

SOLUTIONS



AN ELECTRONIC REPORT FROM THE CUNA OPERATIONS OFFICER COUNCIL

VOLUNTEER VISION

Meet Nader Moghaddam

Editor's Note: In this column, COO Council volunteers share their experiences and vision for the future of credit union operations.



“Working within the credit union movement is very exciting to me. Nothing is more fulfilling than being part of a team that believes its purpose is to make a difference,” says CUNA COO Council Membership Co-chair, Nader Moghaddam.

Nader, an ex-banker, admits he fell into the credit union industry by accident, but he’s been hooked ever since. “The credit union business is one you can feel right-eous about,” he says.

With a master’s degree in planning from the University of Southern California, he most enjoys the organizational and management aspects of his job. Nader looks forward to any opportunity he has to coach, mentor, and develop the people he works with each day.

He says the effort is worth it. A sound organizational structure that provides an environment for collaboration and feedback allows managers and employees to achieve service excellence. And that’s what credit unions do best — provide top-notch member service.

In his current position as senior vice president of Sales and Operation for Kinecta Federal Credit Union, Nader oversees a 25-branch network, Internet and telephone service centers, as well as business development. In addition, he is president of the credit union’s CUSO, which administers a \$550 million investment portfolio and a significant book of property and casualty insurance.

As Membership co-chair, Nader’s goal is to build the COO network so all operations professionals have access to the best resources available, through the experience and advice of credit union peers.

To refer a peer for CUNA COO Council membership, email nmoghaddam@kinecta.org or contact Nader at (949) 863-0262. ♦

Rope in a challenge at the COO Conference



5th Annual COO Conference
September 8-11, 2002
Four Seasons Hotel
Austin, Texas

Sign up for the *Ops Challenge!* at this year’s COO Council Conference, September 8-11 in Austin, Texas, and rope in a learning experience designed to help you identify your personal leadership and management talents.

This isn’t your typical pre-conference workshop, pardner. The *Ops Challenge!* includes a variety of challenging team activities, discussions, and feedback sessions throughout the three-day conference. The curriculum is based on the highly successful Executive Boot Camp.

So round up your saddle, spurs, and gump-tion — and get ready for three days of leadership, team-building, and new ideas.

Visit www.cuna.org and click on the COO Council link for more information on the 5th annual COO Council Conference at the beautiful Four Seasons Hotel in Austin, Texas. ♦

Tap into employees' knowledge

Knowledge is stored in employees' brains as part of their experience. Or, it can be locked away within the credit union's databases. By developing tools and processes that make it possible to easily access this knowledge, credit unions equip employees to pay attention to the information that really matters.

When senior managers remove themselves from the knowledge transfer, experts within the credit union can be recognized and rewarded for their contributions. Managers who set clear objectives for the credit union make it easy for employees to know how and why to apply their knowledge.

Technology-based tools can help facilitate the transfer of knowledge. An open, accessible database allows employees to get information they need for superior job performance. A web-enabled network simplifies the task of accessing and sharing information. An intranet can create a central repository of knowledge that is constantly refined and expanded.

To actively manage knowledge, credit union leaders can:

- commit to sharing knowledge;
- create networks that help distribute knowledge;
- nurture "communities of practice" so experts within the credit union can share their expertise;
- create an effective knowledge repository that is continually updated;
- establish and maintain technology tools that support efforts to share knowledge;
- use a knowledge-oriented approach to hiring, training and motivating employees;
- adapt work processes to reflect knowledge-based practices.

When these tasks are effectively addressed, the outcome will include streamlined operations, more effective training, and higher employee satisfaction. Ultimately, the greatest beneficiary of knowledge management will be the member.

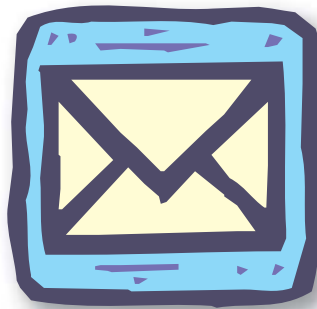
This article is excerpted from the Operations Council White Paper, "Knowledge Management: Paying Attention to What Matters," by Darla Dernsovek. ♦

Turning the tide on spam

In response to the volume of unsolicited e-mail messages, companies such as Brightmail perform filtering for Internet service providers like Earthlink, MSN and AT&T Worldnet as well as companies trying to unclog their e-mail systems.

"Spammers are like fruit flies," writes Jennifer Lee in *The New York Times*. "They multiply. They are elusive. Worst of all, they evolve quickly." The most aggressive spammers have become very sophisticated, constantly varying subject lines, "from" addresses and body text.

Brightmail says the volume of spam it encounters has almost tripled in the last nine months, and that 12-15 percent of total e-mail traffic is spam. A year ago, that figure was closer to seven percent. Brightmail records 140,000 spam attacks a day, each potentially involving thousands — even millions — of messages.



The Federal Trade Commission collects spam complaints at its Web site, www.ftc.gov/spam. To date, the commission has collection more than 12 million messages which are kept in a computer database in the commissions Internet lab. But the commission cannot regulate unsolicited commercial e-mail. There are currently no federal laws against spam.

