

## Quality New Mexico February Member Spotlight



### **Kirtland Federal Credit Union**

**David Seely, President**

Member Since 2002

*2008 New Mexico Quality Award Zia Recipient*

**Contribution of 47 staff to serve on the New Mexico Quality Awards Board of Examiners from 2006 through 2009**

### **Customer Requirements**

Category 3 of the Baldrige Criteria for Organizational Excellence addresses Customer Focus highlighting the need for organizations to have customer engagement (3.1) and the voice of the customer (3.2).

Many organizations believe they know what customers really want and produce products and services based on a feeling or guess of what their customers need. Companies may even send an annual survey and base an entire year of production on this relatively dated information.

At Kirtland Federal Credit Union, we have developed a process to capture and respond to all member comments, suggestions and complaints on a weekly basis. We use all employees as listening posts and use several quality tools to capture and analyze the data so we can respond quickly to our member needs. Several years ago, our employees identified a customer need to be able to apply for mortgages via several different delivery channels, as well as with service representatives. At that time there were only two loan officers who were trained and qualified to take mortgage applications, so if they were busy or out of the office our members would have to wait or schedule an appointment to come back. Our members felt that this was inconvenient. We decided to change our process based on our members' requirements for great responsiveness, and trained all of our financial sales representatives to accept mortgage applications. We also provided the ability for members to apply for a mortgage online through our website. This was done several years ago, and overall mortgage activity has increased significantly for Kirtland FCU since that time.

Unfortunately, many financial institutions still have not responded to the voice of the customer, and still provide mortgages via a mortgage loan department (essentially a silo within that institution). For example, two much larger credit unions in California still provide mortgages only via their mortgage department. One of our employee's sons wanted to buy a house in California and wanted to apply for a mortgage but was told it would be at least two months to even schedule a meeting to complete a mortgage application. Those two credit unions lost customers who have gone to competing financial institutions because they could not provide the service expected by their members. Because of Kirtland FCU's process change based on listening to the voice of the customer, we typically approve, process, and complete all mortgage paperwork in less than 30 days. We can take applications immediately for members who walk-in and want to apply. With mortgage rates at an all time low and the housing market picking up, KFCU has increased its volume of mortgage applications by 20% YTD, and has significantly increased its mortgage loan portfolio without a single delay due to processing.

For more information about Kirtland Federal Credit Union, contact Leon Spackman at [SVP-OrgPerf@kirtlandfcu.org](mailto:SVP-OrgPerf@kirtlandfcu.org)