

Key Themes

Process Strengths

- Senior leaders approach customer-driven excellence as a strategic concept through the Executive Management Committee's (EMC's) deployment of the TriView Leadership System (TLS; Figure 1.1-1). The TLS, which includes strategic planning, communication, engagement, design, measurement, and improvement, is integrated with the applicant's continuous improvement processes and measured through its key performance indicators. Through the TLS, senior leaders focus on changes in the regulatory environment, as well as on agility. The organization uses numerous methods (Figure 1.1-2) to deploy its mission, vision, and values (MVV) and key leadership processes, including its Legendary Leader Development Program (LLDP) for identified leaders, and its pledge to deliver Legendary Service helps senior leaders guide the entire organization in alignment with the MVV.
 - The applicant's Performance Measurement System has evolved from measuring regulatory and banking metrics to including all measures that align with and measure the success of the Strategic Planning Process (SPP; Figure 2.1-1). Data are selected for running the business, changing the business, and measuring strategic action plans through a 10-step process (Figure 4.1-1), which begins with determining what needs to be known, how metrics link with the SPP, and if there is alignment with the Enterprise Process Model (EPM; Figure 6.1-2). T-Dashboards for process-related metrics and Individual Performance Plans (IPPs) link to specific performance measures, and a Plan-Do-Check-Act approach ensures that metrics are relevant and current, which supports fact-based decision making.
 - The applicant supports its strategic advantage of a loyal and stable workforce through several systematic approaches. For example, it encourages high performance through the Performance Management and Development Process (PMDP), which is cascaded to all associates, and the structured, organization-wide TriView Excellence Associate Recognition (TEAR) program, which includes rewards for innovation and community service. The 47 branches and the DirectServe Center are empowered to select metrics best suited to their economic and market environment. Emergency buttons and cameras that videotape customer areas, as well as cash-dispensing kiosks, address workforce security, a key concern for associates at all branches. Workforce climate is further enhanced via a flexible, competitive benefits package containing discounted services. The Associate Capability and Capacity Planning Process (ACCPP), which anticipates short- and longer-term HR needs, creates projections for training and development, which has enabled the applicant to increase workforce capability without increasing staffing levels.
 - The organization focuses on customer-driven excellence through its listening mechanisms, systematic Voice-of-the-Customer (VOC) Process, and customer profiling matrices. Varied listening and learning methods (Figure 3.1-1) collect actionable information from each customer group. These methods are organized by purpose and align with the primary business proposition to build multiproduct, lifelong relationships with customer. Associate use these methods to study customer behavior, anticipate customer needs, and manage customer relationships using the Customer Life Cycle Matrix (Figure 3.2-4) and Customer Engagement Cycle (Figure 3.2-5) to retain current customers, meet their requirements, and exceed their expectations at each stage. The Legendary Service Department analyzes data received through the organization's Web site as input for the strategic planning and continuous improvement processes. Annual focus groups with customers and noncustomers help ascertain their requirements for financial products and services. These approaches support the organization's customer-focused culture and align with its core competency of understanding and exceeding customer expectations.
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Process OFIs

