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POA Customer Service End-to-End Customer Complaints Procedure.

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Document Title:	POA Customer Service End-to-End Customer Complaints Procedure.
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Release:	HNG-X
Abstract:	This document describes the POA End-to-End Customer Complaints Procedure.
Document Status:	APPROVED
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Internal Distribution:	Nick Crow, Steve Bansal, Steve Gardiner, Chris Harrison
External Distribution:	As reviewer / approver lists

Approval Authorities:

Name	Role	Signature	Date
Alex Kemp	Post Office Account MIS Hosting & NTS Lead		
Ian Humphries	Atos Service Delivery Manager		

Note: See Post Office Account HNG-X Reviewers/Approvers Role Matrix (PGM/DCM/ION/0001) for guidance.

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0 Document Control

0.1 Table of Contents

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0.2   Document History

Version No.	Date	Summary of Changes and Reason for Issue	Associated Change - CP/PEAK/PPRR Reference
0.1	03-Oct-06	First draft – to detail the End-to-End Customer Complaints Process. Draft taken from IMT Complaints Procedure (PRO/HSD/016)	
0.2	10-Oct-06	Typographical errors corrected following review. HPC process detailed as separate process.	
1.0	6-Nov-06	Updates from review of 0.2 added. Document issued for review	
1.1	25-Sept-07	Updated with revised complaints process – all complaints re Fujitsu Services are passed for formal investigation	
1.2	25-Sept-07	Updated with reference to BIM referral process	
2.0	24-Dec-07	Issue for Approval.	
2.1	02-May-13	Updated complaints process and reviewer details	
2.2	12-Jun-2013	Revised following review	
3.0	24-Sep-2013	Approval version	
3.1	29-Aug-2014	Removal of reference to HSD and IMT	CCN1409a
3.2	22-JUL-2014	Amendments following review	
3.3	29-Aug-2014	New interface to Atos via MAC team	
3.5	23-Jul-2015	For Internal review. Removal of references to Engineering Service	CCN1423
3.6	11-Jan-2016	Revised following review and issued for Atos review	
3.7	12-Jan-2016	Section 7.1 amended following Atos review.	
4.0	12-Jan-2016	Approval version	

0.3   Review Details

Review Comments by :		
Review Comments to :	GRO GRO	and

Mandatory Review	
Role	Name
POA MIS Lead SDM	Alex Kemp
Atos	Martin Woollcombe-Adams GRO Ian Humphries GRO

Optional Review	
Role	Name
Fujitsu POLSAP & Credence SDM	Gaby Reynolds
Fujitsu POA SDM Incident and Problem Manager	Steve Bansal, Steve Gardiner
Fujitsu POA MIS SDM MACCMT and OBC teams	Sandie Bothick

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Fujitsu POA MIS SDM	Chris Harrison
Fujitsu BIM	Nick Crow
Issued for Information – Please restrict this distribution list to a minimum	
Position/Role	Name

(*) = Reviewers that returned comments

0.4 Associated Documents (Internal & External)

Reference	Version	Date	Title	Source
PGM/DCM/TEM/0001 (DO NOT REMOVE)			Fujitsu Services Post Office Account HNG-X Document Template	Dimensions
PRO/HSD/016	2.3	22/09/06	Incident Management Team Complaints Procedure	
SVM/SDM/SD/0016			Management Information Service – Service Description	Dimensions
SVM/SDM/PRO/0019			Branch Issues Management Process	Dimensions

Unless a specific version is referred to above, reference should be made to the current approved versions of the documents.

0.5 Abbreviations

Abbreviation	Definition
A+G	Advice & Guidance
BCP	Business Continuity Plan
BIM	Branch Issue Manager
CMT	Communication Management Team
CSIP	Customer Service Improvement Programme
FIO	For Information Only
HPC	High Profile Complaint
ITIL	Information Technology Infrastructure Library
KA	Knowledge Article Error Log
KEDB	Known Error Database
MAC	Major Account Controller
MBCI	Major Business Continuity Incident
MI	Management Information
MIS	Managed Infrastructure Services
MP	Member of Parliament
NBSC	Network Business Support Centre (POL)
OCP	Operational Change Proposal
PO	Post Office

POA	Post Office Account (Fujitsu)
POL	Post Office Limited
RFC	Request For Change
SCT	Service Continuity Team
SDM	Service Delivery Manager
SDU	Service Delivery Unit
SLT	Service Level Targets
SMC	Systems Management Centre
SRRC	Service Resilience & Recovery Catalogue
SSC	System Support Centre
VIP	VIP Post Office, High Profile Outlet

0.6 Glossary

Term	Definition

0.7 Changes Expected

Changes

0.8 Accuracy

Fujitsu Services endeavours to ensure that the information contained in this document is correct but, whilst every effort is made to ensure the accuracy of such information, it accepts no liability for any loss (however caused) sustained as a result of any error or omission in the same.

