ICL Pathway	**End-to-End Customer Complaint Process**	Ref: CS/PRD/081
	COMMERCIAL IN CONFIDENCE	Version: 1.0 Date: 05/09/2000

Document Title: ICL Pathway Customer Service

End-to-End Customer Complaint Process

Document Type: Process Definition

Abstract: The purpose of this document is to identify how ICL Pathway CS, Post Office Network NBSC, and ICL OSD HSH receive, manage and resolve Customer Complaints effectively in a cross organisational business environment.

Document Status: APPROVED

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0.0 Document Control

0.1 Document History

Version No.	Date	Reason for Issue	Associated CP/PinICL No.
0.1	18/07/2000	First Draft for review.	
1.0	05/09/2000	Updated with review comments and corrections from the HSH and NBSC.	

0.2 Approval Authorities

Name	Position	Signature	Date
Paul Westfield	ICL Pathway CS Infrastructure Services Manager		
Mark Haynes	Head of Network Business Support		
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0.3 Associated Documents

Reference	Version	Date	Title	Source
CS/IFS/007	1.0	25/02/00	ICL Pathway / POCL Interface Agreement for the NBSC and HSH Interface	Pathway CS
[1]	Draft	11/04/00	Proposal: Introducing a complaints process and complaints team for the NBSC	PON NBSC
[2] ICL/PW/DSP/PRO	1.2	16/06/00	HSH Customer Complaint Procedure	OSD HSH
[3] CS/PRO/116	0.1		ICL Pathway Customer Service Complaint Procedure	Pathway CS
[4]			OSD Customer Complaint Procedure http://www.cafévik.icl.co.uk/content/ServiceManagementNetwork/public/0008/complaints.htm	OSD
[6 and 7] PA/PRO/013	0.2	07/04/00	Pathway Complaints / Escalation Process	Pathway Q&RM
[8] CS/PRD/021	2.0	26/08/99	ICL Pathway Customer Service Problem Management Process	Pathway CS
[9] GQ/CSAC/001			ICL Red Alert Procedure	ICL CSAC
[10]			ICL (CSAC) Customer Complaint On-Line Registration http://www.cafévik.icl.co.uk/content/CSAC/public/cs_howto_log_complaint.htm	ICL CSAC
CS/FSP/002	5.0	11/04/00	Horizon System Helpdesk Call Enquiry Matrix	Pathway CS
CS/PRD/074	0.1	04/07/00	ICL Pathway Customer Service Incident Management Process	Pathway CS

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0.4 Abbreviations

Abbreviation	Explanation
CRT	NBSC Customer Relations Team
CS	ICL Pathway Customer Service
CSAC	ICL Customer Satisfaction Action Centre
HFSO	Horizon Field Support Officer
HSH	ICL Horizon System Helpdesk
IMT	Incident Management Toolset
NBSC	PON Network Business Support Centre
OSD	ICL Operational Service Division
OLA	Operational Level Agreement
PM	Subpostmaster/Subpostmistress
PON	Post Office Networks
RNM	Retail Network Manager
SCT	HSH Service Control Team
SMC	ICL System Management Centre
STSA	Senior Technical Support Advisor
UKSS	ICL UK System Service

0.5 Changes in this Version

Version	Changes
1.0	Escalation Level table revised and escalation criteria added.
	HSH/STSA procedure diagram amendments applied.
	Expansion of Routing Tables.
	Reference to new Type Code (MC13).
	Minor corrections and wording changes.

0.6 Changes Expected

Changes

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0.7 Table of Contents

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1.0 Introduction

The purpose of this document is to identify how ICL Pathway CS, Post Office Network NBSC, and ICL OSD HSH receive, manage and resolve customer complaints effectively in a cross organisational business environment.

2.0 Scope

The definition of an end to end process in this document is from the receipt of a complaint at any customer contact point, to resolution of a complaint regardless of the inter-organisational boundaries involved.

In this context a customer complaint is taken to mean a deliberate expression of dissatisfaction with components of the Horizon system or the services provided to support the Horizon system.

The majority of complaints originate at the Post Office outlet, the customer being the end user of the Horizon system. (e.g. PM).

Complaints may be raised verbally by telephone call or word of mouth, or by letter, email, fax or an Engineer Visit Reply Card. All complaints received should be accepted and treated as valid and justified until proven otherwise.

Each complaint and the process itself should be monitored at each stage against agreed measures (OLA). This will ensure that complaints are resolved in an acceptable timescale, and that the process itself is subjected to scrutiny.

Most complaints are currently received by telephone at one of the Helpdesks, the majority being reported to the NBSC Helpdesk. The NBSC Helpdesk has requested that the prime customer interface for complaints received by this route should be the NBSC. Therefore all responses to complaints received by the NBSC, should be communicated to the complainant through the NBSC even where the resolution actions are carried out by one of the other organisations.

The focus of this document is on handling and resolution of complaints by ICL Pathway CS, and its service suppliers. No attempt is made to explain internal Post Office Network processes beyond the NBSC procedures.

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Standard complaint alert and escalation procedures already exist with ICL, and these are employed within the current context, although the details are omitted in this document. References are provided however for further explanation.

3.0 Diagram Symbols

Standard ICL symbols are used in the deployed flowcharts within this document.

KEY TO SYMBOLS USED IN PROCESS DIAGRAMS

A process step

Start / finish

A sub-process

Off page connector (Outgoing)

A decision point

Off page connector (Incoming)

Input / output

A document

A measurement point

A database

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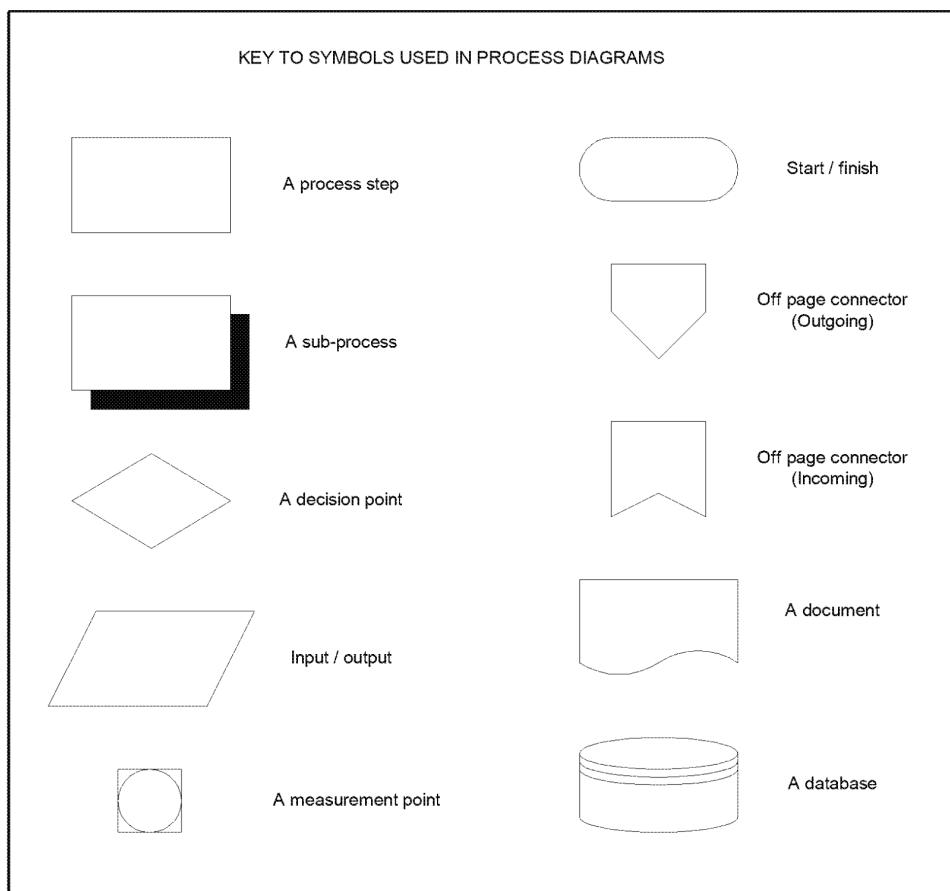
4.0 Procedures for handling complaints

Handling complaints across organisational boundaries is achieved by aligning existing local procedures to produce an end to end process. The focus of this document is on the front end procedures [1 to 3], where most complaints will be resolved. By exception some complaints will reveal problems that are serious enough to require escalation to the highest level of the organsation. ICL Pathway already has problem management [8], escalation [7] and corporate red alert [9] procedures that can be invoked for complaints when necessary.