- There is limited evidence of systematic evaluation and refinement of many key processes. This includes processes related to leadership, such as approaches for innovation, enhancement of leadership skills, and legal and ethical issues (1.1); governance and societal responsibility, such as transparency in operations, audit independence, and community support processes (1.2); the TrivView Operational Excellence (TOE) and strategy development (2.1); strategy deployment (2.2); managing data, information and knowledge (4.2); and ensuring the organization benefits from the diverse ideas, culture, and thinking of its workforce (5.2). For example, methods delineated in Properties of Data, Information, Hardware, and Software (Figure 4.2-1), as well as the deployment step in the SPP (Figure 2.1-1), appear to lack a systematic review that could lead to learning and improvement. Without a systematic evaluation of its key processes, the applicant may have difficulty remaining agile in its changing environment, as well as sustaining or improving key outcomes for plans and strategies.
 - It is not clear that the applicant has a systematic method for ensuring that its work processes/system and other approaches incorporate and capitalize on all of its core competencies and other key elements. For example, Figure 6.1-3, Key Processes, does not include the emerging competency of mergers and acquisitions (which may require incorporating numerous processes within the overall work system). Also, the 2011 Strategic Plan - Sustain Scenario (Figure 2.2-1) does not address considerations such as a potential surge in retirees, and a systematic approach is not evident for organizing and managing the workforce to capitalize on core competencies, accomplish the work of the organization, or achieve strategic objectives. In addition, it is unclear how the applicant creates and balances value for its various customers and stakeholders. Systematic consideration of these elements may help the applicant enhance the effectiveness of its approaches.
 - The applicant does not appear to have a systematic process in several areas related to achieving Legendary Service. It is unclear how its listening/learning approaches and its methods for determining satisfaction and engagement vary for customer segments identified in the Customer Life Cycle Matrix (Figure 3.2-4) or stages in the Customer Engagement Cycle (Figure 3.2-5). In addition, a systematic process is not evident for using this or other customer and marketing information to pursue customer groups and market segments for future products and identify opportunities for innovation. Without a systematic process to use such information, the organization may have difficulty remaining agile and realizing its value of innovation in products and services as it applies to each customer segment.
 - It is not evident that systematic approaches are in place in several workforce-focused areas. A systematic approach for career progression is not evident for those associates not in the LLDP, and some elements of the applicant's learning and development system are in early stages of deployment, including organizational performance improvement and innovation, transfer of knowledge, and reinforcement of new knowledge and skills on the job. Also, it is not clear how the Hiring the Best program or other approaches are systematically used to not only recruit and hire but also retain the workforce. In addition, the applicant has not clearly defined its approach for relating workforce engagement survey findings to key business results; for example, it is not clear that results from a 2011 associate engagement retreat and the associate engagement survey are widely used to correlate business and engagement results and implement improvements. Comprehensive, systematic approaches in these areas may enhance the applicant's success factor of an engaged and highly satisfied workforce, as well as its strategic advantage of a loyal and stable workforce.
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Results Strengths

- Multiple product and process outcomes indicate success in supporting customer requirements and operational excellence. For example, overall process effectiveness is demonstrated through action plan accomplishment higher than 90% from 2008 to 2010 and sustained improvement in the impact of the plans (Figure 7.1-19). Internal process efficiency is evident in results for Time to Complete Financial Reports (Figure 7.1-13), which currently equal or outperform two benchmarks. Other key examples are an increase in branches with extended hours (Figure 7.1-2), declines in breaches in data security (Figure 7.1-1), and improvement and favorable comparisons for accuracy of consumer, small business, and commercial transactions, as well as for time and demand deposit statements (Figure 7.1-5).
- Results for workforce and leadership and governance approaches indicate the applicant's success in sustaining its strategic advantage of a loyal and stable workforce and supporting its value of integrity. Workforce absenteeism (Figure 7.3-7) has remained at less than half of the industry average since 2006. Results for workforce climate, such as the Occupational Safety and Health Administration Total Recordable Rate (OSHA TFR; Figure 7.3-8), the number of workers' compensation claims (Figure 7.3-9), and satisfaction with workplace security (Figure 7.3-10), outperform the comparisons provided. For the past four years, overall workforce satisfaction (Figure 7.3-1) has steadily increased, surpassing the 75th percentile benchmark each year, with similar increases for associate engagement levels and willingness to refer a friend (Figure 7.3-2). In addition, results for Regulatory, Legal, and Ethical Processes (Figure 7.4-8) show sustained high performance and/or improving trends since 2006 and favorable comparisons to the top 10% of credit unions.
- The organization demonstrates excellence in measures of financial and marketplace performance, reporting results that reflect favorably against best comparisons despite economic upheaval. For example, market share by assets and by loans (Figures 7.5-7 and 7.5-8) has exceeded to top-quartile regional comparisons since 2007, and, with the Widmark acquisition, increased to the best-comparison megabank level in 2010. Market share has grown steadily in all regions and is at or above the best comparisons in two of the three regions (Figure 7.5-9). Overall Return on Equity (ROE; Figure 7.5-1) has exceeded the top-quartile comparisons since 2005 and is approaching the best-comparison megabank, while ROE by Customer Group (Figure 7.5-2) currently is meeting or exceeding best-comparison benchmarks. Net Interest Margin (Figure 7.5-6), a key earnings indicator, has surpassed pre-2007 levels, exceeding the Community Alliance of Bankers (CAB) average and approaching the CAB benchmark. These results illustrate the organization's ability to capitalize on its success factors of being well-capitalized, taking reasonable risks, and quickly moving on to opportunities.

