

# CORNERSTONE PERFORMANCE SURVEY PARTICIPANT PROCESS

## **FROM SETUP TO RESULTS**

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# CORNERSTONE REPORT: **PARTICIPANT PROCESS**

## **PRE-PROCESS ACTIVITIES**

Cornerstone solicits financial institution participation at the end of the first quarter. Cornerstone verifies participant eligibility for the study and communicates details on the process and the timing.

## **Step 1: Setup**

### **ASSIGN A PROJECT COORDINATOR**

Each institution assigns a Project Coordinator (PC) who is responsible for being the single point of contact for the institution. Linette Harris, Cornerstone's dedicated Performance Report Analyst, is responsible for help throughout the process and works directly with the PC. The PC performs multiple tasks: coordination with Cornerstone on survey completion and addressing questions during the process, ensuring owners are assigned to each survey section, pushing for survey completion within the defined milestone dates, and other tasks that are part of the process.

From the online Performance Vault dashboard, the PC assigns survey sections to Survey Takers (also called Users in this guide) who will complete the information. Survey Takers have access only to survey sections to which they've been assigned. PCs can be Survey Takers for sections to the assigned Survey Takers so they can start writing down answers in advance. These are not fillable PDF forms but simply a resource to use in understanding or prefilling out the questions prior to entering them online.

### **SURVEY TAKER ASSIGNMENT**

From the online *Performance Vault dashboard*, the PC assigns survey sections to Users who will complete the information. The person who completes the surveys is called the Survey Taker or User. The Users have access to one or more survey sections that they are assigned to. Users can only see the surveys they are assigned to. Users have access to survey sections to which they've been assigned. PCs can be Survey Takers for sections that have not been delegated to others. More than one Survey Taker can be assigned to a section, but keep in mind that multiple users can overwrite each other's answers in the section they share so they would need to coordinate which questions they each answer.

The first section, “00-Corporate Overview,” is automatically populated by Cornerstone Advisors using online public records year-end data. This is done to save you time. You may also see a section starting with “Calculated Questions...” Do NOT assign this section. If this section is listed, it will come into play after the initial survey completion, providing the PC with FTE counts for each of the other survey sections.

Once Cornerstone sets up the PC in the *Cornerstone Performance Vault* benchmark database, the PC can log onto the website using their email as the User Name. This must be your work email; personal email addresses (i.e., Gmail) are not allowed.

**The PCs must set up their password the first time they log in. When on the log-in page, after entering your user name (email address), click on Set New / Forgot Password.**

**NOTE:**

- Check your junk or clutter folder if you don't see the email right away
- If you don't receive the email at all, try using a different browser (Edge, Chrome, Opera) to get to the benchmark website.
- **The link to enter your password expires in 15 minutes**, after which you'll have to click on Set New/Forgot Password and start over.



Welcome to the Industry's  
Leading Performance  
Management Platform.

youremailhere@fldomain.com

.....

LOGIN

[Set New / Forgot Password](#)

**Forgot password**

Enter your email address and our system will send you a link to reset your password.

Email address

Send new password



The PC then sets up Survey Takers from the dashboard. **NOTE:** If the PC plans on entering the answers for the sections, he/she does **not** have to enter their own name again as a Survey Taker, the PC already has permission. The PC does not have permission to delete users. Contact Cornerstone at surveys@crnrstone.com for technical assistance to delete a Survey Taker.

## Performance Vault Dashboard



## PC Instructions on Assigning Survey Takers

On the dashboard to the right of the WORKSPACE header, click on the multi-person icon to “Assign Users to Sections”. The Permissions Editor page will open showing every Cornerstone survey section.

SECTION TITLE #	USERS #
00-Corporate Information	Click Here To Add A User
02-Contact Center	Click Here To Add A User
03-Digital Banking	Click Here To Add A User
04-Cards and Payments	Click Here To Add A User
05-Consumer Lending	Click Here To Add A User
07-Mortgage Lending	Click Here To Add A User


1. For the first time setting up users in the new application, the PC will need to use the “+Create User” button to first add Survey Takers/Users to the system, not the box that says, “Click Here To Add A User.”

**USER ACCOUNT EDITOR:** All fields are required. A Survey Taker must have an email address with a **registered domain name of the participating institution** (the information listed after the @symbol in email). Personal email domains (i.e., Gmail) are not allowed.