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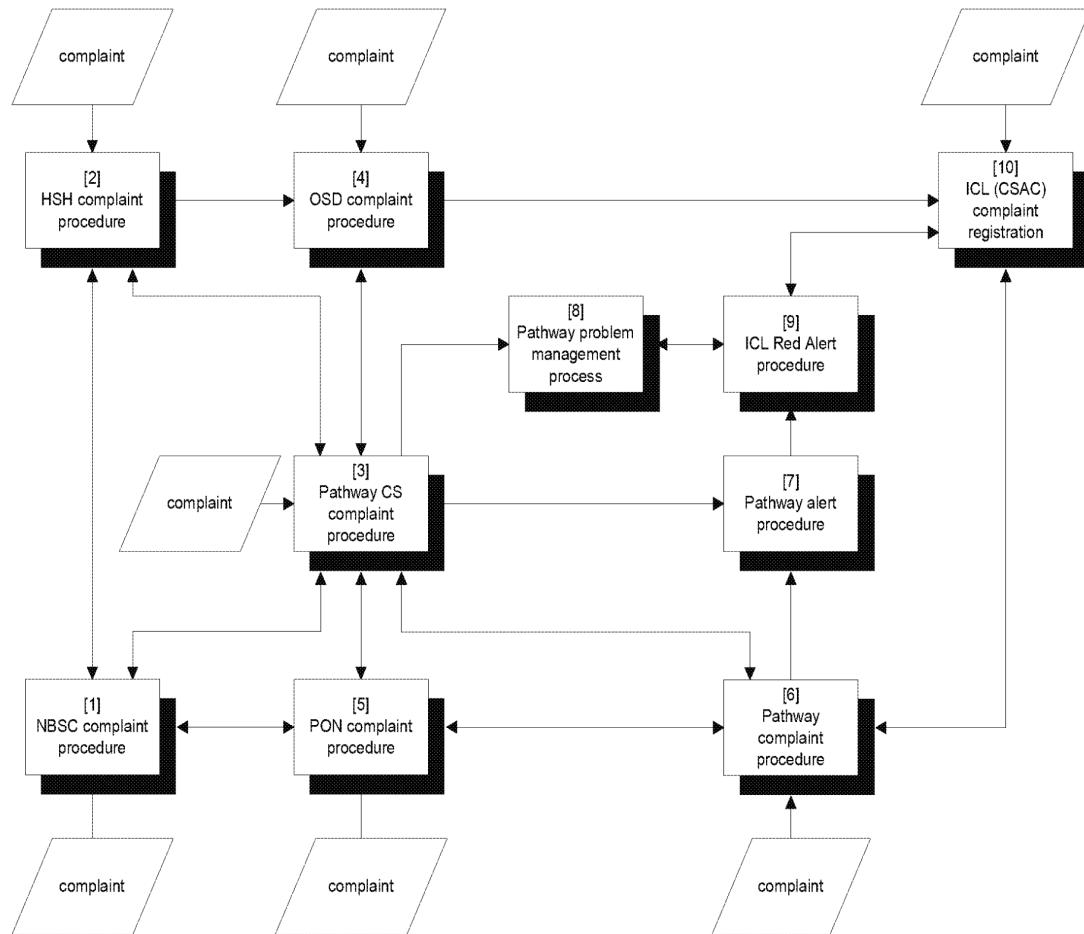
5.0 The Five Key Complaint Sub Processes
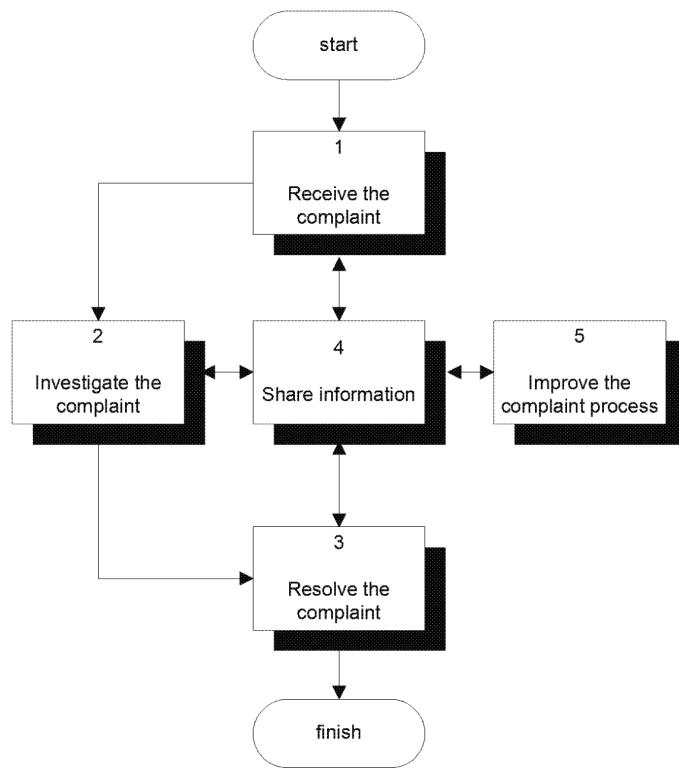
Sub Process

1 - How the organisation receives and captures both formal and informal complaints.

2 - How the organisation investigates complaints in order to determine the underlying cause.

3 - How the organisation ensures that complaints are resolved promptly and effectively.

4 - How the organisation ensures that complaint information is shared across organisational boundaries.

5 -   How the organisation measures and improves the performance of the complaint process.

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5.1 Activities within Key Sub Processes 1 to 4.

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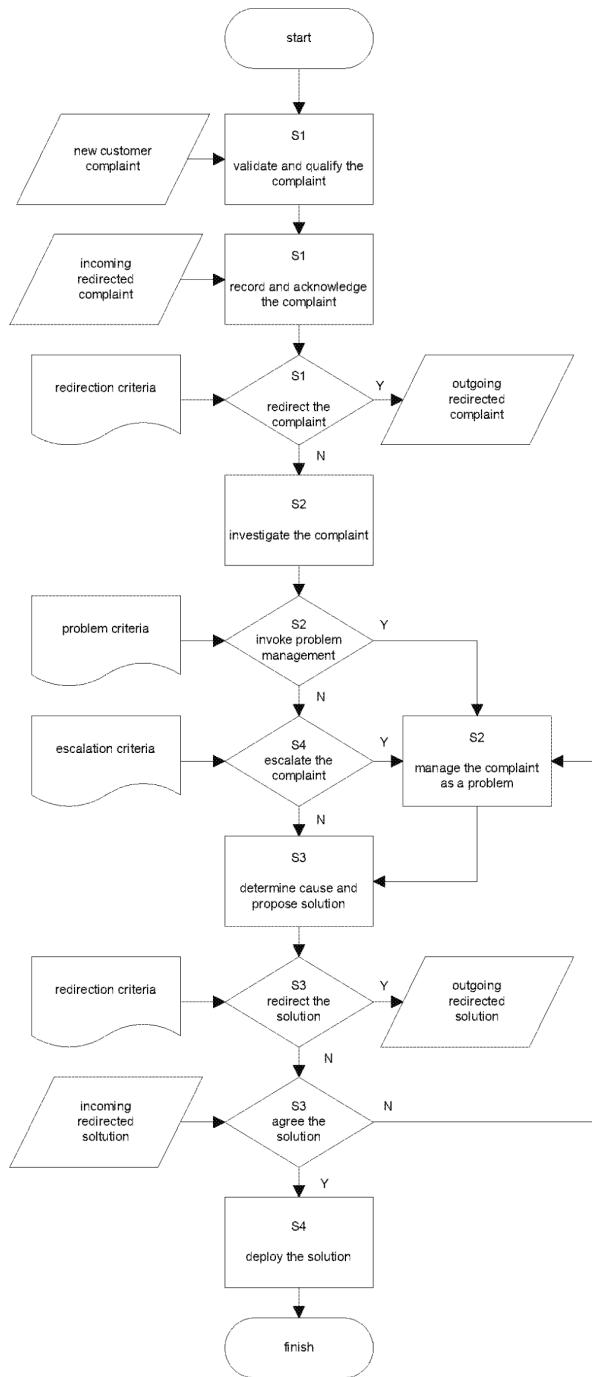
5.2 Key Sub Processes Performed by Role.

CUSTOMER COMPLAINT PROCESS - Roles and Responsibilities

COMPLAINANT	RECIPIENT / RESPONDANT	COMPLAINT OWNER	SOLUTION PROVIDER

escalation criteria

qualification criteria

redirection criteria

S4 escalate complaint

complaint

S1 qualify and log complaint

S1 redirect complaint

S2 investigate complaint

S2 identify the root cause

S3 provide the solution

solution

complaint response

S1/S2/S4 reply to complainant

problem management process may be invoked

S4 deploy solution

complaint data

complaint policy

deployment criteria

S5 analyse data

performance reports

S5 improve process performance

COMPLAINT ANALYST	COMPLAINT PROCESS OWNER		

Key Sub Process	Role	Description
S1	Recipient	Receives the complaint from the Complainant and records all the relevant details.
S2	Respondent	Replies to the Complainant with explanation and/or resolution seeking the Complainant's agreement to close the complaint.
S3	Complaint Owner	Investigates the complaint to expose the root cause and facilitates an acceptable resolution.
S4	Solution Provider	Provides remedial activity that will satisfy the Complainant and removes the root cause.
S5	Complaint Analyst	Ensures that individual complaints are resolved within agreed timescales, and produces reports on the

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		performance of the process.
S5	Process Owner	Is responsible for the effectiveness and continual improvement of the complaint process.

6.0 Complaint Routing

The great majority of complaints will be received by a telephone call to the NBSC or HSH Helpdesks, but a small number will be received directly by ICL Pathway CS.

It is important that complaints are efficiently routed to the owning organisation for investigation. The routing charts shown in section 6.1 to 6.3 are for all complaints received by the NBSC, HSH and Pathway CS.

6.1 Routing for Complaints received at the NBSC Helpdesk.
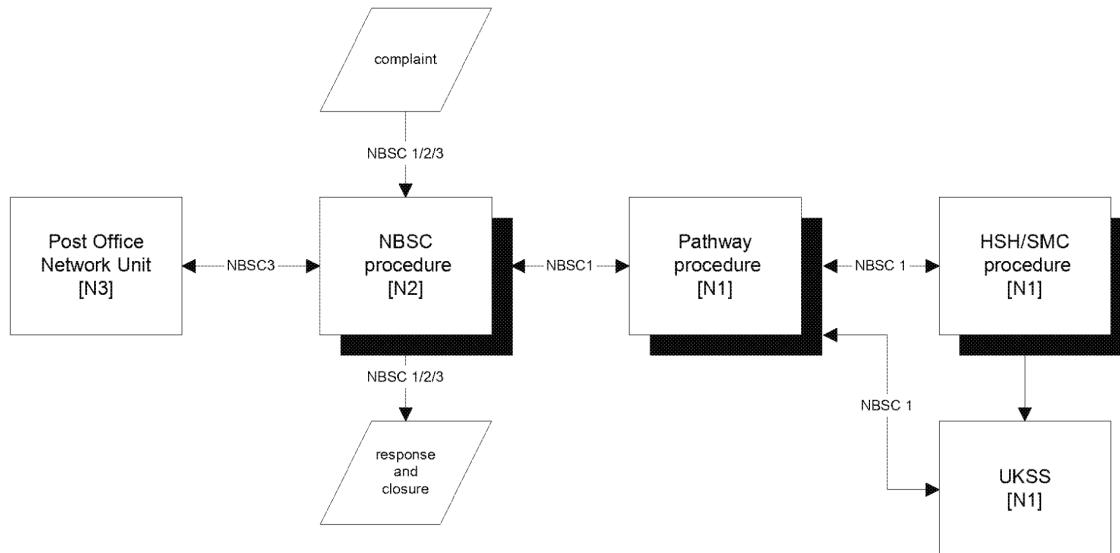
Complaint Route

NBSC 1   Complaints against Pathway or Pathway Service Suppliers

NBSC 2   Complaints against the NBSC Helpdesk

NBSC 3   Complaints against Post Office Network

A more detailed explanation of each route is given on the following pages.

