

Complaints Handling

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CDR's TRIANGLE OF SATISFACTION

Procedural - satisfaction with the process.

Psychological - satisfaction that there was an opportunity to deal with the psychological aspects.

Substantive - Satisfaction that the substantive issues were aired and dealt with.

Why People Complain

- Unhappy with a decision, service or behaviour
 - Find out why they are unhappy
- Ask ‘What would you like to have happen?’
 - Helps you to understand why and response
- Some outcomes:
 - More information, an explanation, actions, empathy, understanding, an apology, etc

Why People Don't Complain

- Didn't know how
- Too difficult or time consuming
- Wouldn't be taken seriously
- Wouldn't make any difference
- Conflict avoidance
- Worried about retribution
- Gave up!

Some Common Barriers..

- Not culturally acceptable to complain
- Sensory problems (hearing or writing)
- Language
- Power imbalance
- Be innovative in addressing the issues presented by your customers.

The Optus Story

- All customer facing staff are empowered to manage complaints
- No KPIs but First Call Resolution policy
- A formal published escalation process
- Consistent training across the company (level of service that is outstanding)

Optus

- Internal investigation - frontline cost of complaints \$10 - \$80, Customer Relations Group \$150 - \$550.
- Frontline staff given more options, skills, etc
- Customer feels is prompt - no need to go to EDR
- Optus tracks complaints and identifies complaint drivers to avoid future complaints.

Energy Company

- Introduced Customer Advocacy and Business Improvement process
 - Re-categorised items are owned by the managers
 - Report goes to GM
- Defined customer satisfaction
 - Speed (respect, people care, positive reaction)



N I N A

H A R D I N G

mediation services