**IMPORTANT: Only enter the front portion (before the @ symbol) in the email address.** The domain name is already there. The email won't work if it has the domain entered twice. If you don't see the @ domain in the User Account Editor, contact Cornerstone at [surveys@crnrstone.com](mailto:surveys@crnrstone.com).

Click on Save changes when done then Close.

Continue to Create a User Account for each Survey Taker.



The screenshot shows a web form titled "User Account Editor". The form contains several input fields: "Title", "Email" (with a dropdown menu showing "@myfl.com"), "First Name", "Last Name", and "Phone Number". At the bottom right of the form, there are two buttons: "Close" and "Save changes".

An institution with more than one registered domain name is acceptable. Contact Cornerstone if multiple domain names will be used.

2. Once all users have been added to the database, assign each to a survey with the “**Click Here To Add A User**” box for each section. Highlight the user name for that section. You can assign multiple users to a section. You do not need to assign OO-Corporate Overview, Cornerstone fills that section using public year-end data. If you see section “Calculated Questions...”, do not assign that one. It will calculate FTE totals for each section for the PC to see once the survey is complete.

3. Click **Save changes** and Close

You can then send the Survey Takers the link to the Cornerstone benchmark online survey and the instructions on changing their password.

# STEP 2: DATA ENTRY

## ANSWERING SURVEY QUESTIONS

### *Tips and Best Practices for all Survey Takers*

**Volumes:** For consistency and relevant benchmark results, use 12-months of normalized income, expense and volumes as of the end of last year. If the question is asking for a monthly average, divide last year’s annual number by 12 (unless details in the question state otherwise). Use end of last year employee counts also to be consistent with volumes provided.

**FTE:** The best way to compare employees’ activities is by their various functions, not by their titles or location within the organization.

Contact Center Management FTE	
<b>Include</b>	<b>Exclude</b>
<ul style="list-style-type: none"><li>• Supervising/managing contact center employees</li><li>• Call review/coaching</li><li>• Workforce management</li><li>• Leading team meetings</li><li>• Reviewing team reports</li></ul>	<ul style="list-style-type: none"><li>• Contact center agent function</li><li>• Retail executive functions (See 'Retail Management FTE' [01])</li><li>• Other contact center functions</li></ul>

For each FTE question there is an explanation of what allocation of functions should be included or excluded. If an FTE spends all their time, on a monthly average, on the functions listed in the “Include” description of one FTE question, put 1.00 in the answer for that question. If they perform other functions, divided up their 1.00 into the corresponding FTE questions. When splitting up one FTE by various functions, the sum of those functions should equal 1.00. **This is important to prevent overstating the number of FTEs.** Each FTE should be allocated by their functions then the total allocation for that function is entered in the FTE answer box.

**EXAMPLE:** A full-time manager of the contact center spends 50% of his/her time supervising the contact center employees, 30% on outbound sales calls, and 20% answering retail service calls. That would be .50 put into Contact Center Managers/Supervisors FTE, .30 into Outbound Contact Center Agents FTE, and .20 into Inbound Contact Center Agents FTE which totals 1.00 FTE allocated by functions.

Be sure to check out the brief instructional video on the Participant Resource website for tips and more details on allocating employees by function.

**Includes/Excludes:** Most questions have instructions or a section that explains what to include or exclude. The “Exclude” note often points to the survey section in brackets [ ] indicating where to put the “excluded” data. Survey Takers needing further instruction on any given questions should submit their questions to the PC, who will forward the questions to the Cornerstone Analyst.

**Text Answers:** For questions that ask for text answers that don’t apply, put NA for not applicable so the question will be considered complete. If nothing is entered, the section will still show the question unanswered. An example of text question would be *“If you entered “other” FTE, please describe their functions.”*

**Survey Navigation:** Once you log onto the Performance Vault website the main dashboard will display the survey sections for the Cornerstone Performance Report study. PCs will see all survey sections. Survey Takers will only see their sections. If you are assigned as a Survey Taker for one or more sections, your dashboard will display your survey section(s) only.

Click on the icon you want to see. For example, if you want to go to the Contact Center section, click on the phone icon.





Once you click on the icon, you will see three options for filling out the survey section.