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6.1.1   NBSC 1 – Complaints against Pathway or HSH/SMC or UKSS.
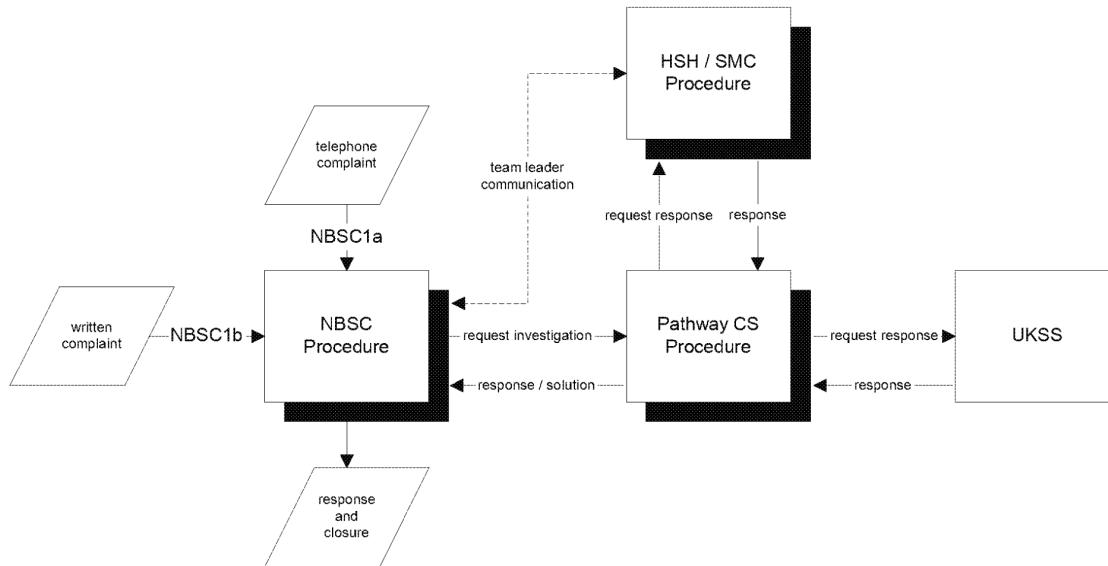
Call Type – Complaint NBSC1

Route	Activity	Sub-Activity
NBSC1.0	HSH	Complaint about Helpdesk attitude
NBSC1.1	HSH	Complaint about Helpdesk making an inappropriate referral
NBSC1.2	HSH	Complaint about Helpdesk giving incorrect advice
NBSC1.3	HSH	Complaint about Helpdesk refusing to give reference number
NBSC1.4	HSH	Complaint about unable to get through to helpdesk on the telephone
NBSC1.5	HSH	Complaint about waiting for a call back from the helpdesk
NBSC1.6	Pathway	Complaint about engineer
NBSC1.7	Pathway	Complaint about installation/implementation problems
NBSC1.8	Pathway	Complaint about HORIZON system functionality
NBSC1.9	Pathway	Complaint about lack of progress in resolving ongoing system problems

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NBSC 1 - Routes NBSC1.0, NBSC1.1, NBSC1.2, NBSC1.3, NBSC1.6

NBSC CR Team	ICL Pathway CS Team	HSH SCT (or UKSS for 1.6 only)
Receive and log complaint		
Send complaint to Pathway CS	Log complaint	
	Send complaint to HSH/SCT (for 1.6 only contact UKSS)	Log complaint
		Investigate complaint
	Agree solution with HSH/SCT (for 1.6 only agree with UKSS)	Send response to Pathway CS
Agree response	Send response to NBSC/CR	Close complaint
Respond to complainant and close	Close complaint	Implement resolution

NBSC 1 - Routes NBSC1.4, NBSC1.5

NBSC CR Team	ICL Pathway CS Team	HSH SCT
Receive and log complaint		
Respond to complainant and close complaint		
Compile a log summary		
Send summary to Pathway CS	Update records	
	Send complaint summary to HSH SCT and request solution	Update records and resolve
	Agree solution with HSH SCT	Send response to Pathway CS
Receive response from Pathway CS	Pass response to NBSC CR team	

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NBSC 1 - Routes 1.7, 1.8, 1.9

NBSC CR Team	ICL Pathway CS Team	Solution Provider(s)
Receive and log complaint		
Send complaint to Pathway	Log complaint	
	Investigate complaint	
	Identify and pass to Solution Provider (s)	Determine solution and agree response with Pathway CS
Agree response	Send response to NBSC CR	
Respond to complainant and close	Close complaint	Implement resolution

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6.1.2 NBSC 2 – Complaints against the NBSC Helpdesk.

```
          ┌──────────┐
         ╱ telephone ╱
        ╱ complaint ╱
       └──────────┘
            │ NBSC2a
            ▼
 ┌─────────┐          ┌──────────┐
╱ written  ╱ NBSC2b ▶ │  NBSC    │
╱ complaint╱          │ Procedure│
└─────────┘          └──────────┘
                          │
                          ▼
                    ┌──────────┐
                   ╱ response  ╱
                  ╱    and    ╱
                 ╱  closure  ╱
                └──────────┘
```
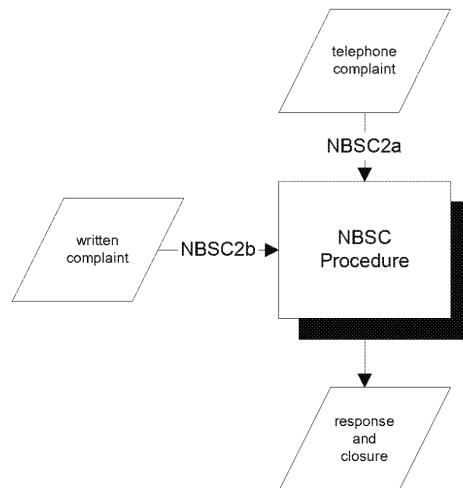
Call Type – Complaint NBSC2

Route	Activity	Sub Activity
NBSC2.0	NBSC	Complaint about Helpdesk attitude
NBSC2.1	NBSC	Complaint about Helpdesk making an inappropriate referral
NBSC2.2	NBSC	Complaint about Helpdesk giving incorrect advice
NBSC2.3	NBSC	Complaint about Helpdesk refusing to give reference number
NBSC2.4	NBSC	Complaint about unable to get through to helpdesk on the telephone
NBSC2.5	NBSC	Complaint about waiting for a call back from the helpdesk
NBSC1.6	NBSC	Complaint that incorrect procedure was followed
NBSC1.7	NBSC	Complaint that RNM was contacted inappropriately

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6.1.3   NBSC 3 – Complaints against Post Office Network.

```
              telephone
              complaint
                  │
                  │
               NBSC3a
                  │
written                    NBSC          ── request investigation ──▶   Post Office
complaint  ─ NBSC3b ▶     Procedure                                    Networks Unit
                                          ◀── response/solution ──
                  │
                  ▼
              response
                and
              closure
```

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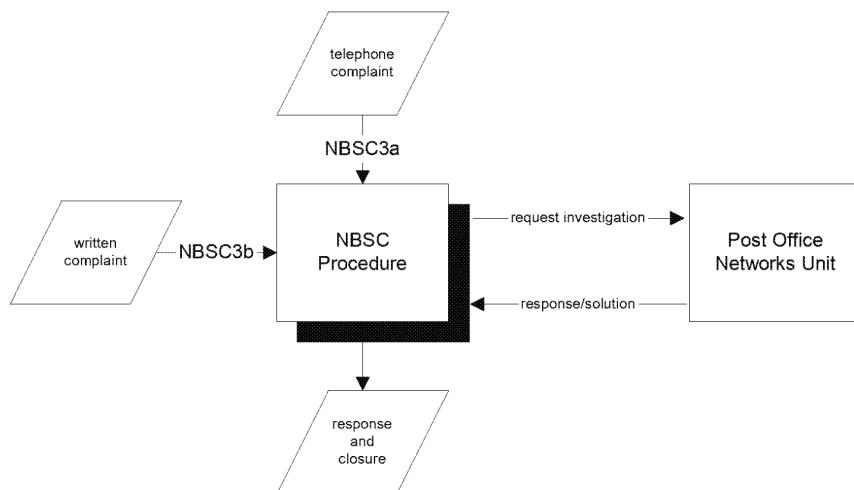
Call Type – Complaint NBSC3

Route	Activity	Sub Activity
NBSC3.0	PON	Complaint about RNM
NBSC3.1	PON	Complaint about HFSO
NBSC3.2	PON	Complaint about REM unit
NBSC3.3	PON	Complaint about HR Service Unit
NBSC3.4	PON	Complaint about external help lines
NBSC3.5		TBA
NBSC3.6		TBA
NBSC3.7		TBA
NBSC3.8		TBA
NBSC3.9		TBA