1 Introduction

1.1 Process Owner

The owner of this process is the Lead Service Delivery Manager MIS POA & the MAC Service Delivery Manager

1.2 Process Objective

The key objective of the process is to ensure effective and efficient management of Customer Complaints and to ensure:

- Clear documentation of each complaint & the progress of the complaint through the process.

- Complaints are dealt with in accordance with the timescales as detailed in this document.

- Key areas of customer concern are captured and fed into Service Improvements

- Service improvement actions are identified

- Provision of MI

- Provision of clear defined roles and responsibilities

- Improved governance

1.3 Process Rationale

This document outlines the management process and guidelines to be followed in the event of a complaint from a branch.

The aim of the document is to provide a pre-defined process which must be applied to all complaints received from a branch.

2 Mandatory Guidelines

The following guidelines should be adhered to.

- The MAC team should be the entry point for standard complaints into the Fujitsu domain. Any standard complaints will be received directly from the Atos Service Desk/Atos Complaint Management team into the MAC team for logging and processing in accordance with the end-to-end standard complaints process.

- When complaints are passed to the MAC team and in turn SDM's, they should be fully investigated and a clear response given within the timescales detailed on the complaints form.

- Standard complaints should be processed within 5 working days, unless otherwise agreed by Fujitsu following a request by Atos on behalf of Post Office Ltd.

- High Profile complaints should be processed within 8 working hours unless otherwise agreed by Fujitsu following a request by Atos on behalf of Post Office Ltd

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Complaint Template

Response required to be returned by XX/XX/XX EOD

The Post Office Incident Coordinator Team have received the following complaint from

FAD Code XXXX XXXXX

Branch Name xxxx xxxxx

TfS Reference Number xxxx xxxxx

Which relates to your team:

<Add complaint here>

Please investigate the complaint accordingly and respond capturing the criteria outlined in the following MDS:

- ► Is the Complaint Valid
- ► *If Yes - Please explain what went wrong in a format that can be sent to the customer*
- ► *If yes - What corrective action is taking place to prevent a reoccurrence*
- ► *If No - Please explain in full why not, in a format that can be sent to the customer*

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3 Definitions

3.1 Standard Complaint

A complaint is a formal notification by a branch that they are dissatisfied with the Service or the Customer Experience provided by Fujitsu. Complaints can be raised against any aspect of any Service, and can include complaints about:

- Incident Management – speed of resolution & customer experience – timeliness of updates, management of expectation.

- Technology – reliability of branch network, central infrastructure and application performance

The majority of standard complaints are logged via the Atos Service Desk/Atos Complaints Management team (in their role as Post Offices managing partner), who are responsible for managing the complaint and where appropriate providing feedback to the branch. Not all complaints require feedback, as branches can log complaints for information only; however any complaint which requires investigation must be passed to the MAC team for –Fujitsu to provide a formal response. Branches can log complaints during normal working hours but the review, validation, investigation and response by Fujitsu will only take place between Monday and Friday.

The standard complaints process is detailed under section 4.1

3.2 High Profile Complaints

Some complaints are categorised as High Profile Complaints (HPC), which indicates that senior management within POL are aware of the allegations and will be copied on the completed investigation. A HPC can be logged through several methods for example, MP escalation or POL Senior Management escalation. High Profile Complaints are managed by Atos (in their role as Post offices managing partner) by the appropriate Service Manager, who is responsible for compiling the formal response. Not all HPC require investigation by Fujitsu, however when applicable, the response must be turned around within 8 working hours.

The high profile complaints process is detailed under section 4.2

3.3 Management Information Definitions

3.3.1 Complaint Logging

The definitions below categorise the complaint when it is passed to Fujitsu, and is provided by the Atos Complaint Management team when the complaint is emailed to the MAC team.

3.3.1.1 Duplicate Complaint

Branches sometimes will contact Atos on multiple occasions regarding the same complaint. Atos will forward the complaint to the MAC team and the MAC team will manage the first instance that the complaint was raised and reject the other complaints referring to the original.