- 1 is for viewing answers after you have entered data
- 2 is where you go to see survey questions and enter your answers
- 3 is a completion tracker indicating how many questions have been answered

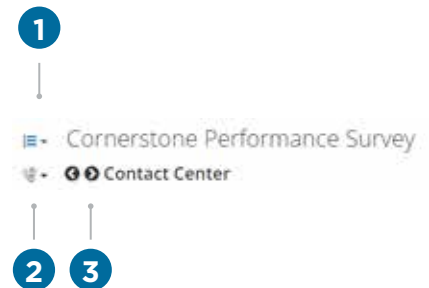


Click on the #2 icon that looks like a numbered list to begin entering data.

There are several different icons in the upper left corner above the list of question in the left column. These will help you navigate between survey sections.

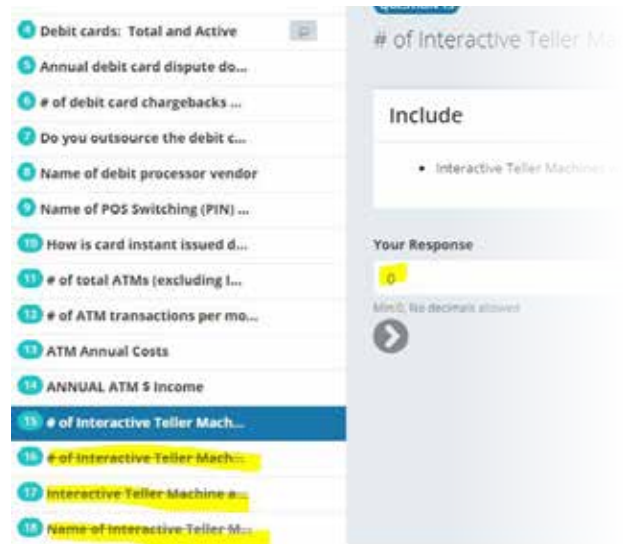
- 1 Jump out of survey to Answer View or Dashboard
- 2 Go to another survey section
- 3 Go to the next or previous survey section you are assigned to

Online survey sessions do not time out. To save an answer, you can click on the > icon, NEXT, PREVIOUS buttons or press the “enter” key. Hitting the Enter key saves if the question has a single answer box or is not the last question in that survey. To save the last question, click on Finish or Previous.



**NOTE:** Whenever you are in a survey section and want to return to the dashboard, click on the PERFORMANCE VAULT logo.

**Questions Skipped:** For a few questions, if your answer indicates you don't have that service or product, the related questions will be skipped. You will see the questions crossed off the list of questions on the left side of your screen. For example, if you answer 0 for # of Interactive Teller Machines (ITMs), the online survey will skip the four other ITM questions.



**Matrix Questions:** These are questions that have multiple answer boxes that may not fit on the screen. You can see all the answer boxes by clicking on the ENTER FULL SCREEN icon in the top right corner of the answer area.

Your Response

	Branch Mgrs FTE (43)	Asst Mgrs-Head Tellers FTE (0)	Tellers FTE (61)	Serv. Reps/Platform FTE (43.5)	Retail Loan Officers FTE (0)	Other Branch FTE (0)
% Management Function:	00.00	0.00		20.00		
% Teller Function:	10.00	0.00	75.00	20.00		

ENTER FULL SCREEN

To exit the full screen, click on the EXIT FULL SCREEN icon.



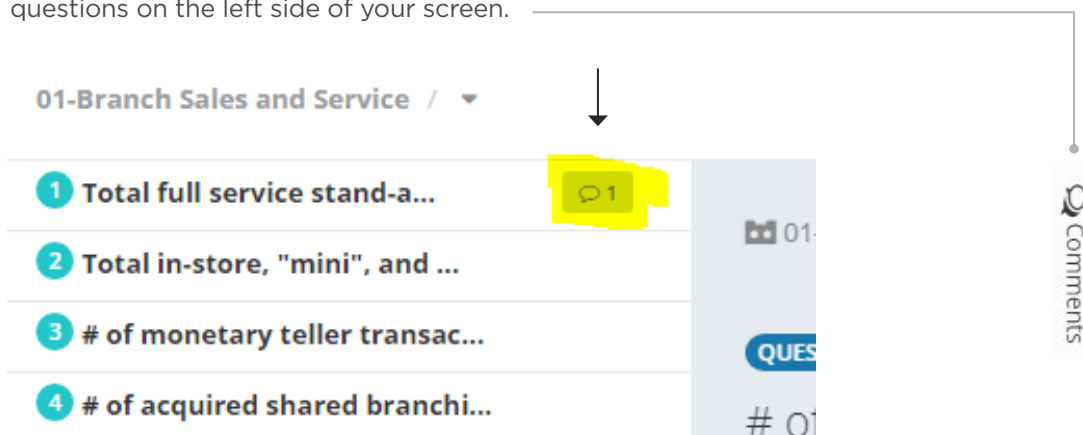
To EXIT the survey anywhere in the section, click on the **Performance Vault logo** to go back to the main dashboard.

