Complaints Feedback Process

Too many complaints are being received that begin with a promise we have made being broken, this hurts our client's experience, is inefficient and damages our reputation.

To help us to support continuous learning, to 'get it right first time' and to learn from those mistakes so we reduce the likelihood of the same mistake being made again, which in turn should lead to fewer complaints, we have introduced a complaint feedback process.

This procedure details the steps to take for;

- team leaders who receive a complaints feedback form
- complaints resolution/review and ICE team members who need to send a complaints feedback form

Action for all team leaders

On receipt of a complaints feedback form, team leaders should follow these steps:

1. Take appropriate action within 48 hours to address the feedback with the person identified and discuss what changes need to be made. Where necessary, identify any development needs and put plans in place to address these.
2. Include and document as part of the caseworker's monthly 1-2-1 meeting.
3. How and where the coaching/feedback takes place will depend on the nature of the case. Try and provide feedback on a one to one basis at desks wherever this is possible. You will need to listen to voice recordings using Verint.
4. During the feedback session review the history of the case with the caseworker, to identify where the issue occurred and how it could have been resolved. This will help to highlight any possible coaching or training needs, eg it may identify that the caseworker doesn't fully understand a particular process.
5. Complete part 2 of the complaints feedback form, so there is a record of any coaching action taken with the caseworker. Once completed, send a copy to the Workgroup Manager, head of line of business and Area Manager.
6. Save a copy of the complaints feedback form in the caseworker's personal file.
7. Although the caseworker may not have caused the original issue, they need to understand that when they were provided with the opportunity to put the case right and that they failed to take the opportunity. This resulted in a complaint being generated or escalated that caused inconvenience for the clients and damage to our reputation.

Action for Complaints Resolution, Review and ICE colleagues

Talk to the client and understand the trigger

8. When a complaint is received by telephone, discuss the reason for the complaint with the caller. If a complaint is received by letter, read the correspondence and contact the client as soon as possible to discuss and fully understand the reason for the complaint.
9. Understand what has triggered the complaint by reviewing the case;
    - For first time complaints, review the case by following Complaint - Resolution.
    - For subsequent complaints about the same issue, review the case by following Complaint - Review.

Determine if feedback is needed

10. Identify if feedback should be provided. Where the action taken (or not taken) by the previous caseworker caused the case to escalate into a complaint, then feedback should be provided to them via their team leader. Examples of what may have caused a case to escalate into a complaint;
    - It is clear that actions requested by the client were not carried out
    - Incorrect or incomplete actions were taken

- Caseworker failed to keep client informed or engage with the client
- Caseworkers failed to keep promises made

Feedback must be timely. Only provide feedback on cases where the issue occurred within the previous six months. For examples on when to provide feedback please visit this intranet page. Continue to **step 11** to provide feedback. If feedback is not relevant, you do not need to continue with this procedure.

Provide feedback

11. Discuss the complaint with your team leader to make sure that they are in agreement that feedback should be given.
12. Identify the person who requires the feedback using the system notes on the relevant SRs, master case and case views. If the caseworker no longer works on the same team they should still receive feedback. The people directory will indicate where the caseworker now works and who their team leader is.
13. It is possible that more than one person may have made errors on the case which created the complaint. In this instance feedback should only be provided to the last person who had the opportunity to prevent the complaint from escalating further.
14. Complete all relevant fields on the complaints feedback form.
    - For Complaints Resolution cases - you need to identify the team leader, workgroup manager, area manager and head of line of business of the person who requires the feedback, using the people directory.
    - For Complaints Review cases – you need to identify only the team leader of the person who requires the feedback, using the people directory.
15. Send the completed form to your team leader.
16. Team leaders should check the form and take the following action:
    - For Complaints Resolution cases, email the form to the team leader, workgroup manager, area manager and head of line of business of the person requiring the feedback. Please also attach a copy of the complaint letter, as operational colleagues do not have access to Respond to review the letter and a copy of the letter that has been sent back to the client to resolve their complaint.
    - For Complaints Review cases, email the form, a copy of the complaint letter and a copy of the letter we sent back to the client to resolve their compliant, to the area senior resolution manager. The area senior resolution manager, will confirm who the workgroup manager, area manager and head of line of business is of the person requiring the feedback and then send the completed form and supporting letters to them.

Help and support

If you have any questions or require more information, please speak with your manager. If further help is required contact your local Implementation team.

Related Items

ICE

Complaint - resolution

Complaint - review

Verint