6.2 Routing for Complaints received at the HSH Helpdesk.

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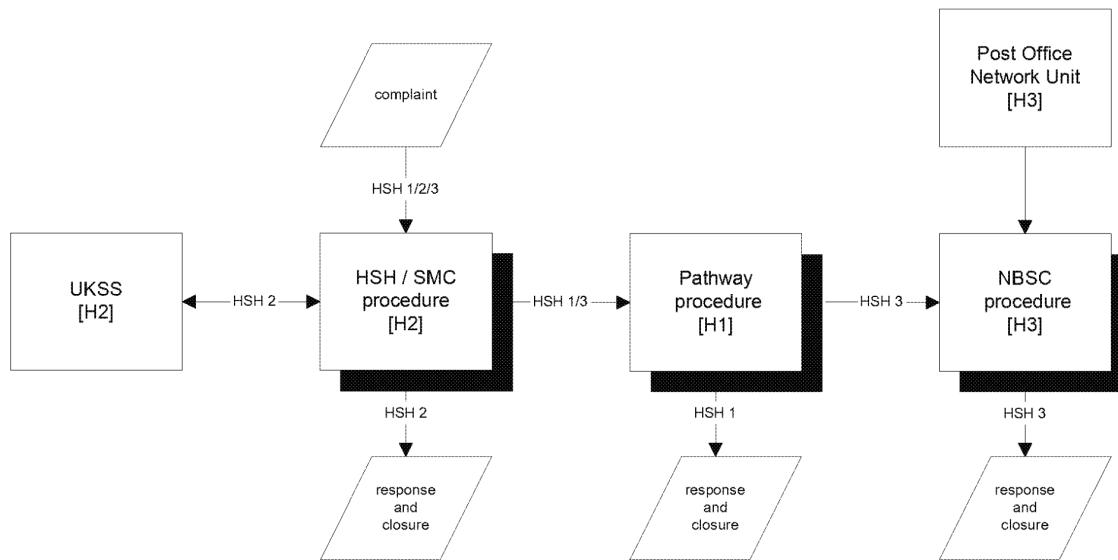
Complaint Route

> HSH 1 Complaints against Pathway
>
> HSH 2 Complaints against HSH or UKSS
>
> HSH 3 Complaints against NBSC or Post Office Network

A more detailed explanation of each route is given on the following pages

6.2.1   HSH 1 – Complaints against Pathway.
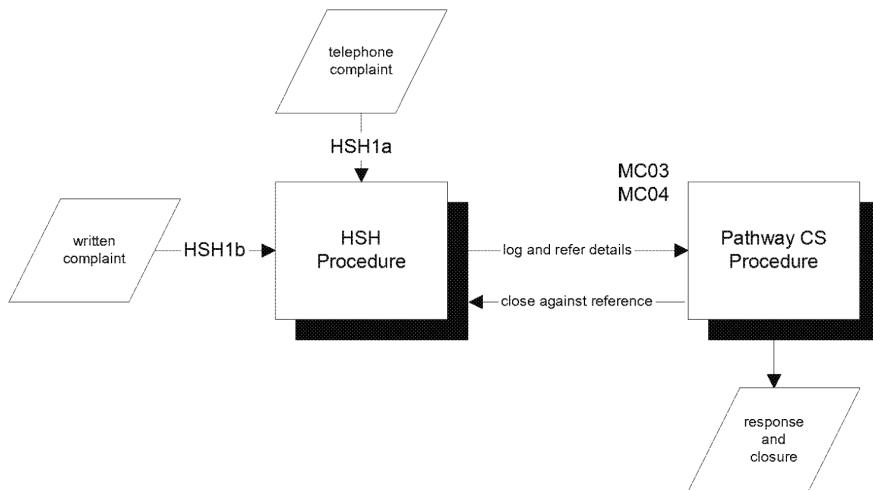
Call Type – Complaint HSH 1

Route	Type Code	Problem Type
HSH 1.0	Pathway MC03	Complaint about installation / implementation
HSH 1.1	Pathway MC03	Complaint about other parts of Pathway
HSH 1.2	Pathway MC04	* Complaints about normal HORIZON system functionality

* Note:

If Pathway receives complaint about HORIZON system functionality, it will be necessary for Pathway to decide if the complaint originates from the system not operating to specification, or if the complainant is requesting an enhancement of the system. In the later case, the complainant will be referred to the NBSC to log an improvement suggestion.

Type Codes are used within the HSH Powerhelp system to identify complaints (problem types). Currently only MC01 to MC05 are defined, but a change request has been raised to withdraw code MC02 (Complaint about HSH/SMC) and replace it with a range of codes MC08 to MC12 to align with the NBSC sub activities. CS/FSP/002 gives more detail on the proposed change.

HSH 1 - Route HSH1.0

HSH TSA and STSA	HSH SCT	ICL Pathway Implementation Team
TSA receive and log complaint		
STSA investigate history, then assign complaint to SCT	Forward complaint to ICL Pathway Implementation Team	Investigate complaint
	Close complaint	Respond direct to Complainant

HSH 1 - Route HSH1.1

HSH TSA and STSA	HSH SCT	ICL Pathway CS Team
TSA receive and log complaint		
STSA investigate history, then assign complaint to SCT	Forward complaint to ICL Pathway CS Complaint Team	Investigate complaint
		Contact appropriate Solution Provider for a resolution.
	Contact Complainant with response and close complaint	Provide a response to HSH SCT

HSH 1 - Route HSH1.2

HSH TSA and STSA	HSH SCT	ICL Pathway CS Team
TSA receive and log complaint		
STSA investigate history, then assign complaint to SCT	Forward complaint to ICL Pathway CS Complaint Team	Investigate complaint (seeking advice from the design authority where appropriate).
	Contact Complainant with response and close complaint	Provide a response to HSH SCT If the Complainant is requesting a system improvement or new functionality, the response is to ask the Complainant to log an improvement suggestion with the NBSC.

6.2.2   HSH 2 – Complaints against HSH/SMC or UKSS.

```
                          ┌──────────┐
                          │ telephone│
                          │ complaint│
                          └──────────┘
                               │
                             HSH2a
                               │                         MC07
                               ▼        ┌─ request response ─┐
┌──────────┐          ┌──────────────┐                      ┌──────────┐
│ written  │  HSH2b   │  HSH / SMC   │──── request response ──►          │
│ complaint│─────────►│  Procedure   │                      │   UKSS   │
└──────────┘          └──────────────┘◄──── response ───────│          │
              MC01           │                               └──────────┘
              MC08           │
              MC09           ▼
              MC10     ┌──────────┐
              MC11     │ response │
              MC12     │   and    │
                       │ closure  │
                       └──────────┘
```
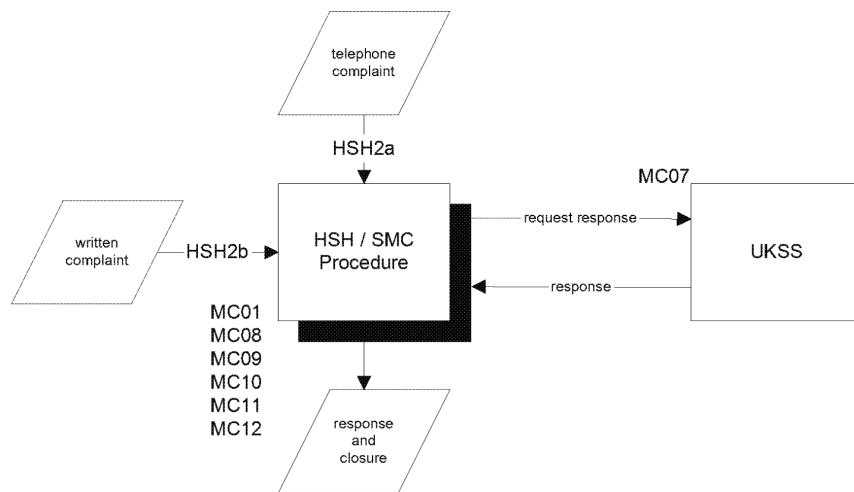
Call Type – Complaint HSH2

Route	Type Code	Problem Type
HSH 2.0	HSH MC12	Complaint about helpdesk attitude
HSH 2.1	HSH MC10	Complaint about helpdesk making an inappropriate referral
HSH 2.2	HSH MC09	Complaint about helpdesk giving incorrect advice
HSH 2.3	HSH MC11	Complaint about helpdesk refusing to give reference number
HSH 2.4	HSH MC13	Complaint about unable to get through to helpdesk on the telephone (Code MC13 pending Call Enquiry Matrix change)
HSH 2.5	HSH MC08	Complaint about waiting for a call back from the helpdesk
HSH 2.6	HSH MC07	Complaint about engineer