**Note:** If you answer the question and then click on the logo, your answer will not be saved. You can also exit using the navigation icons in the upper left corner of the screen (described earlier in this guide.)

To go to the last question of the survey section without having to click every question, click on the last question displayed in the list on the left side of your screen.

### Add Comments to Question Answers

Click on the Comments icon to the right of a question if you want to add a brief comment about your answer. For future reference you can see which questions have comments for a section in the list of questions on the left side of your screen.



Submit questions about the survey to your PC, who will forward them to Cornerstone. There is no messaging connected to the Comments screen.

**PC Dashboard:** The survey sections remain open for editing and updating until Cornerstone announces they are closed. The PC for your institution and the Cornerstone Report Analyst have a dashboard showing the progress of each survey section. Note: Some sections will not show 100% if you purposely leave a question blank that does not apply to your business model.



**Asking Questions:** Questions arise throughout the process and especially during the survey completion step. The Cornerstone Analyst sends out regular updates and FAQ information throughout the survey step. At any time, a PC can: email a question, request a WebEx meeting, or call the Cornerstone Analyst for timely support. Occasionally the Cornerstone Analyst will engage a Cornerstone Performance Solution consultant or Community Leader to answer a question. Question answers are posted in the FAQ emails for other institutions to review weekly. The PC determines relevancy of the answers and forwards information to designated Survey Takers.

# Alerts for Checking Answer Accuracy

Alerts have been setup to flag potential answers that should be reviewed for accuracy. Reviewing alerts is an **important** step of the process to ensure accurate and relevant benchmark metrics are collected.

The PC is responsible to review the Warning and Critical errors on the Alert page.



The dashboard displays warnings and critical alerts. The orange button indicates the number of warnings. Double click on the buttons to view the warnings. A red button indicates critical errors that must be corrected before submitting the survey.

When clicking on either button, a drop-down list of the sections shows the items that require another look. Click the home button to go back to the dashboard page.

The following sample shows that the number of personal checking accounts opened was higher than the total of all new deposit accounts opened.

01-Branch Sales and Service

01-Branch Sales and Service

**Warning** Number of Personal Checking Accounts opened is greater than total number of all Deposit Accounts opened

Section Name	Question	Answer	Update Answer
01-Branch Sales and Service	Average # of branch-based new deposit accounts opened per month	5,556	<input type="checkbox"/>
01-Branch Sales and Service	Of average # of new deposit accounts opened per month, how many were personal / retail checking accounts?	5,700	<input type="checkbox"/>

To the right of the Answer column is an Update Answer column. Clicking on the **Update Answer** checkmark will take you to the question for review and/or editing.

The Survey Taker will see warnings and alerts for their assigned sections and can click Update Answer to correct.

opened is greater than total number of all Deposit Accounts opened.

Question	Answer	Update Answer
Average # of branch-based new deposit accounts opened per month	5,556	<input type="checkbox"/>
Of average # of new deposit accounts opened per month, how many were personal / retail checking accounts?	5,700	<input type="checkbox"/>

**Be sure to hit >, Previous, or Next to save the revised answer.** As questions are corrected, the number on the warning or critical buttons reduce. Click on the View Alerts icon at the lower right corner of the question screen to go back to the list of all alerts. Or click on the survey section name with down arrow at the top of the left pane to move to a different section.

02-Contact Center / ▾ ←

The PC should use the answer worksheet provided by Cornerstone to keep a list (by section) of questions that will not be updated with an explanation and email the spreadsheet to the Cornerstone Analyst when you have completed the survey. If there are only a few, you can explain them in an email without attaching a spreadsheet.

Once the PC has cleared as many warnings as are possible and is satisfied that the survey sections are ready for submittal, they should notify the Cornerstone Analyst via email along with the spreadsheet if there are Alerts not cleared. This will signify to Cornerstone no further survey edits will be done so Cornerstone may begin the data review phase of the study.

## Review/Print the Answers by Section

PCs may review and print out the answers provided by the Survey Takers at any time.

