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Abstract: This document describes the RMGA End-to-End Customer Complaints Procedure.

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



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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.	

0.3 Review Details

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**COMMERCIAL IN CONFIDENCE****0.4 Associated Documents (Internal & External)**

Reference	Version	Date	Title	Source
PGM/DCM/TEM/0001 (DO NOT REMOVE)	1.0	13/6/06	Fujitsu Services Post Office Account HNG-X Document Template	Dimensions
SVM/SDM/SD/0001			Horizon Service Desk – Service Description	Dimensions
PRO/HSD/016	2.3	22/09/06	Incident Management Team Complaints Procedure	
SVM/SDM/SD/0016	1.0		Management Information Service – Service Description	Dimensions
SVM/SDM/PRO/0019			RMGA 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
BIM	Branch Issue Manager
HPC	High Profile Complaint
HSD	Horizon Service Desk
IMT	Incident Management Team (HSD)
NBSC	Network Business Support Centre (POL)
ITIL	Information Technology Infrastructure Library
KEL	Known Error Log
MI	Management Information
PO	Post Office
RMGA	Royal Mail Group Account
POL	Post Office Limited
SDMs	Service Delivery Managers.
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
A+G	Advice & Guidance
BCP	Business Continuity Plan
RFC	Request For Change

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KEDB	Known Error Database
MBCI	Major Business Continuity Incident
SCT	Service Continuity Team
OCP	Operational Change Proposal
ORF	Operational Review Forum
CSIP	Customer Service Improvement Programme

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.

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1 Introduction

1.1 Process Owner

The owner of this process is the RMGA Service Delivery Team Manager & the HSD Operations 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 the RMGA Sense and Respond® activities.
- 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.



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2 Mandatory Guidelines

The following guidelines should be adhered to.

- The Post Office Horizon Service Desk IMT should be the entry point for standard complaints into the Fujitsu Services domain. Any standard complaint received directly by any other person within RMGA should be referred to the IMT for logging and processing in accordance with the end-to-end standard complaints process.
- When complaints are passed to IMT and in turn SDMs, they should be fully investigated and a clear response given within the timescales detailed on the complaints form.
- Standard complaints should be processed within 6 working days, unless otherwise specified by NBSC on behalf of Post Office Ltd.
- High Profile complaints should be processed within 8 working hours unless otherwise specified by Post Office Ltd.

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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 Services. Complaints can be raised against any aspect of any Service, and can include complaints about:

- Horizon Service Desk – advice provided, agent behaviour, management of expectation
- Engineering – arrival time of engineer, service provided, resolution to fault, spares management, engineer behaviour
- Incident Management – speed of resolution & customer experience – timeliness of updates, management of expectation.
- Technology – reliability of branch hardware infrastructure, system performance

The majority of standard complaints are logged via POL NBSC, who are responsible for managing the complaint within POL 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 IMT - Fujitsu Services for formal investigation.

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, via “Tell Alan” email to Alan Leighton, MP escalation or POL Senior Management escalation. High Profile Complaints are managed within POL by the appropriate Service Manager, who is responsible for compiling the formal response. Not all HPC require investigation by Fujitsu Services, 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 Services, and is provided by POL when the complaint is emailed to IMT.

3.3.1.1 Duplicate Complaint

Branches sometimes contact the NBSC on multiple occasions regarding the same complaint. The NBSC record this contact; however do not pass the complaint to Fujitsu Services for inclusion in the spreadsheet. MI for Duplicate complaints is passed to IMT by Post Office Ltd.



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3.1.2 Complaint Closure

Once a complaint passed for investigation has been reviewed by the SDM, it is classified as either Justified or Not Justified, before return to NBSC, via IMT or directly to the POL Service Manager, in the case of HPC.

3.1.1.1 Justified Complaint

A complaint is classified as *Justified* if following investigation Fujitsu Services agree 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 Services have evidence to demonstrate that the service provided to the branch was of an acceptable standard, although areas for improvement may exist.