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6.2.3   HSH 3 – Complaints against NBSC or Post Office Network.

```
                          ┌─────────────┐
                          │  telephone  │
                          │  complaint  │
                          └─────────────┘
                                │
                             HSH3a
                                │
  ┌───────────┐            ┌─────────┐   log and refer details   ┌─────────────┐
  │  written  │  HSH3b     │   HSH   │ ───────────────────────▶  │  Pathway CS │
  │ complaint │ ─────────▶ │Procedure│ ◀── close against reference │  Procedure │
  └───────────┘            └─────────┘                           └─────────────┘
                                                                        │ ▲
                                                                        │ │
                                                        log and refer details
                                                                        │ │
                                                              close against reference
                                                                        ▼ │
   MC06                                              MC04
                                                     MC05
                        ┌─────────┐   request investigation   ┌─────────────┐
                        │  NBSC   │ ────────────────────────▶ │ Post Office │
                        │Procedure│ ◀── response/solution ─── │ Network Unit│
                        └─────────┘                           └─────────────┘
                             │
                             ▼
                        ┌─────────┐
                        │ reponse │
                        │   and   │
                        │ closure │
                        └─────────┘
```
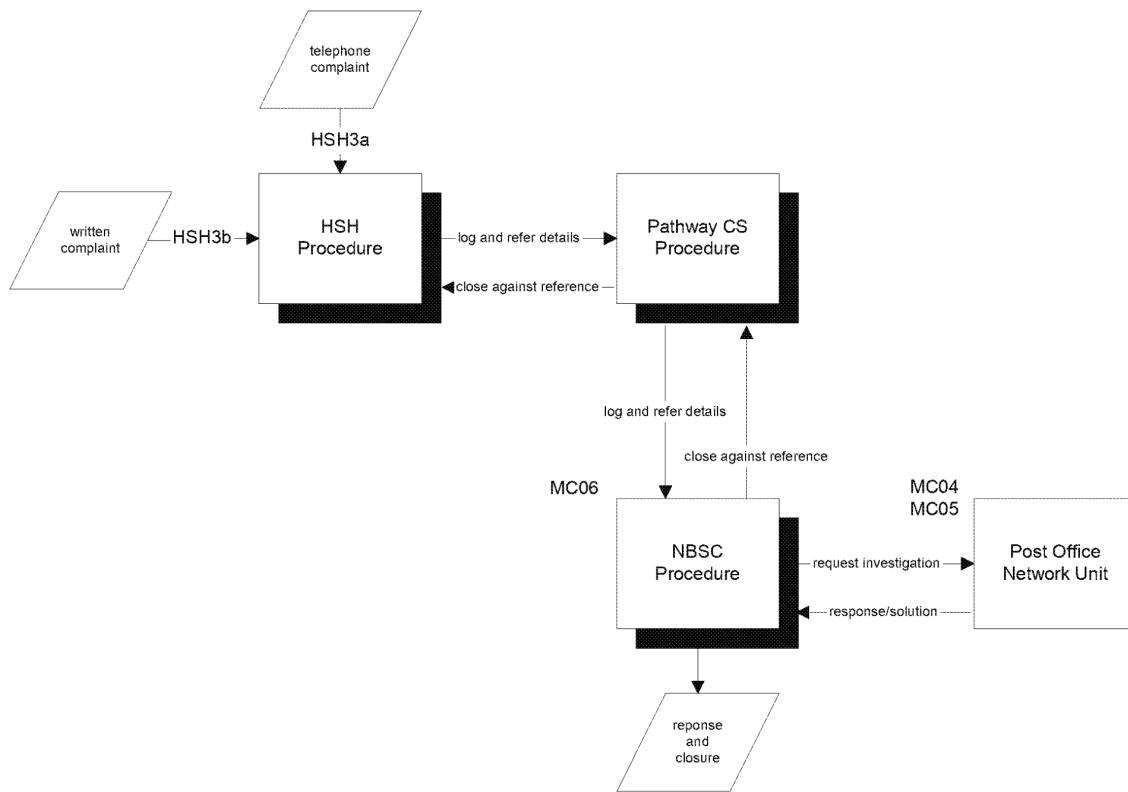
Call Type – Complaint HSH3

Route	Type Code	Problem Type
HSH 3.0	NBSC MC06	Complaint about NBSC
HSH 3.1	PON MC05	Complaint about HSFO, RNM or other part of PON (excluding NBSC)
HSH 3.2	PON MC04	Complaint about HORIZON system functionality

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HSH 3 - Routes HSH3.0, HSH3.1

HSH TSA and STSA	HSH SCT	ICL Pathway CS Team
TSA receive and log complaint		
STSA investigate history, then assign complaint to SCT	Forward complaint to ICL Pathway CS Complaint Team and close complaint.	Forward Complaint to NBSC CR for investigation.

HSH 3 - Route HSH3.2

HSH TSA and STSA	HSH SCT	ICL Pathway CS Team
TSA receive and log complaint		
STSA investigate history, then assign complaint to SCT	Forward complaint to ICL Pathway CS Complaint Team	Investigate complaint (seeking advice from the design authority where appropriate).
	Contact Complainant with response and close complaint	Provide a response to HSH SCT If the Complainant is requesting a system improvement or new functionality, the response is to ask the Complainant to log an improvement suggestion with the NBSC.

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6.3 Routing for complaints received directly by Pathway CS.

```
                              ╱ complaint ╲
                             ╱_____╲

                              Pathway 1/2/3
                                   │
                                   ▼
┌────────────┐           ┌────────────┐           ┌────────────┐           ┌────────────┐
│ Post Office│           │   NBSC     │           │  Pathway   │           │  HSH/SMC   │
│Network Unit│◄─Pathway 3─►│ procedure  │◄─Pathway 3─►│ procedure  │◄─Pathway 1─►│ procedure  │
│   [P3]     │           │   [P3]     │           │   [P2]     │           │   [P1]     │
└────────────┘           └────────────┘           └────────────┘           └────────────┘
                                │                        │                        │
                            Pathway 3                Pathway 1/2           Pathway 1
                                │                        │                        ▼
                         ╱ response ╲           ╱ response ╲            ┌────────────┐
                        ╱   and      ╲         ╱   and      ╲           │    UKSS    │
                        ╲  closure   ╱         ╲  closure   ╱           │    [P1]    │
                         ╲_____╱           ╲_____╱            └────────────┘
```
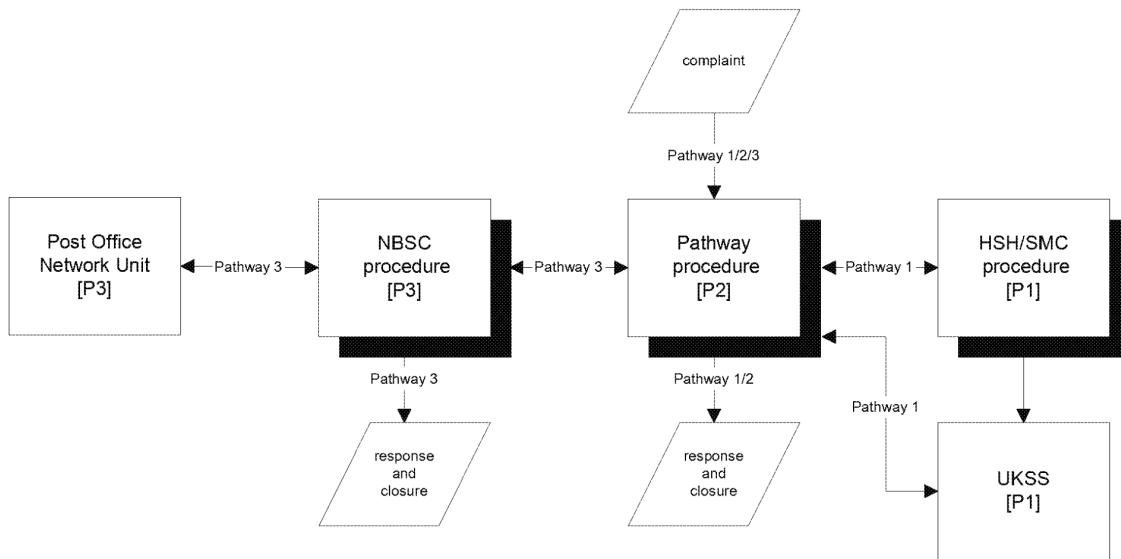
Complaint Route

Pathway 1   complaints against HSH/SMC or UKSS

Pathway 2   complaints against Pathway

Pathway 3   complaints against NBSC or Post Office Network

A more detailed explanation of each route is given on the following pages

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6.3.1 Pathway 1 – Complaints against HSH/SMC or UKSS.

```
                    ┌──────────┐
                   /  telephone /
                  /  complaint /
                 └──────────┘
                       │
                  Pathway1a                          MC08
                       │                             MC09
                       ▼                             MC10
  ┌──────────┐    ┌──────────────┐                  MC11
 /  written  / Pathway1b▶│ Pathway CS  │──request response──▶┌──────────────┐  MC12
/ complaint /           │ Procedure   │                      │  HSH / SMC   │
 └──────────┘           │             │◀───response──────────│  Procedure   │
                        └──────────────┘                     └──────────────┘
                             │    ▲
                             │    │
                             │    └──────response───────────┐
                             │                              ┌──────────────┐
                             │    ──request response──────▶ │    UKSS      │
                             ▼                              └──────────────┘
                        ┌──────────┐                             MC07
                       /  response /
                      /    and    /
                     /  closure  /
                      └──────────┘
```

Call Type – Complaint Pathway 1

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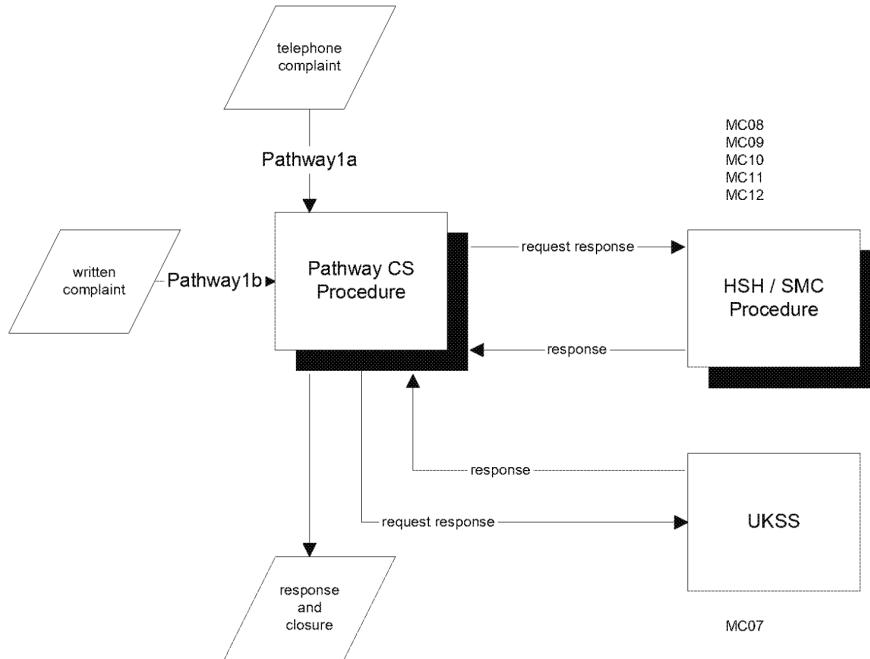
Route	Type Code	Problem Type
PWY 1.0	HSH MC12	Complaint about helpdesk attitude
PWY 1.1	HSH MC10	Complaint about helpdesk making an inappropriate referral
PWY 1.2	HSH MC09	Complaint about helpdesk giving incorrect advice
PWY 1.3	HSH MC11	Complaint about helpdesk refusing to give reference number
PWY 1.4	HSH MC13	Complaint about unable to get through to helpdesk on the telephone (Code MC13 pending Call Enquiry Matrix change)
PWY 1.5	HSH MC08	Complaint about waiting for a call back from the helpdesk
PWY 1.6	HSH MC07	Complaint about engineer

