



NOS Governance – Conflict Resolution Procedure

This Conflict Resolution Procedure reflects the NOS Governance Group's commitment to resolving customer dissatisfaction, handling complaints, and valuing customer feedback.

The NOS Governance Group will seek to:

- ✿ resolve customer dissatisfaction at the source of the issue, whenever possible.
- ✿ conduct thorough, impartial and fair investigations of customer complaints.
- ✿ make case-by-case evidence-based decisions on the facts presented.

The NOS Governance Group define customer dissatisfaction as:

‘An expression of dissatisfaction by one or more members of the public about action or lack of action, or about the standard of service provided by or on behalf of the NOS Governance Group’.

Dissatisfaction may relate to:

- ✿ failure to provide a service, or a perceived substandard service.
- ✿ dissatisfaction with procedures.
- ✿ treatment by or attitude of an individual involved in NOS activity.
- ✿ advice which is misleading or inadequate.
- ✿ inability to follow the appropriate administrative process.

How to express dissatisfaction:

- ✿ An allocated lead will be identified according to the nature of the issue.
- ✿ All customers have the right to be heard, understood and respected. However, customers are expected to be polite and courteous. Aggressive or abusive behaviour, unreasonable demands or unreasonable persistence will not be tolerated.

Routes/methods for complaints:

- ✿ The person who receives the complaint will inform the customer who will be taking the lead in dealing with the issue.
- ✿ Where the nature of the complaint relates to the procurement and management of supplier contracts, the issue will be passed on to the Skills Development Scotland (SDS) Standards & Frameworks Team whereby it will refer directly to its own complaint's procedure.

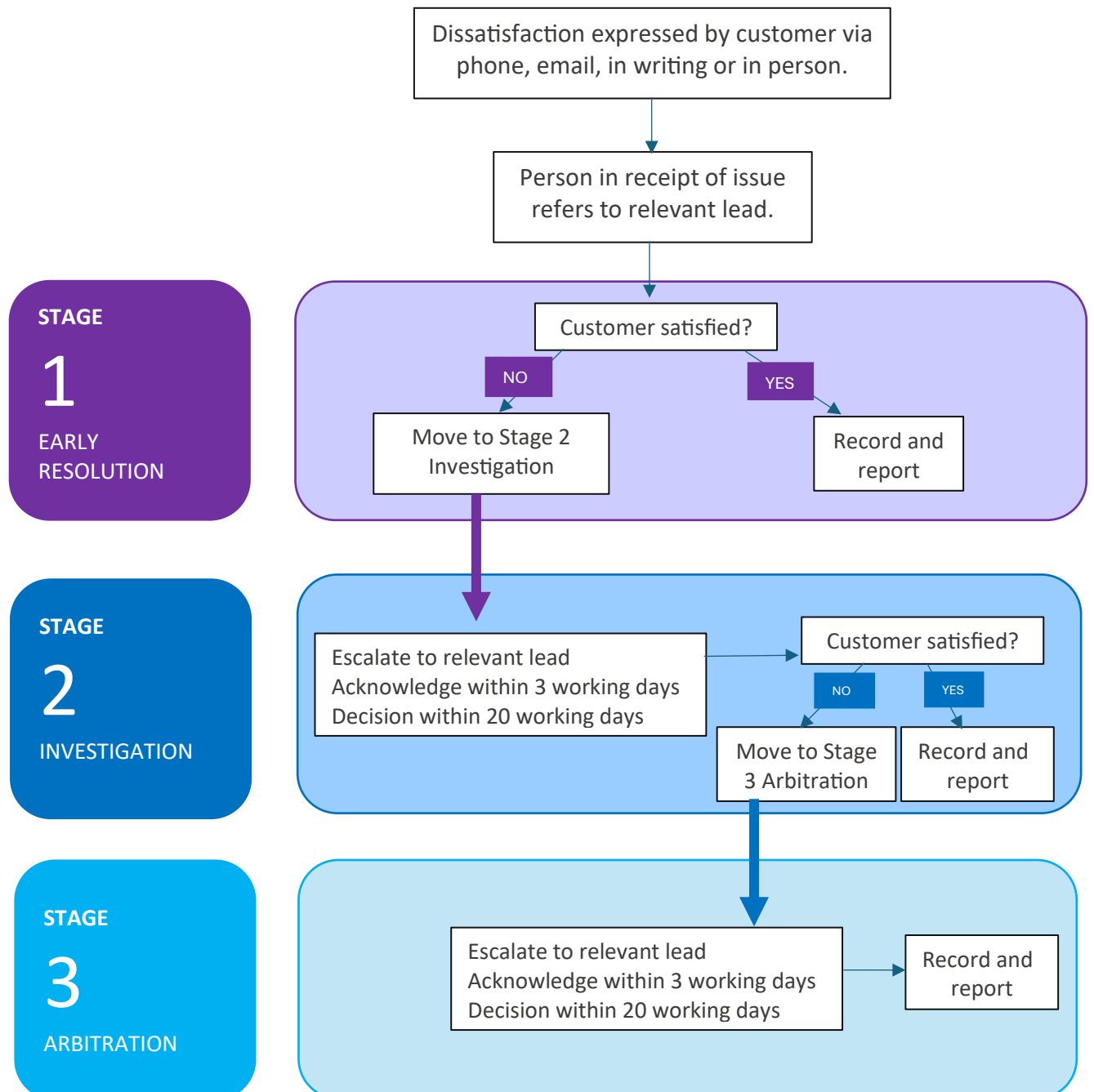
Governance/roles and responsibilities:

- ✿ If the complaint relates to an organisation delivering a service on behalf of the Devolved Governments, the matter should be raised with them first.
- ✿ The Devolved Governments are cosponsors, owners and implementers of the NOS brand, strategy, policy, delivery, and evaluation. The Devolved Governments are responsible for making decisions on the strategic direction of the NOS system and directing and monitoring the responsibilities of the managing agent.
- ✿ The Standards and Frameworks Panel is responsible for maintaining the NOS Quality Assurance system and a robust NOS Approvals Process.
- ✿ Skills Development Scotland acts as custodian, host and managing agent for the NOS system, which includes commissioning arrangements with suppliers.

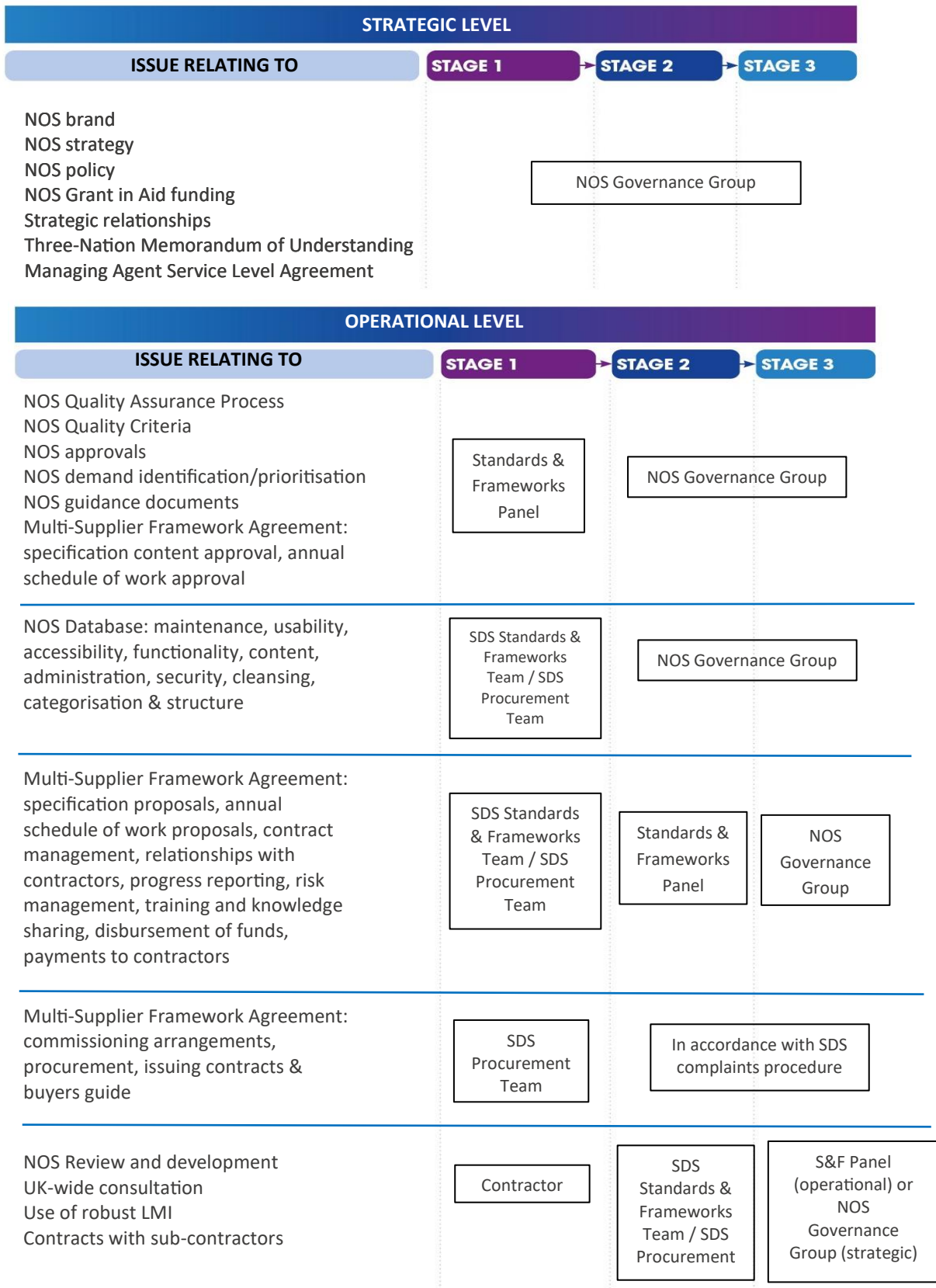
Recording and reviewing:

- ✿ A set of desk instructions will be developed for those handling complaints.
- ✿ All cases of customer dissatisfaction will be reported to and logged by the NOS Governance Group.
- ✿ This Conflict Resolution Procedure and the desk instructions will be reviewed annually.

NOS Governance – Conflict Resolution Procedure Flowchart



Conflict Resolution by issue



Where the nature of the complaint relates to the procurement and management of supplier contracts, NOS GG will refer directly to the Skills Development Scotland complaints procedure.