team an opportunity to ask questions. Follow up meetings with an email to ensure your team understands the information that was given.

J-7 TRUST

Teams should be able to trust that their leaders support them and believe in their hard work. Leaders should also be able to trust that their team can complete tasks correctly and on time. Building trust helps your team work together more efficiently and productively so actively finding ways to improve mutual trust is essential.

J-8 ETHICS

It is essential that your professional code of conduct is in the best interest of the Credit Union. The expectation is that all supervisor decisions and actions are based on ethical intent.

J-9 ORGANIZATION

Disorganization leads to wasted time, lost productivity, and frustration. Make notes to help you remember things easier. Avoid procrastination and structure your day in a way that encourages productivity. Identify areas that could be improved with technology to make things more efficient. Leaders at Connections Credit Union are encouraged to utilize their Outlook calendar and set reminders for meetings and reports so that they are completed and attended on time.

Signs of effective organization include:

- Promptly responding to emails, approving requests, and answering questions
- Keep a calendar to actively track meetings
- Run meetings that efficiently discuss information
- Assign tasks and track performance of team members

J-10 ENCOURAGE COLLABORATION

Your employees must be able to work together as a team. Encourage collaboration with each other. Talk to your team about branch or department goals. Have frequent discussions with them on where they are with accomplishing those yearly/monthly/weekly goals. Talk about any changes that need to be made if targets are not being met.

J-11 MOTIVATE PEOPLE

Each branch is provided with resources and examples on how to allocate branch funds for rewards or prizes for friendly competitions or when branch goals are met.

Find what motivates your staff to make the rewards even more compelling to them. Show your team how their work matters. Have discussions about what they do to make Connections Credit Union successful.

J-12 INDUSTRY KNOWLEDGE

Seek out other educational opportunities to continue learning more about credit unions. Read publications and articles to understand industry trends that could benefit Connections Credit Union. You want to be knowledgeable about the products and services that Connections Credit Union offers. Industry awareness makes employees feel comfortable coming to you when they have questions or problems.

SUPERVISOR HANDBOOK ACKNOWLEDGEMENT

Connections Credit Union

SIGNATURE

I hereby certify that I have received a copy of the Supervisor Handbook and I understand it is my responsibility to read and ask questions, if necessary, regarding this information. I understand that ALL Connections Credit Union employees are at-will employees, subject to the employee's and employer's rights afforded by law, and that this personnel handbook does not constitute a contract of employment.

I HAVE READ AND UNDERSTAND THE CONTENTS OF THIS DOCUMENT.

Employee's Signature

Date Received by Employee

Shelly Kleinkopf

Employer's Signature