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Pathway 1 - Route PWY1.0 to PWY1.5

	ICL Pathway CS Team	HSH SCT
	Receive complaint, normally by letter.	
	Log complaint and forward to HSH SCT.	Investigate complaint and resolve within HSH.
	Update log with progress.	Discuss response with Pathway
		Contact Complainant with response and close complaint

Pathway 1 - Route PWY1.6

|	ICL Pathway CS Team	HSH SCT
	Receive complaint, normally by reading engineer visit reply cards.	
	Log complaint and forward to HSH SCT.	Investigate complaint and resolve with UKSS
	Update log with progress.	Discuss response with Pathway
		Contact Complainant with response and close complaint

6.3.2   *Pathway 2 – Complaints against Pathway.*
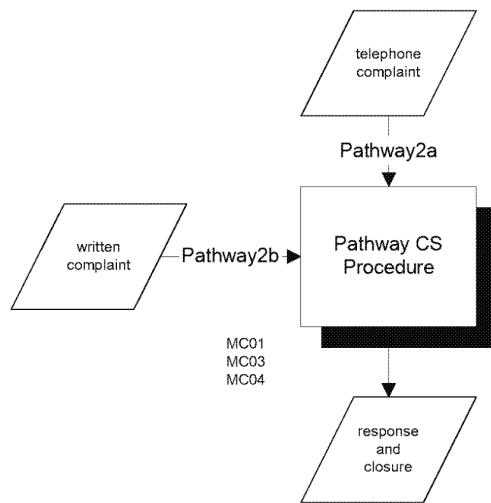
Call Type – Pathway 2

Route	Type Code	Problem Type
PWY 2.0	Pathway MC03	Complaint about installation/implementation problems
PWY 2.1	Pathway MC03	Complaint about other parts of Pathway
PWY 2.2	Pathway MC04	Complaint about HORIZON system functionality
PWY 2.3	Pathway MC01	Complaint about lack of progress in resolving ongoing system problems

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6.3.3 Pathway 3 – Complaints against NBSC or PON.

telephone complaint

Pathway3a

MC04
MC05
MC06

written complaint — Pathway3b ▶

Pathway CS Procedure

log and refer details ▶

NBSC Procedure

◀ close against reference

response and closure
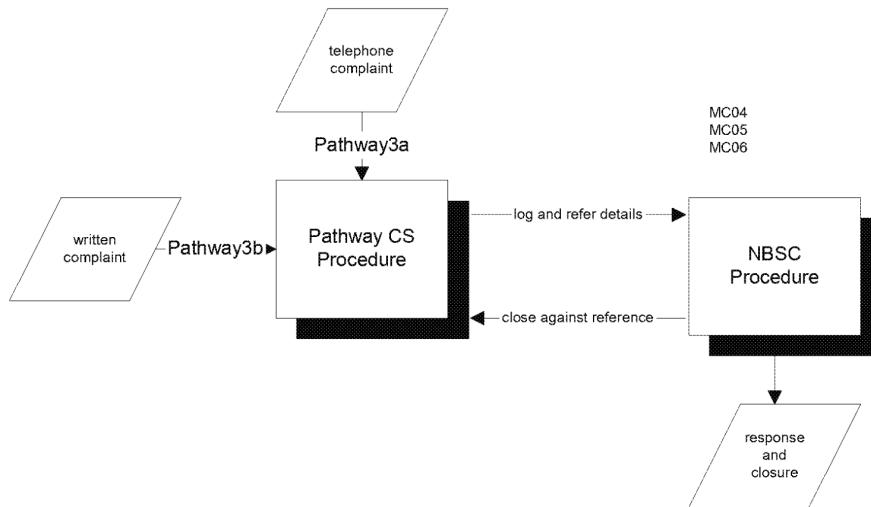
Call Type – Pathway 3

Route	Type Code	Problem Type
PWY 3.0	NBSC MC06	Complaint about NBSC
PWY 3.1	PON MC05	Complaint about HSFO, RNM or other part of PON (excluding NBSC)
PWY 3.2	PON MC04	Complaint about HORIZON system functionality

Pathway 3 - Route PWY3.0, PWY3.1

	ICL Pathway CST	NBSC CRT
	Receive complaint, normally by letter.	
	Log complaint and forward to NBSC CR.	Log Complaint
	Close complaint.	Investigate and resolve complaint.
		Contact Complainant with response and close complaint.

Pathway 3 - Route PWY3.2

	ICL Pathway CST	NBSC CRT
	Receive letter of complaint.	
	Log complaint.	
	Investigate complaint (seeking advice from the design authority where appropriate).	
	Contact NBSC and pass call information if appropriate.	Log complaint and investigate if appropriate.
	Reply to Complainant by letter. If the Complainant is requesting a system improvement or new functionality, the response is to ask the Complainant to log an improvement suggestion with the NBSC.	Log an improvement suggestion.
	Close complaint.	Close complaint.

7.0 Escalation.

When a complaint has serious implications or cannot be resolved it should be escalated so that the appropriate resources can be allocated to the problem.

Level	Escalation for visibility and action	Escalation criteria
0	ICL Pathway CS Complaint Team	Pathway Complaint Procedure.
1	ICL Pathway Customer Service Management Team	A complaint requires management action (e.g. unsatisfied complainant)
2	ICL Pathway Directorates Pathway Alert	Complaint is unresolved at a lower level and having a significant impact on the project.
3	ICL CSAC ICL Customer Red Alert Procedure	Complaint is unresolved at a lower level and having critical impact on the project, or one of the following: Health and safety risk. Data loss or data corruption. Risk of legal proceedings.

Fixed timescales are not relevant to the escalation of a complaint, as each complaint will be raised to the level of escalation required to resolve it. Details of the escalation of complaints are documented in the Pathway Complaints/Escalation Process [6 & 7].

8.0 Flowcharts of Local Complaint Procedures.

The last section contains deployed flowcharts of procedures used by the HSH and NBSC Helpdesks and Pathway CS, to handle complaints, followed by tables containing a description of the activities in the charts.

Currently Pathway CS has a stand-alone database to log complaints received directly from the customer. Complaints are transferred to Pathway CS from the NBSC and HSH Helpdesks by email. This activity could be greatly improved if Pathway CS were to implement a local Powerhelp stack, enabling complaint call details to be efficiently passed between Pathway CS and the HSH Helpdesk.

HSH procedure for handling telephone complaints from Post Office

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...ing contained herein shall be deemed or construed as affecting existing contractual obligations or creating new contractual obligations between ICL Pathway and the DSS/or POCL
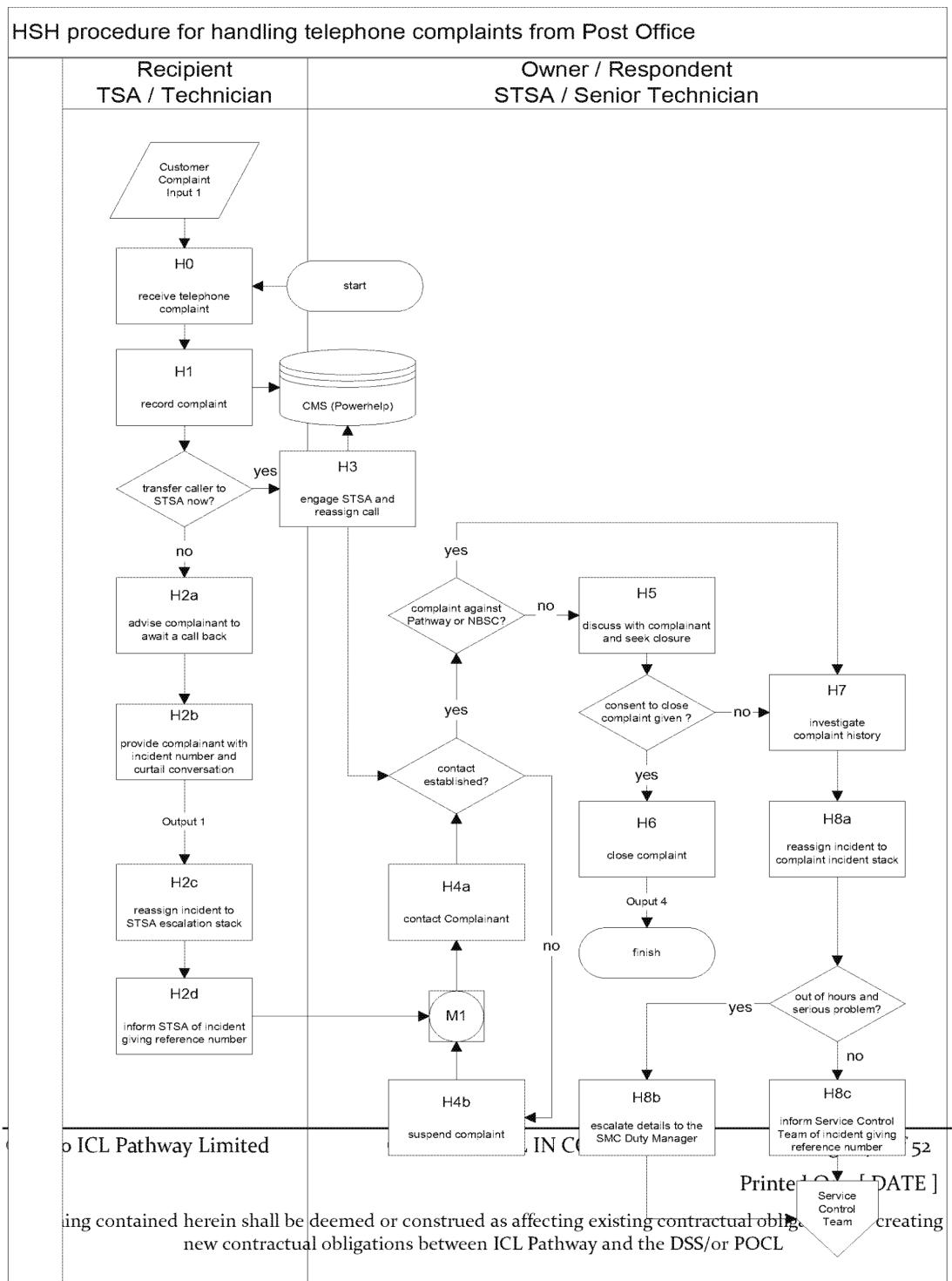
HSH procedure for handling telephone, written/indirect complaints from Post Office