Consumer advocates are lobbying for new legislation similar to the 1991 federal Telephone Consumer Protection Act, which prohibited prerecorded telemarketing calls and junk faxes. More than a dozen anti-spam bills have been introduced in Congress, but most of them have languished.

To date, the most effective weapon against spam is technology. "Spam requires a technology solution because it is a technology problem," says Ken Schneider, chief technology officer at Brightmail.

But technology is limited, since spam is e-mail and designed to flow easily. Only five percent of all enterprises will be able to filter 90 percent of spam in 2002, says Joyce Graff, research director at Gartner Research.

Businesses have tried a variety of defenses. Many reject mail coming from computers that are known to have been hijacked for spam. Some ISP's reject e-mail sent in bulk. That often results in the rejection of legitimate non-commercial messages sent to addresses on mailing lists.

Other technological approaches limit e-mail to pre-approved senders or senders who

respond with a password — approaches that slow down the transmission of e-mail. Users can also buy personal in-box protectors.

Brightmail, which has one of the most sophisticated services, says the best spammers are always a step ahead of its defense mechanism. They evade filters by randomizing the characteristics that filters look for. For spam to disappear, a combination of coordinated international regulatory action, aggressive enforcement, software, and human oversight is needed. Until then, spam will continue to clog in-boxes. ♦

Career ExCELL: Next level in career development

The new CUNA Councils Career ExCELL program can help you take your place beside the best operations professionals in the credit union community. The program gives you the critical skills you'll need to chart your professional course.

Career ExCELL is the movement's most comprehensive professional development resource, offering development planning and recruitment that outlines position expectations and opportunities, staff coaching and counseling assistance, strategic planning assistance, and key measurement standards for assessing staff performance.

In addition to providing overall management development, the Career ExCELL program also gives operations professionals a wide variety of skill competencies, including

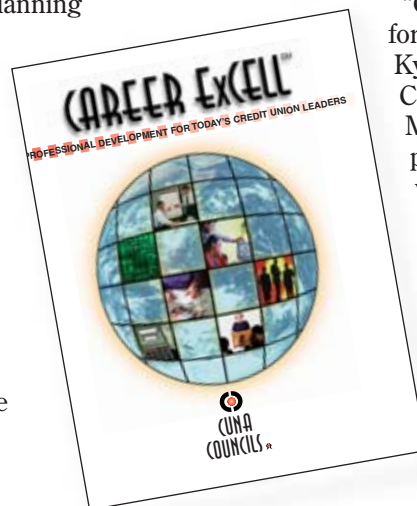
- branch and back office operations strategies;

- savings and lending product knowledge;
- branch work flows and processes
- branch sales;
- branch profitability and performance;
- HR staffing and development;
- site management and support services.

The program is a guide by which you can develop your own career, and master the elements of other disciplines you'll need to move to greater responsibility and authority within the organization.

"Career ExCELL is a valuable tool for all staff at the credit union," says Kyle Markland, CEO, State Capitol Credit Union, Minneapolis, Minnesota. "I highly recommend the professional development it provides."

For more information on Career ExCELL or to place an order, call CUNA Customer Service at 800-356-8010, ext. 4157, or visit www.cuna.org, click on Councils, and select Career ExCELL. ♦



Check out these useful web sites

As a reader, if you come across a web site, phone number, training program, or publication that you think others may like to hear about, please pass the information along and we'll publish it in future editions. All web sites have been verified as of the time of publication.

www.bankersonline.com

This web site offers great operations resource tools and links to associated areas such as compliance and lending.

www.ftc.gov/spam

This web site has information about the Federal Trade Commission's recent law enforcement actions against deceptive commercial email and spammers who don't honor their "remove me" claims. The Consumer Info section provides tips on how to reduce the amount of spam email in your in-box.

www.sheshunoff.com

Check out the step-by-step compliance guidebook written from the operations officer point of view. You can also click on the credit union link for specific products and services developed exclusively for credit unions.

www.retailbankingtech.com

Retail Banking Technologies publishes a comprehensive newsletter that contains up-to-date information on new technologies for use in the financial services industry.

www.bankrate.com

This site features highlights of the most recent federal survey of retail banking fees. You can also research fees on savings and loan rates from across the nation. ♦

WELCOME NEW MEMBERS

Welcome these new members to the CUNA COO Council

The CUNA COO Council has added a total of eight new members to its roster. By joining their colleagues on the council, these individuals have demonstrated their commitment to

developing superior professional skills. In addition, they join others in networking for the free exchange of ideas and improving the overall effectiveness of their credit union's operations.

Robert Chavez
Sandia Laboratory FCU
Albuquerque, NM

Rosemary Cheslock
Bell Com CU
Grand Rapids, MI

Sue Konoske
NuVision Financial FCU
Huntington Beach, CA

Jeanine Kushla
Commonwealth One FCU
Alexandria, VA

Ismael Munoz
First Financial CU
West Covina, CA

Joetta Mihalovich
USA Federal CU
San Diego, CA

Carolyn Smith
SELCO CU
Eugene, OR

Brian Warfel
Power 1 CU
Hialeah, FL



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