3.3.2 Complaint Closure

Once a complaint passed for investigation has been reviewed by the SDM, it is classified as either Justified or Not Justified for the purposes of Fujitsu's monthly reporting, before return to the Atos Incident Management team.

3.1.1.1 Justified Complaint

A complaint is classified as *Justified* if following investigation Fujitsu agrees that the branch had cause to complain and that the Service provided was unacceptable.
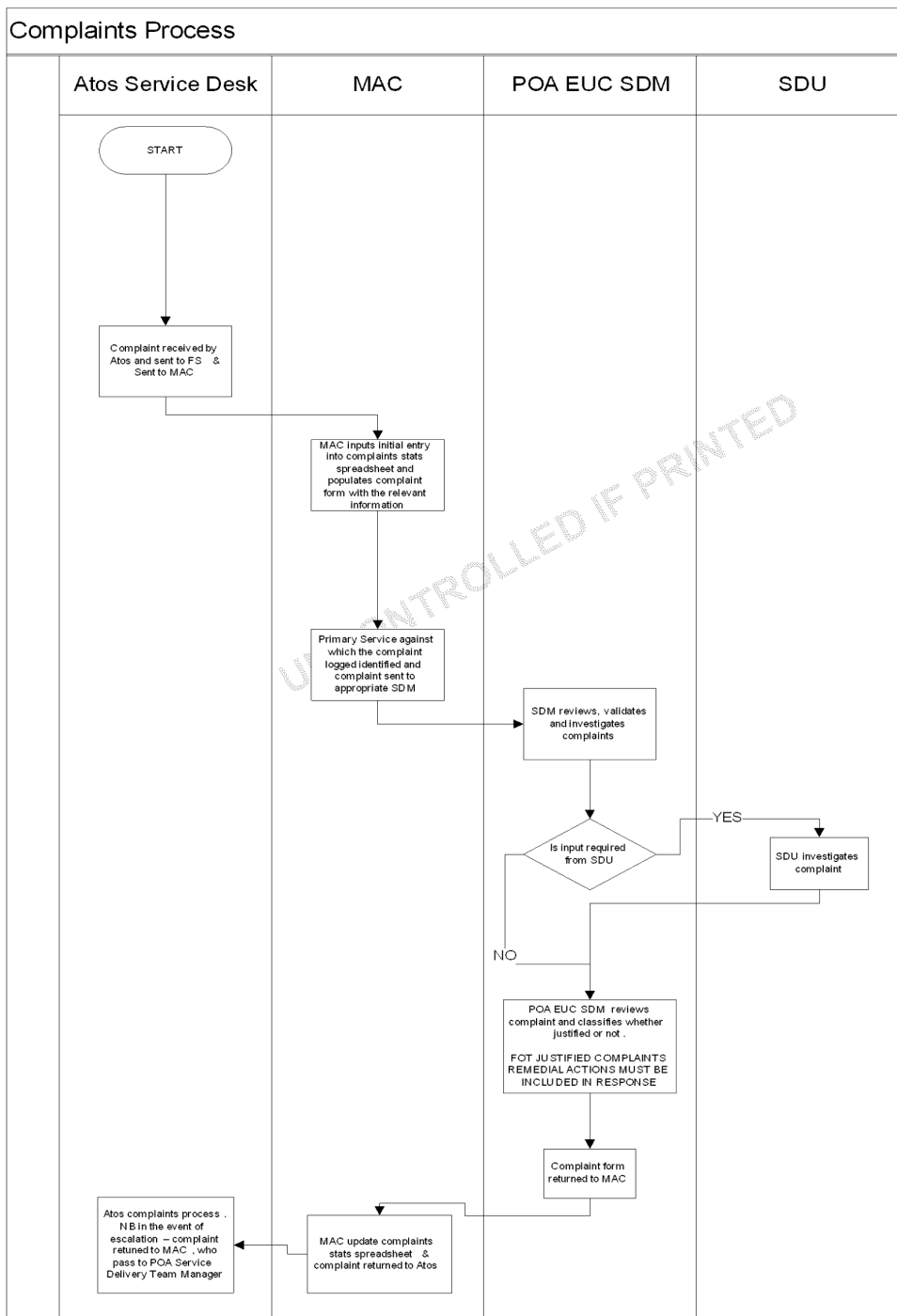
3.1.1.2 Unjustified Complaint

A complaint is classified as *Not Justified* if following investigation Fujitsu has evidence to demonstrate that the service provided to the branch was of an acceptable standard, although areas for improvement may exist.