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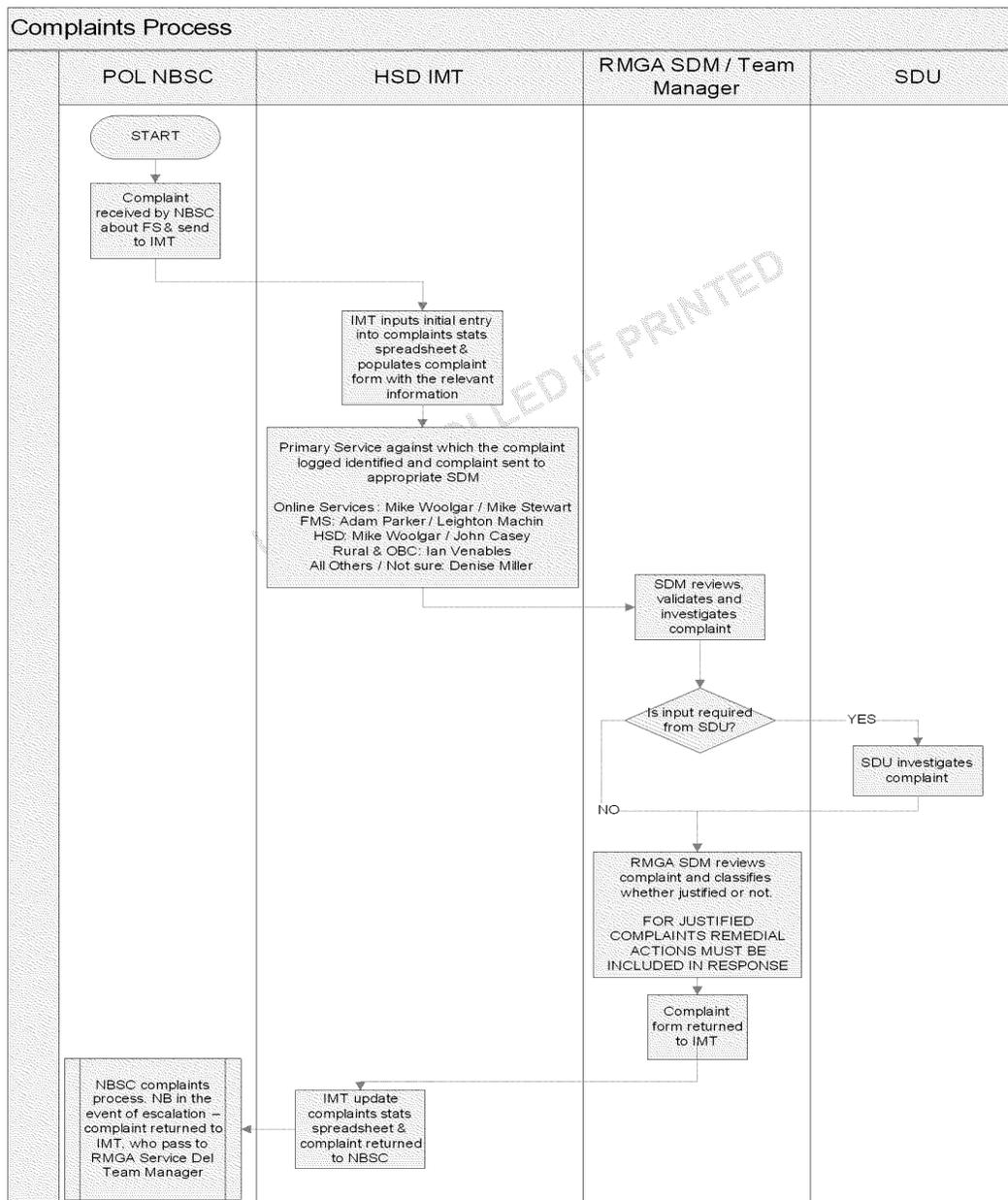


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4 End-to-End Complaints Processes

4.1 Standard Complaints Process Flow

This is the process which should be followed for Standard Complaints, as defined in section 3.1. The turnaround time for a standard complaint is 6 working days, unless otherwise specified by NBSC.





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4.1.1 Process Definition

Box Title	Description	Action owner
Complaint received by NBSC about FS	Branch believes that he / she has reason to complain about the service provided by Fujitsu Services and has raised complaint via NBSC . Complaint is emailed to IMT	Branch
IMT update complaints stats spreadsheet & populates complaint form with relevant information	IMT update the standard complaint form template with the details of the complaint, and investigate the detail around the complaint, capturing details of and from calls logged in the Incident Management system.	HSD IMT
Primary Service against which the complaint logged identified and complaint sent to appropriate SDM	Once the background information around the complaint has been investigated and entered into the complaints form, IMT email the form to the SDM aligned to the service area of complaint as detailed in section 8.1. The IMT also update the complaints spreadsheet to track the progress of the complaint	HSD IMT
RMGA SDM reviews complaint , validates and investigates complaint	The SDM reviews the detail of the complaint and investigates further, if appropriate.	RMGA SDM
Is input required from SDU?	The SDM determines if input is required from SDU. If Yes – go to box SDU investigates complaint If No – RMGA SDM reviews complaint and classifies whether justified or not	RMGA SDM
SDU investigates complaint	The SDU investigates complaint.	SDU
RMGA SDM reviews complaint and classifies whether justified or not	The SDM 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	RGMA SDM



