

# CFACSC8

## Handle referred customer complaints



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### Overview

This Standard is part of the Customer Service Theme of Handling Problems. This Theme covers the behaviours, processes and approaches that are most effective when handling customer service problems. This Standard is about the process of handling complaints. Remember that customers include everyone you provide a service to. They may be external to your organisation or they may be internal customers.

However effectively customer service is organised, customers make complaints from time to time. In some organisations, it is simply a matter of procedure for all complaints to be handled by particular people. Sometimes, front-line staff or supervisors can deal with these complaints, however, often more senior staff must deal with the complaint. This is either because of the severity of the complaint and its implications for the organisation, or because the customer will accept the solution only if it is dealt with at a senior level. This may require someone with the authority and influence to adapt existing policies and procedures to find an acceptable solution. It is also important for this person to explore patterns and trends in significant complaints and recommend changes to policies and procedures to avoid repetition.

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### Performance criteria

#### Investigate referred customer complaints

*You must be able to:*

- P1 collect all the available information on the nature of the complaint and identify and analyse the organisational implications of the complaint
- P2 take personal responsibility for dealing with the complaint subject to the limits of your authority
- P3 keep your customer informed about what steps are being taken to deal with their complaint
- P4 follow the correct procedures if your customer wishes to escalate the complaint even higher or if the complaint has wider implications for the organisation

#### Take action to deal with referred customer complaints

*You must be able to:*

- P5 identify a range of possible solutions that balance customer expectations and your organisation's service offer
- P6 liaise with your customer and colleagues to negotiate an acceptable solution
- P7 agree a solution that adapts current policies and procedures within your own authority and furthers your organisation's aims and objectives
- P8 implement the agreed solution and liaise with your customer to ensure that they are satisfied with the action that has been taken

#### Identify repeated customer complaints and recommend changes to policies and procedures

*You must be able to:*

- P9 identify patterns and trends in customer complaints
- P10 analyse trends in customer complaints
- P11 identify solutions acceptable to your customers that fit your organisation's service offer
- P12 identify possible changes to customer service policies and procedures
- P13 consider the benefits and drawbacks of each possible change in terms of balancing customer service and organisational aims
- P14 select an option for change and follow organisational procedures to ensure that your recommendations come to the attention of decision makers

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### Knowledge and understanding

*You need to know and understand:*

- K1 the importance of minimising customer complaints and dealing with them effectively and promptly when they occur
- K2 your organisation's complaints procedures and the limits of your authority
- K3 the procedures you must follow if a complaint is likely to be escalated or have wider implications
- K4 the types of complaints that could have wider implications for your organisation
- K5 why it is important to communicate with your customer at all stages of a complaints procedure
- K6 how to devise solutions that balance customer expectations and organisational aims
- K7 why it is important to identify and present to the customer a range of possible options
- K8 why it may be necessary sometimes to adapt organisational policies and procedures to provide a solution acceptable to your customer and how you could justify this
- K9 how to identify trends and patterns in customer complaints and solutions
- K10 how to explore the implications of these patterns and trends for your organisation's policies and procedures
- K11 how to recommend changes to organisational policies and procedures
- K12 the benefits and drawbacks of using different forms of response when complaints have originated through different channels such as social media

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<b>Originating organisation</b>	Skills CFA
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<b>Relevant occupations</b>	Customer Service Occupations
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<b>Key words</b>	Complaints; solutions; patterns; trends; referrals; repetition; customer service; communication; problem solving; behaviours; work with others; giving Information; team working; receiving information services; products
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