Complaint Owner / Solution Provider
Service Control Team

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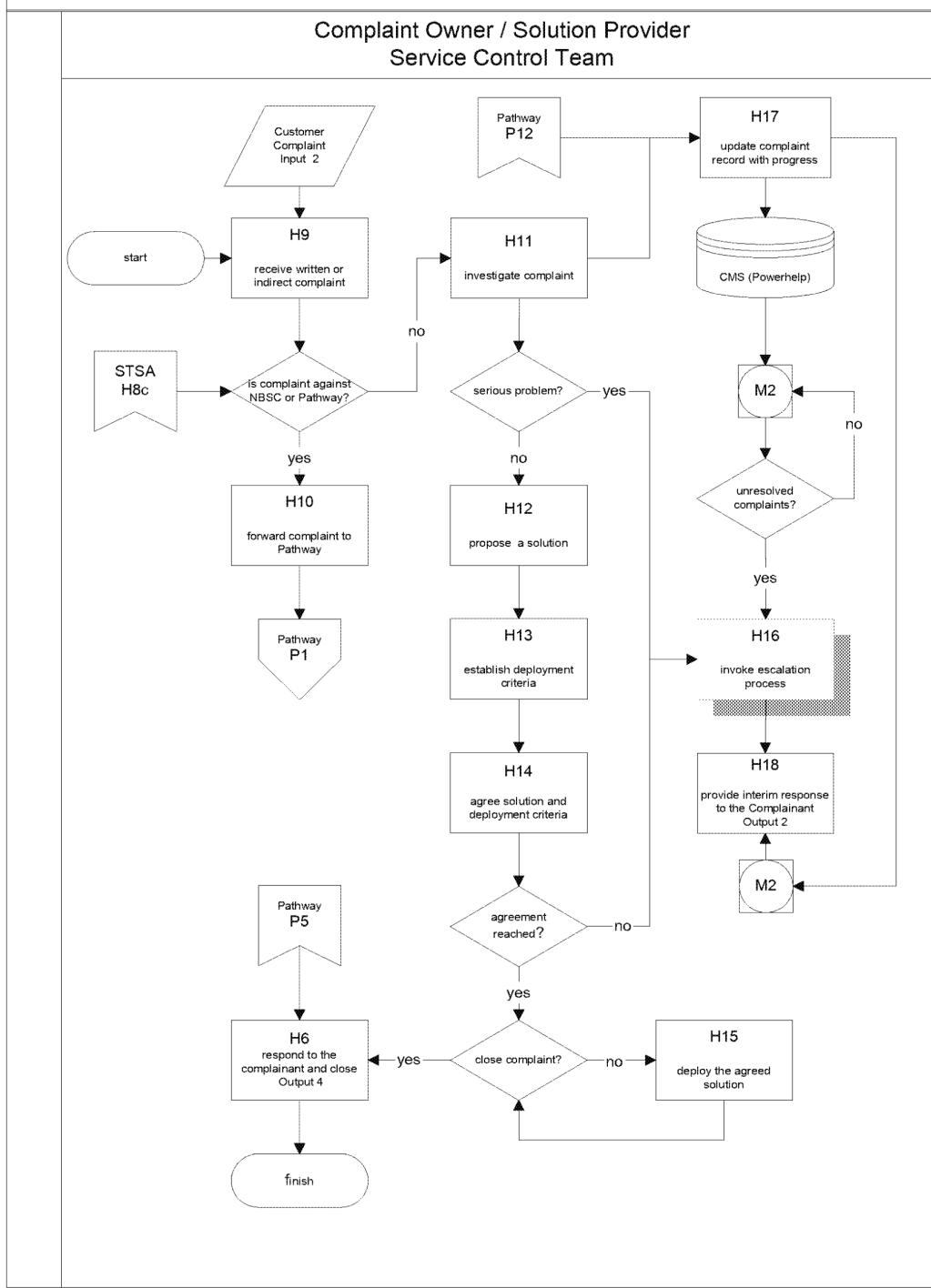
Pathway procedure for handling complaints referred from HSH/CRT
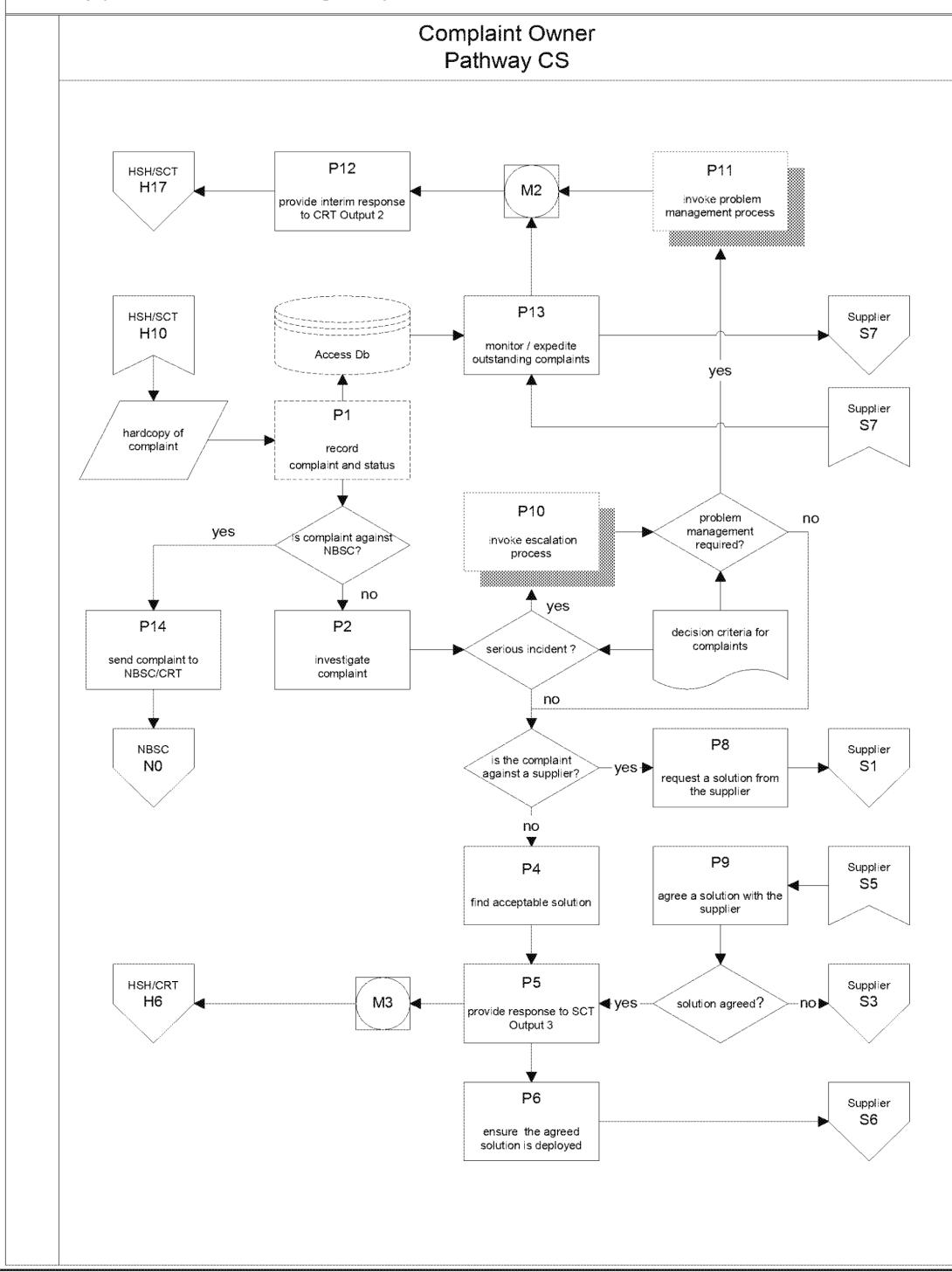
Complaint Owner
Pathway CS

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NBSC Procedure for handling telephone complaints from Post Office