4   End-to-End Complaints Processes

Complaints Process

Atos Service Desk	MAC	POA EUC SDM	SDU

START

Complaint received by Atos and sent to FS & Sent to MAC

MAC inputs initial entry into complaints stats spreadsheet and populates complaint form with the relevant information

Primary Service against which the complaint logged identified and complaint sent to appropriate SDM

SDM reviews, validates and investigates complaints

Is input required from SDU — YES → SDU investigates complaint

NO

POA EUC SDM reviews complaint and classifies whether justified or not.

FOT JUSTIFIED COMPLAINTS REMEDIAL ACTIONS MUST BE INCLUDED IN RESPONSE

Complaint form returned to MAC

MAC update complaints stats spreadsheet & complaint returned to Atos

Atos complaints process. NB in the event of escalation – complaint retuned to MAC, who pass to POA Service Delivery Team Manager

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4.1.1   Complaint Process

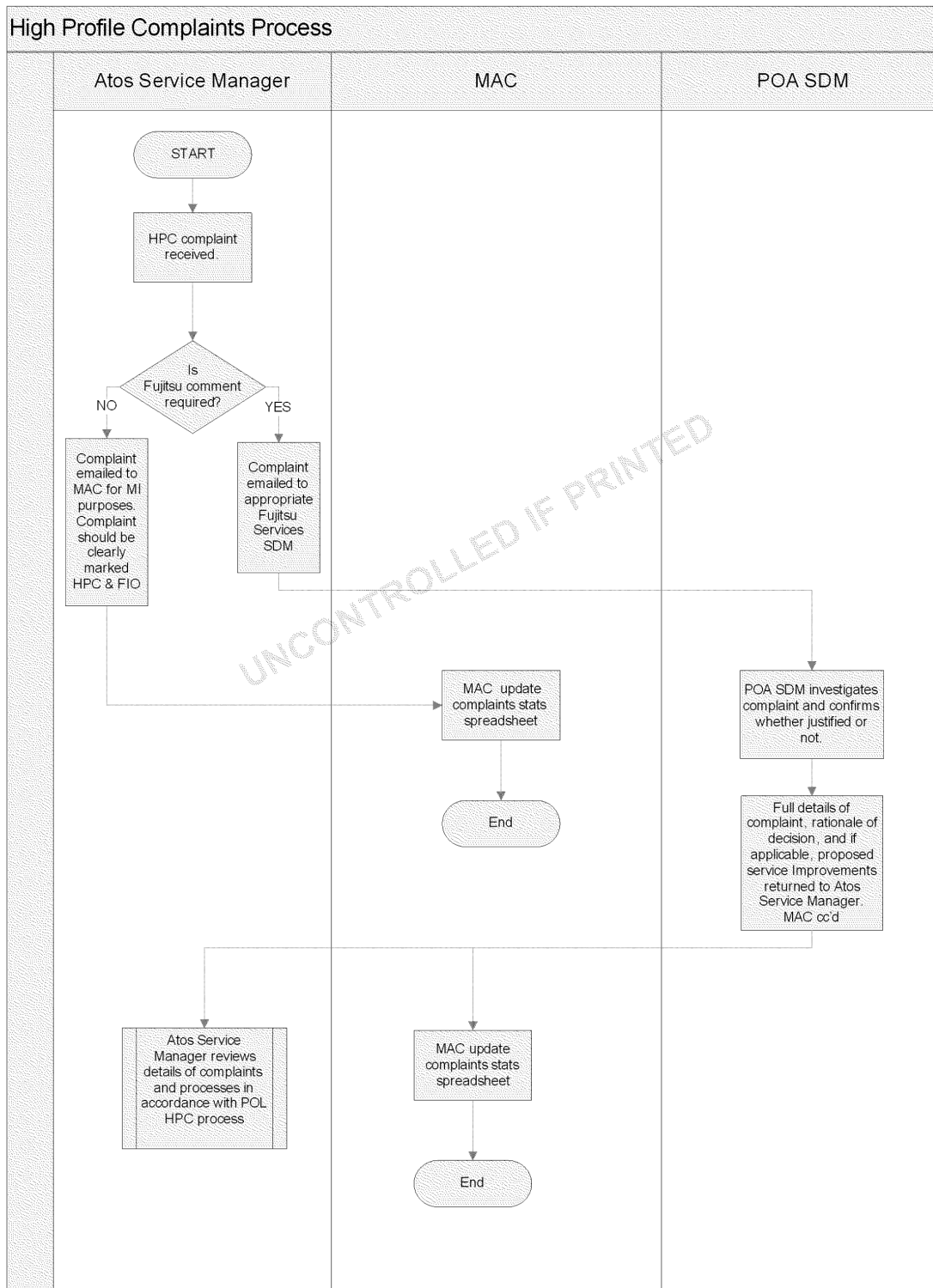| Box Title	Description	Action owner
Complaint received by Atos about Fujitsu	Branch believes that they have reason to complain about the service provided by Fujitsu and has raised complaint via the Atos Service Desk/Atos Complaints team. Complaint is emailed to the MAC team using the agreed template, containing • FAD Code • TfS incident ref • Description of complaint The MAC team have 5 working days to provide a formal response back to the Atos Complaints Management team on receiving this email.	Branch
The MAC team update complaints stats spreadsheet & populates complaint form with relevant information	The MAC team update the standard complaint form template with the details of the complaint, and investigate the detail around the complaint, capturing details from calls logged in the Incident Management system.	MAC team
Primary Service against which the complaint logged identified and complaint sent to appropriate SDU	Once the background information around the complaint has been investigated and entered into the complaints form, the MAC team email the form to the SDU aligned to the service area of complaint as detailed in section 8.1 when appropriate. The MAC team also update the complaints spreadsheet to track the progress of the complaint.	MAC team
Is input required from SDU?	The MAC Team determines if input is required from SDU. The MAC team will send the complaint to the relevant SDU requesting a formal response. The MAC team will also advise when the formal response is required to be returned by.	POA SDU/POA MAC
SDU investigates complaint	The SDU investigates complaint.	SDU