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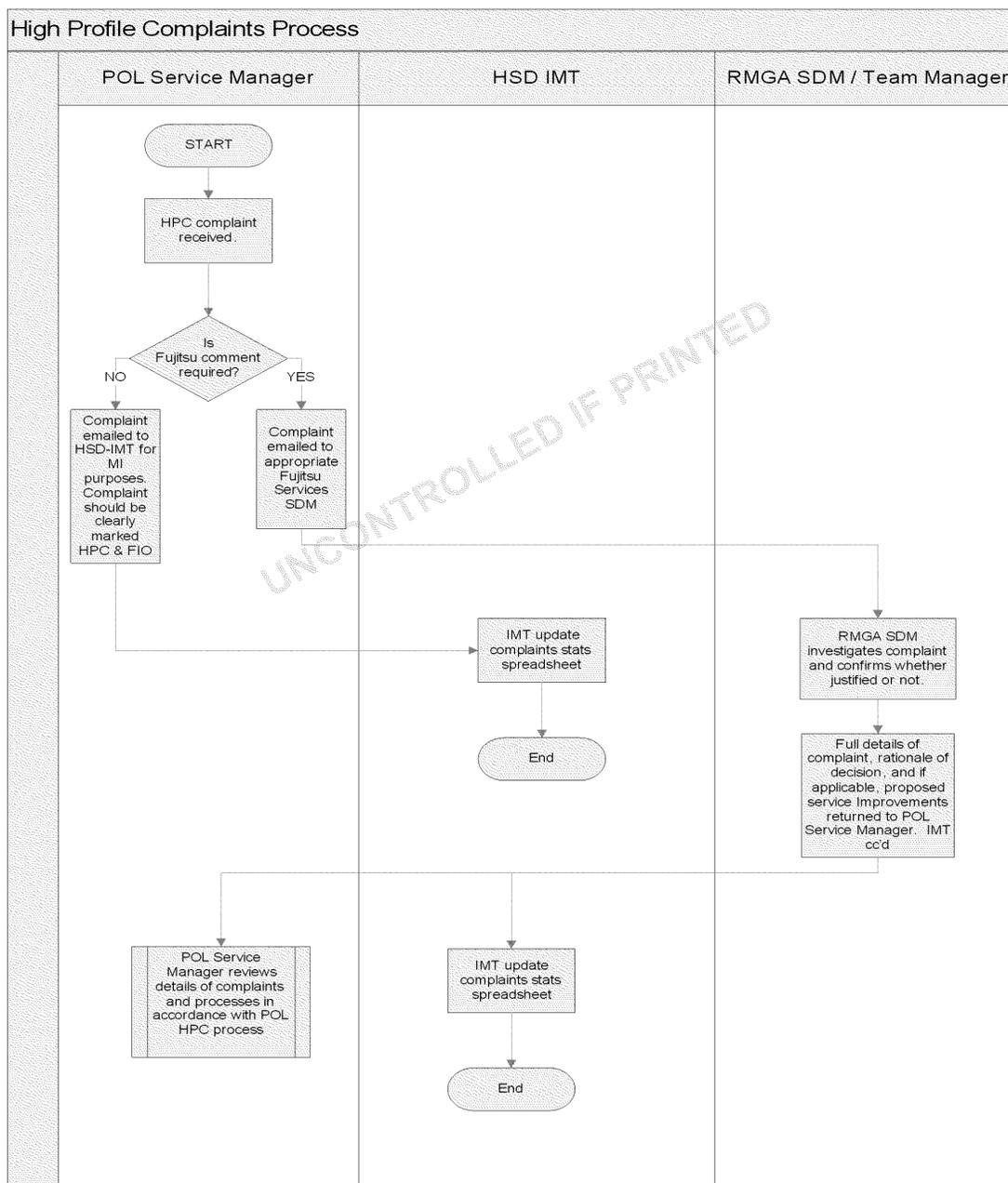
	complaint form and where appropriate added to the Service CSIP register, for discussion at the appropriate ORF.	
IMT update the complaints spreadsheet	Upon receiving the completed complaints form, IMT populate the complaints spreadsheet with the details, in accordance with PRO/HSD/016. IMT return the completed complaints form to NBSC	HSD IMT
NBSC complaints process. NB in the event of escalation – complaint returned to IMT, who pass to SDM Team Leader	NBSC process the complaint in accordance with their internal processes to provide feedback to the Branch.	NBSC

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4.2 High Profile Complaints Process

This is the process which should be followed for Standard Complaints, as defined in section 3.1. HPC have a turnaround time of 8 working hours, when received by the Fujitsu Services SDM.