On the dashboard, **click on the eye icon** to the left of any survey section icon to view and/or print the answers.

Click on the printer icon to print the list of answers to PDF or hard copy.



## Completion of Surveys

At the beginning of the process, milestone dates are established. Each institution works to complete surveys by the deadline. Every institution needs to complete all surveys within the timeline to generate the scorecard and to create the Cornerstone Report. If institutions are unable to make the milestone date the scorecard and final report will be delayed. All Alerts should be cleared/corrected/or explained before notifying the Cornerstone Analyst that the survey sections are complete.

Best Practice: Before the online survey tool is opened, use the PDF samples of the survey section questions to track down answers as soon as they are provided on the Cornerstone Performance Report resource website. There is no reason to wait until the online survey database opens to begin the research.

# STEP 3: **VERIFICATION**

## **VERIFY ALL SURVEY QUESTIONS AND CORRECT DATA ISSUES**

After all surveys are entered, Cornerstone starts the verification process. The first step is to ensure all questions have been answered. In some cases, the Cornerstone Analyst will coordinate with the PC to obtain answers for incomplete or missing questions. After the question review, Cornerstone will run a series of calculations and formulas against the answers to generate benchmarks. Cornerstone may also identify potential outliers that should be reviewed to validate answers. The Cornerstone Analyst works with each PC to address and correct any flagged answers that fall outside data ranges. The goal is to get all survey answers verified within two weeks to stick with the milestone schedule.

# STEP 4: SCORECARD

## GENERATE A SCORECARD

After resolving any data issues, the benchmarks and validations are recalculated, and a scorecard is produced. The Cornerstone Analyst will distribute the scorecards to the PCs.

**It is important for the PCs to share scorecard results with Executive Management for sign-off and awareness of the benchmark information.** After sign-off, a second scorecard based on a subset of the participants' data may be requested.

### Cornerstone Bank Performance Scorecard



		Median	25th Percentile	75th Percentile
<b>Corporate Information</b>				
Assets				
Non-interest expense				
Salaries and benefits as a % of non-interest expense				
# of branches				
Total employees (FTE)				
Assets per employee				
Return on assets				
Efficiency ratio				
Non-interest income as a % of revenue				
<b>Branch Sales and Service</b>		<b>Median</b>	<b>25th Percentile</b>	<b>75th Percentile</b>
Deposits per branch				
Teller transactions per teller FTE/mo.				
New accounts opened per platform FTE/mo.				
Deposit accounts open/close ratio				
Deposit accounts serviced per platform FTE				
Consumer loan apps via branch channel per branch-based lender/mo.				
Direct consumer loans closed per branch/mo.				

# STEP 5: **CONSULTING** (OPTIONAL)

## **SCHEDULING A CONSULTING CALL**

After the scorecards are created, the scorecards and supporting data are analyzed by the Performance team. PCs may request a complimentary one-hour conference call with a Cornerstone Performance expert to review the institution's data and resulting metrics as well as possible growth or cost-cutting opportunities. The Cornerstone Performance Practice Support Person and the PCs will coordinate to schedule the call with the appropriate representatives from each side. Typically, the Executive or Management team who signed off on the initial scorecard participates on the call. These calls are conducted before the end of the year.



# STEP 6:

# **FREE TRIAL ACCESS**

## TO THE PERFORMANCE VAULT EXECUTIVE DASHBOARD

### **90-DAY ACCESS TO THE PERFORMANCE VAULT**

Now, for the first time, we have packaged this wealth of proprietary data into a modern, analytics-driven solution called Performance Vault™. This new, cloud-based platform not only gives financial institution executives like you immediate access to hundreds of peer benchmarking metrics across dozens of areas, but it also provides the automated functionality to create “what if” scenarios to help you set realistic, measurable performance targets and uncover opportunities for growth, innovation and competitive advantage.

# QUESTIONS?

For questions regarding what data to provide, contact **Linette Harris** at [lharris@crnrstone.com](mailto:lharris@crnrstone.com) or call (480) 425 5202 (AZ time zone).

For technical assistance, log-on help, online survey navigation difficulties, etc., contact **Thomas Borjon** at [tborjon@crnrstone.com](mailto:tborjon@crnrstone.com) or call (480) 663 2197.

If you're not sure who to contact or want your question to go to the benchmark support team collectively, email [surveys@crnrstone.com](mailto:surveys@crnrstone.com).