POA MAC Team reviews complaint and classifies whether justified or not	The MAC Team identifies if the complaint is justified or not, updating the form. In the event that the complaint is justified, the SDM should identify potential Service Improvements or Service Improvements currently in progress which will address the area of complaint. These improvements should be detailed on the complaint form and where appropriate added to the Service CSIP register, for discussion at the appropriate service review.	POA MAC Team
The MAC team update the complaints spreadsheet	Upon receiving the completed complaints form the MAC team populate the complaints spreadsheet with the details, The MAC team return the completed complaints form to Atos.	MAC team
In the event of further response required the complaint is returned to the MAC team, who pass to SDM	Atos process the complaint in accordance with their internal processes to provide feedback to the Branch.	Atos

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High Profile Complaints Process

Atos Service Manager	MAC	POA SDM

START

HPC complaint received.

Is Fujitsu comment required?

NO

YES

Complaint emailed to MAC for MI purposes. Complaint should be clearly marked HPC & FIO

Complaint emailed to appropriate Fujitsu Services SDM

MAC update complaints stats spreadsheet

POA SDM investigates complaint and confirms whether justified or not.

End

Full details of complaint, rationale of decision, and if applicable, proposed service Improvements returned to Atos Service Manager. MAC cc'd

Atos Service Manager reviews details of complaints and processes in accordance with POL HPC process

MAC update complaints stats spreadsheet

End

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4.1.2   High Priority Complaint Process

Box Title	Description	Action owner
HPC Received	High Profile Complaint received within POL and passed to Atos Service Manager or Atos Complaints team.	Atos
Complaint emailed to appropriate Fujitsu SDM	Fujitsu comment on the HPC is required and the complaint is passed via email to the appropriate Fujitsu SDM, as detailed in section 7.1. From the point the email is received the SDM has 8 working hours to reply with a formal response.	Atos/POA Service Delivery Manager
POA SDM investigates complaint and confirms whether justified or not.	The SDM investigates the HPC with internal and external SDUs if appropriate. The SDM identifies if the complaint is justified or not. In the event that the complaint is justified, the SDM should identify potential Service Improvements or Service Improvements currently in progress which will address the area of complaint. These improvements should be added to the Service CSIP register, for discussion at the appropriate service review.	POA Service Delivery Manager
Full details of the complaint, rationale or decision and if applicable proposed service improvements is returned to Atos	The POA SDM returns full details of the complaint investigation, rationale for decision and service improvements to the Atos Complaint Manager.	POA Service Delivery Manager

5 Disputed Complaints

In the event that the Atos Complaints Management Team is not satisfied with the classification of the complaint as justified / not justified or with the explanation of the events, the complaint should be passed to Fujitsu MIS Lead Service Delivery Manager providing details of what further investigation is required to be carried out.