Results OFIs

- The applicant does not provide relevant comparisons for multiple measures identified as key to achieving the organization's mission, vision, and strategy. Examples include customer-focused results for overall satisfaction (Figure 7.2-2), problem resolution (Figure 7.2-8), and complaints (Figure 7.2-10), as well as workforce-focused outcomes, such as training hours per associate (Figure 7.3-5) and security incidents/near misses (Figure 7.3-11). Further, limited comparisons are provided for leadership and governance outcomes, such as results for regulatory and legal compliance (Figure 7.4-5), legal and ethical behavior (Figure 7.4-7), environmental performance (Figure 7.4-11), and charitable contributions (Figure 7.4-10). Comparisons that reflect relevant competitors, benchmarks, and levels of performance may enhance the applicant's ability to manage by fact, achieve a future focus, and ensure its goals and actions are aligned with the provision of Legendary Service.
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Key Themes

- Results are missing or limited for several measures related to the workforce, leadership, and governance. For example, results do not indicate the effectiveness of workforce development approaches in addressing learning and development needs, such as technical knowledge to satisfy increasingly demanding customers, and workforce capacity results are limited to the vacancy rate. Limited results are provided for several senior leadership approaches, including communication and engagement with the workforce. Results for encouragement of two-way communication (Figure 7.4-2) include only attendance measures, and no results are provided for PMDP deployment, Trust Team involvement, rounding, job shadowing, or associates receiving health benefits for community service. In addition, no results are provided for the Community One Initiatives to support social structures or to support the economy (Figure 1.2-3). Limited results in these areas may result in blind spots, leading to missed opportunities for senior leaders to effectively engage and prepare staff members, including those joining the organization through the current or future acquisitions.

- Results for multiple measures do not include segmented data. For example, in product and process effectiveness outcomes, results for Breaches in Data Security (Figure 7.1-1), Convenience through Extended Hours (Figure 7.1-2), and Teller Wait Time (Figure 7.1-3) are not segmented by location, and those for Satisfaction with Advocacy (Figure 7.1-8) are not segmented by customer group. Similarly, workforce-focused outcomes include no segmented data to address the diversity of the workforce (Figure P.1-2a) and limited data on its workforce groups (Figure P.1-2b). No segmented data are provided for Associate Engagement (Figure 7.3-2) or for Training Hours per Associate, Vacancy Rate, Absenteeism Rate, OSHA TRR, or Number of Workers Compensation Claims (Figures 7.3-5 - 7.3-9). Appropriate segmentation may enhance the applicant's ability to achieve a systems perspective, thereby gaining a better understanding of relative performance across the enterprise.

- Suboptimal results related to the integration of the applicant's recent acquisition may reflect unfavorably on the developing core competency in mergers and acquisitions. For example, several results show that the acquisition had an adverse impact on levels of customer satisfaction. Results for customer satisfaction with CSR knowledge show declining levels in all markets (Figure 7.2-6), satisfaction with problem resolution shows low results for mortgage customers (Figure 7.2-8), and complaints by product (Figure 7.2-10) show that mortgage customers are dissatisfied. Also, the acquisition contributed to deteriorating performance in the nonperforming asset ratio (Figure 7.5-4), with the most unfavorable levels in five years occurring in 2010, and the liquidity ratio (Figure 7.5-3), where results fell below the top-quartile CAB comparison for the first time in 2009 and 2010. These results may be of particular significance considering that the mortgage division comprises nearly 20% of the organization's workforce and is projected to serve as a source for increasing business in other divisions.