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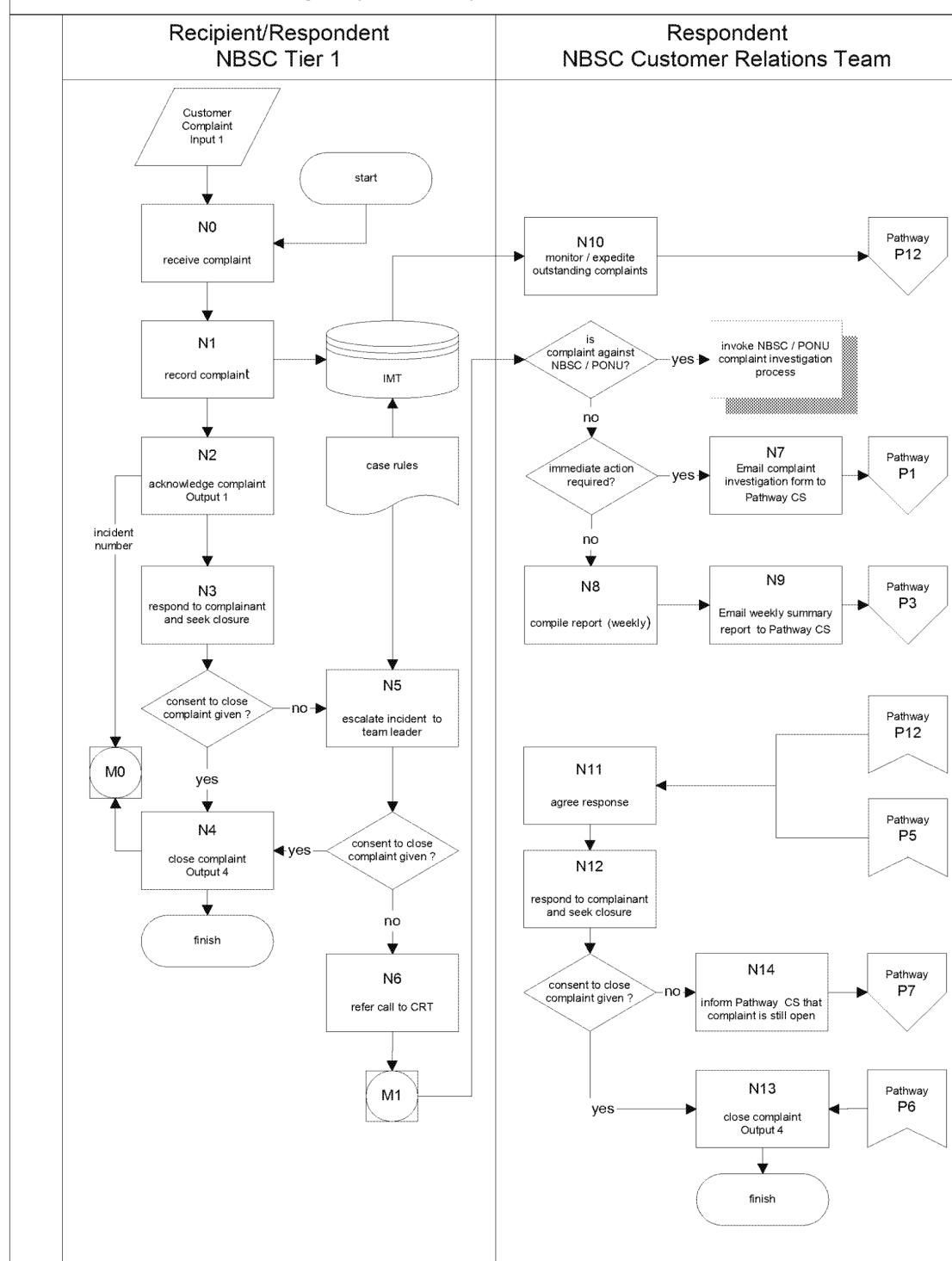
NBSC Procedure for handling written or indirect complaints from Post Office

Recipient/Respondent
NBSC Customer Relations Team

Customer Complaint Input 2

N0 — receive complaint

start

N10 — Monitor / expedite outstanding complaints

Pathway P12

N1 — record complaint

IMT

is complaint against NBSC / PONU?   yes → ivoke NBSC / PONU complaint investigation process

no

N2 — acknowledge complaint — Output 1

case rules

M1

N6 — immediate action required?   yes → **N7** — Email complaint investigation form to Pathway CS → Pathway P1

no

M1 — incident number

N8 — compile report (weekly) → **N9** — Email weekly summary report to Pathway CS → Pathway P3

N3 — respond to complainant and seek closure

consent to close complaint given ?   no

yes

N4 — close complaint — Output 4

finish

Pathway P12

N11 — agree response ← Pathway P5

N12 — respond to complainant and seek closure

consent to close complaint given ?   no → **N14** — inform Pathway CS that complaint is still open → Pathway P7

yes → **N13** — close complaint — Output 4 ← Pathway P6

finish

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Pathway procedure for handling complaints referred from NBSC

Complaint Owner
Pathway CS

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Supplier procedures for handling complaints referred from Pathway

Solution Provider
HSH / SMC / UKSS

Pathway P13 → S7 provide an interim response

S7 → Pathway P13

Pathway P8 → Complaint Investigation Details → S1 receive a request for a solution

S1 → S2 analyse details of the complaint

S2 → S3 propose a solution

Pathway P9 → S3

S3 → S4 establish deployment criteria

S4 → S5 respond with a solution and deployment criteria

deployment criteria

S5 → M3 → Solution and Deployment Criteria Output 3 → Pathway P9

Pathway P6 → S6 deploy the agreed solution

deployment criteria → S6

S6 → finish

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Pathway procedure for handling complaints received direct from Complainant

Recipient/Respondent/Complaint Owner
Pathway CS

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9.0 Tables of Procedural Activities

Inputs		Outputs	
Ref:	Source & Description	Ref:	Description & Destination
Input 1	Telephone complaint received by NBSC or HSH	Output 1	Recipient provides acknowledgement of complaint to Complainant
Input 2	Email or letter of complaint referred to NBSC, HSH, Pathway	Output 2	Owner provides an interim response to Respondent who informs Complainant
Input 3	Feedback card received by Pathway CS qualifies as a written complaint	Output 3	Owner obtains a final response from Solution Provider and communicates this to the Complainant through the Respondent (or directly in some cases)
Input 4	Verbal complaint received through intermediary in PONU or ICL	Output 4	Recipient contacts the complaint directly

In-Process and End-of-Process Measures		
Ref:	Activity	Measure	Source of Data
M0	Initial acknowledgement	Immediate (telephone)	Recipient
M1	Referral for investigation	Same day	Recipient
M2	Interim response	Weekly	Owner
M3	Final response	~~1 week~~ 6 days	Owner / Respondent
M4	Analysis of performance	Weekly and monthly	Owner /Respondent

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End-to-End Customer Complaint Process

Ref: CS/PRD/081

Version: 1.0

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Date: 05/09/2000

Ref:	Complaint Recipient	Measure
Step	The recipient has responsibility for recording and acknowledging the complaint. The Recipient owns the complaint until the complaint is escalated, referred or closed.	
N0 H0	A complaint is received at one of the organisation entry points	
	The Recipient validates the Complainant against identification criteria	
	The Recipient qualifies the complaint with the Complainant	
N1 H1	The Recipient records details of the complaint	
N2 H2	The Recipient acknowledges receipt of the complaint on behalf of the organisation	M0
N3	The Recipient responds to the Complainant and seeks closure of the incident where possible (acting in Responder role)	
N4 H6	The Recipient closes the complaint (acting in Responder role)	
N5	The Recipient escalates the complaint locally	
N6 H3 P14	The Recipient refers the complaint	M1

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Ref:	Complaint Respondent	Measure
Step	The Respondent has responsibility for closing the complaint. The Respondent owns the complaint until the complaint is escalated, referred or closed. A complaint is referred by the Recipient	
N6	The Respondent decides action to be taken depending on the category and priority of the complaint and identifies the complaint owner	M1
N7	The Respondent completes a Complaint Investigation Form for category A complaints and sends it to the Complaint Owner the same day	
N8	The Respondent compiles a weekly summary report of category B complaints	
N9	The Respondent sends the summary report to the Complaint Owner once a week	M4
N10	The Respondent monitors outstanding complaints against measures and expedites a response from the Complaint Owner	M4
N11	The Respondent agrees with the Complaint Owner the details of the response to be given to the Complainant	
N12	The Respondent informs the Complainant of the response and seeks closure of the complaint	
N13 H6	The Respondent closes the complaint with the Complainants consent	
N14	The Respondent informs the Complaint Owner if the Complainant does not consent to closure of the complaint	
H4	The Respondent attempts to contact the Complainant and suspends the complaint in Powerhelp until successful	
H5	The Respondent discusses the complaint with the Complainant and seeks closure	
H7	The Respondent investigates the complaint history	
H8	The Respondent reassigns the complaint to the Service Control Team or the Duty Manager when out of hours	

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End-to-End Customer Complaint Process

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Ref:	1.1 Complaint Owner	Measure
Step	The Complaint Owner has responsibility for investigating the complaint and facilitating a solution within the agreed measures.	
P1 H17	The Complaint Owner maintains a local record of the complaint status and monitors resolution against the measures. When necessary the Complaint Owner expedites a response from the Solution Provider	
P2 H11	The Complaint Owner initiates investigation into the complaint	
P3	The Complaint Owner analyses the summary complaint report for trends and initiates action	
P4 H12	The Complaint Owner identifies an acceptable local solution	
P5 H6	The Complaint Owner provides and agrees a response to the Respondent	M3
P6 H15	The Complaint Owner ensures that the agreed solution is deployed	
P7	If the Complainant does not agree to close the complaint, the Complaint Owner re-evaluates the problem and seeks an alternative solution.	
P8 H10	The Complaint Owner identifies a supplier as the Solution Provider and requests a response from the supplier	
P9	The Complaint Owner receives a response from the supplier and assesses it before a agreeing the solution with the Respondent	
P10 H16	The Complaint Owner invokes the escalation process for serious problems	
P11	The Complaint Owner invokes the problem management process for serious problems.	
P12 H18	The Complaint Owner provides an interim response for ongoing problems	M2
P13	The Complaint Owner monitors and expedites outstanding complaints	

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Ref:	Solution Provider	Measure
Step	The Solution Provider has ownership of the root cause of the complaint, and must therefore have the authority of cause removal. In the context of this process the Solution Provider is likely to be a Pathway supplier organisation.	
S1	The Solution Provider receives the complaint from the Complaint Owner.	
S2	The Solution Provider analyses the complaint details.	
S3	The Solution Provider considers the options and proposes a solution.	
S4	The Solution Provider establishes the deployment criteria for the solution.	
S5	The Solution Provider agrees the solution and deployment criteria with the Problem Owner	M3
S6	The solution is deployed by the Solution Provider organisation according to the agreed deployment criteria.	