6   Process Outputs

The following are outputs / possible outputs from the complaints process:

- MI
- Corrective actions / CSIPs
- BIM referrals

6.1   Management Information

MI on the complaints is produced on a monthly basis and is discussed at the service review when requested.

The information provided consists of the following:

- Total number of complaints relating to Fujitsu
- Number of complaints passed to Fujitsu
- Number of complaints classified as *Not Justified*
- Number of complaints classified as *Justified*

Commentary is provided on the complaints covering the nature of the complaints, top services areas of complaint & the actions Fujitsu are taking to resolve/ reduce complaints, including any updates on previously reported actions.

The full spreadsheet tracking the complaints can be provided on request.

Any requests for MI should be passed to the MAC Service Delivery Manager.

6.2   Corrective Actions / CSIPs

The response to any justified complaint will by default contain corrective actions to address the root cause of the complaint. In addition the overall trends around complaints are analysed and corrective actions identified to prevent the complaint being raised – this is regardless of whether the complaint was identified as justified or not.

The corrective actions are added to the appropriate Service CSIP, and tracked through the service review.

6.3   BIM Referral

As a direct result of a complaint, the SDM may deem it appropriate to request a BIM to attend the branch for more detailed analysis to be undertaken. BIM referrals should be requested in accordance with the POA Branch Issues Management Process (SVM/SDM/PRO/0019).

7 Roles and Responsibilities

This section defines the roles and responsibilities individuals and teams have within the End-to-End Customer Complaints Process.

7.1 Atos Complaint Management Team

Atos (in their role as Post Office Ltd's managing partner) are responsible for receiving the complaint from the Branch and all internal POL processes relating to the standard complaint process. Atos are also responsible for passing the complaint to the MAC team.

7.2 The MAC Team

The MAC team owns the responsibility for receipting standard complaints from Atos and for managing & tracking the progress of the complaint through the complaints process

The MAC team are also responsible for the initial investigation into the background of a standard complaint, and if required in the process, for providing this information to the Service Delivery Manager.

The MAC team are responsible for providing the formal responses back to the Atos Incident Management team within the agreed timeframes.

The MAC Team is responsible for the final stage of investigation of the standard complaint and for identifying if the complaint is justified or not

7.3 Service Delivery Manager

In the event of a HPC, the SDM is responsible for providing a response to the appropriate Atos Service Manager within 8 working hours.

7.4 Service Delivery Units

The Service Delivery Manager or MAC Team may well contact the SDUs for further information regarding the complaint. The Operations Manager for the SDU should provide all information and investigate further if requested by the SDM or MAC Team.

7.5 MIS Service Delivery Manager Team Lead

In the event that the outcome of any complaint is in dispute, escalation to the MIS Service Delivery Manager Team Lead should occur. The MIS Service Delivery Manager Team Lead will then discuss internally and with the Atos Complaint Management Team to reach a conclusion to the dispute and provide commentary on the MI.

8 Appendices

8.1 Contact Details

AREA OF RESPONSIBILITY	EXAMPLE COMPLAINTS	ESCALATION TO:	CONTACT DETAILS	BACK UP
Banking and Online Services (Inc: DVLA, Debit Card, EPAY)	Online Service outages	**Steve Bansal** 1st point of contact	GRO	**Steve Gardiner** 2nd point of contact GRO
Branch Network Services	Branch Network Communications issues	**Sandie Bothick** 1st point of contact	GRO	**Chris Harrison** 2nd point of contact GRO
APS/TPS/SAP/POLFS, LFS	Files Not delivered, Data Transfer	**Gaby** Reynolds 1st point of contact	GRO	**Steve Gardiner** 2nd point of contact **GRO**
OBC / Rural Escalations	OBC job going wrong/ press involved /unhappy Branch	**Chris Harrison** 1st point of contact	**GRO**	**Chris Bourne** 2nd point of contact **GRO**
Multi-services	MAC are unsure about primary service impacted / Complaint is complex	**Steve Bansal**	GRO	**Steve Gardiner** 2nd point of contact **GRO**

AREA OF RESPONSIBILITY	CONTACT DETAILS

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MAC team	Email – GRO
	GRO (External) GRO (Internal) GRO (Mobile)