

4.14 COMPLAINTS HANDLING

4.14.1 Introduction

[Section 4.13](#) – Customer Service sets out the CSI commitment and culture to support customer service. As an integral component of total customer service this policy covers the CSI commitment and approach to complaints handling which embraces the principles set out within Australian Standard AS ISO 10002-2006. This policy is supported by a Quality Procedure [QP11](#) titled Customer Focus and Customer Satisfaction contained in CSI's Management Systems Manual [Section 3](#).

4.14.2 Definition

The CSI commitment to resolving complaints seeks firstly to reasonably, objectively and responsibly respond to the concern of the customer and secondly to identify why the default occurred in order that process improvements might be initiated. This resolution process aims to avoid concentrating blame on any individual or organisation but rather aims at providing the opportunity whereby customer concerns might be aired, considered and resolved in a calm, positive and professional manner.

4.14.3 Commitment

'Serving the customer is the most important part of our business'.

As part of serving the customer CSI has an unequivocal commitment at all levels to encourage, respond to and resolve customer complaints. Further, all CSI staff have the authority to initiate action to resolve product/service complaints without recourse to a higher level.

4.14.4 Resources

CSI provides a commitment to allocate adequate priority and sufficient resources to resolve complaints in line with the overall commitment to complaint resolution.

4.14.5 Visibility

The CSI commitment to complaints handling resolution is enunciated through the CSI customer service guarantee:

- Which is prominently displayed at all CSI locations (Henry Deane Building, Industry Manager's Office, Business Unit Locations, CSI Showroom and CSI)
- The CSI customer service information section included on all invoices.
- The CSI customer service brochure included within all CSI brochure stands is forwarded to all CSI customers on a Quarterly Basis
- The CSI Website

4.14.6 Access

CSI provides a commitment to facilitate customer access to the complaints handling system by providing customer friendly information and support at all CSI locations.

4.14.7 Assistance

The primary aim of CSI staff is to anticipate and resolve customer concerns and therefore avoid the need for submission of a formal complaint. However, where a customer desires to make a complaint, CSI contact officers are to provide all necessary support and assistance in the formulation and lodgement of complaints.

All complaints must be recorded as an NCR as part of the Quality Management System by the person receiving the complaint. This must be recorded within 24 hours.

4.14.8 Responsiveness

In accord with the authority referred to in [Section 4.14.2](#), every effort is to be made by CSI staff to resolve complaints promptly and as far as possible immediately. This represents a critical moment of truth in the CSI approach to customer service.

Customer complaints are to be resolved if not immediately, within two working days of receipt of the complaint by the CSI staff person handling the complaint. In

the event that a complaint cannot be resolved within the first two working days, the CSI staff person handling the complaint must ensure their Industry Manager is notified and the customer is to be provided a "resolution plan" and update within every 48 hour period thereafter such time as the complaint is resolved. All customer contact is to be recorded on the Customer Complaints / Return Goods Record QR015, and this completed form is to be forwarded to the Business Services Manager.

4.14.9 Charges

No charge is levied by CSI for handling complaints.

4.14.10 Remedies

The following protocol constitutes the CSI complaints handling process:

- (i) It is possible that in handling complaints CSI staff might be placed in a position of responding to a customer who has been inconvenienced and in some cases is very angry.
- (ii) It is imperative that customer anger is not responded to with aggression or anger. A warm and concerning approach provides the opportunity to restore our credibility and 'win the customer'. Be prepared to listen.
- (iii) We must be directed to gaining a full understanding of the circumstances of the complaint.
- (iv) We must adopt a caring and concerning attitude to the customer. We should indicate that whilst customer default may occur on occasions this is not the norm, is not accepted and, we are deeply embarrassed.
- (v) Every effort is to be made to reach agreement on complaint resolution at the point of complaint.
- (vi) Where further investigation is required the customer is to be informed and a commitment provided as to when resolution will be provided. It is absolutely imperative that this commitment be honoured.

[Section 4.14.2](#) provides delegation for complaints to be resolved at customer contact point. A monthly return is provided to the Business Services Manager for the purpose of monitoring of complaints.

- (vii) Complaints are to be resolved within two working days. Wherever this is not possible the Manager of Industries in relation to Correctional Centre and the Business Development Manager, CSI in relation to corporate complaints are to be involved to remedy the impasse. In all cases the customer is to be kept informed of the complaint status. As set out in [Section 4.14.8](#) - Responsiveness
- (viii) The Business Service Manager is to monitor all unresolved complaints and provide a fortnightly update to the CSI Executive. Where a complaint remains unresolved after 14 working days of lodgement the Industries Manager / CSI Business Manager / Business Development Manager, CSI provides advice to the Executive Director, CSI for resolution.
- (ix) In dealing with complaints the customer is to be assured that the default will be thoroughly investigated and organisational initiatives taken to prevent a recurrence. It is incumbent upon CSI customer contact staff to indeed ensure that this occurs and that there is adequate demonstration of remedial action being taken to prevent any recurrence of the complaint circumstances.
- (x) Where appropriate, adequate compensatory measures are to be taken. This may include a discount, a refund or a voucher for a future purchase. In many cases however a simple gesture of our concern and commitment to future service may be all that is required.
- (xi) The Business Services Manager will ensure that all complaints are to be followed up with formal confirmation reiterating our concern, the resolution basis, what will occur and by whom including advice of any compensatory gesture and inviting further contact should any additional assistance be required.

4.14.11 Data Collation

The Business Services Manager is responsible for the ongoing development of the complaint recording and analysis system including:

- (i) Recording of complaints and NCR's at Correctional Centre, Corporate level.
- (ii) Analysis of complaints and NCR's summarised through monthly field reports.
- (iii) Compilation, distribution and follow up action upon the monthly customer service report.

As indicated in [Section 4.14.3](#) earlier, customer service contact managers are, in particular, to ensure that information in (i), (ii) and (iii) above is utilised to develop service default remedial processes.

4.14.12 Systems and Recurring Problems

The Business Development Manager is to utilise information contained within the monthly customer service report to provide priority resolution over repetitive form complaints. This information will be provided to the Operations Development Manager and tabled at the scheduled Management Review Meetings. The Business Services Manager is to provide copies of complaints by Correctional Centre to 500 Review Auditors on a 6 monthly basis.

The 500 Review Auditor is to review corrective action taken relating to complaints to view effectiveness of corrective action and score accordingly.

4.14.13 Accountability

The Business Development Manager, CSI is responsible for providing a quarterly report setting out the performance of the CSI complaints handling system.

4.14.14 Revision

The Executive Director, CSI is responsible for a strategic review and report upon the effectiveness of this policy at 31st December each year.

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