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4.2.1 Process Definition

Box Title	Description	Action owner
HPC Received	High Profile Complaint received within POL and passed to POL Service Manager	POL Service Manager
Is Fujitsu comment required?	In some cases there is no requirement for Fujitsu Services to comment on HPC.	POL Service Manager
Complaint emailed to HSD-IMT for MI purposes. Complaint should be clearly marked HPC & FIO	When there is no requirement for Fujitsu Services to comment on the HPC, the POL Service Manager should email the complaint to HSD-IMT GRO for inclusion in the complaints MI. The email should clearly state that the complaint is High Profile and For Information Only.	POL Service Manager
IMT updates complaints spreadsheet	Upon receiving a complaint for which no further action is required, IMT populate the complaints spreadsheet with the details, in accordance with PRO/HSD/016	HSD IMT
Complaint emailed to appropriate Fujitsu Services SDM	Fujitsu comment on the HPC is required and the complaint is passed via email to the appropriate Fujitsu Services SDM, as detailed in section 7.1	POL Service Manager
RMGA 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 ORF.	RMGA Service Delivery Manager
Full details of the complaint, rationale or decision and if applicable proposed service improvements returned to POL Service Manager, IMT cc'd	The RMGA SDM returns full details of the complaint investigation, rationale for decision and service improvements to the POL Service Manager. IMT cc'd on the mail & asked to add the complaint to the MI.	RMGA Service Delivery Manager



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IMT update the complaints spreadsheet	Upon receiving the completed complaints details, IMT populate the complaints spreadsheet with the details, in accordance with PRO/HSD/016	HSD IMT
POL Service Manager reviews details of complaints and processes in accordance with POL HPC process	POL Service Manager processes the complaint in accordance with internal processes.	POL Service Manager

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5 Disputed Complaints

In the event that Post Office 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 Services Service Delivery Team Manager for further investigation.

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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 published in the Fujitsu Services Service Management, Service Review Book as detailed in the Management Information Service – Service Description (SVM/SDM/SD/0016).

The information provided consists of the following:

- Total number of complaints relating to Fujitsu Services
- Number of complaints excluded by NBSC as *Duplicate* complaints
- Number of complaints passed to Fujitsu Services
- 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 Services are taking to resolve/ reduce complaints, including any updates on previously reported actions.

A table of the justified complaints is included in the MI, and referenced in the SRB, however the full spreadsheet tracking the complaints can be provided on request.

Any requests for MI should be passed to the Service Delivery Team 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 ORFs.

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 RMGA 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 NBSC

The NBSC is responsible for receiving the complaint from the Branch and all internal POL processes relating to the standard complaint process. The NBSC are also responsible for passing the complaint to IMT.

7.2 POL Service Manager

The POL Service Manager is responsible for passing High Profile Complaints to the Fujitsu Services Service Delivery Manager when comment is required, or emailing to IMT when the complaint is for information only.

7.3 IMT

IMT owns the responsibility for receipting standard complaints from the NBSC and for managing & tracking the progress of the complaint through the complaints process.

IMT 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.

7.4 Service Delivery Manager

The RMGA Service Delivery Manager is responsible for the final stage of investigation of the standard complaint and for identifying if the complaint is justified or not.

In the event of a HPC, the SDM is responsible for providing a response to the appropriate POL Service Manager within 8 working hours. The SDM must also ensure that IMT is cc'd on any correspondence to allow the HPC to be captured for MI purposes.

7.5 Service Delivery Units

The Service Delivery Manager 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

7.6 Service Delivery Team Manager

In the event that the outcome of any complaint is in dispute, escalation to the SD Team Manager should occur. The SD Team Manager will then discuss internally and with POL to reach a conclusion to the dispute.

The SD Team Manager will also provide commentary on the MI produced by the IMT on a monthly basis. This will be included in the Service Review Book and sent to the POL Contact Centre Service Monitoring & Reporting Manager for inclusion in the monthly report to the POL executive team.



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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	Mike Stewart 1st point of contact	GRO	Mike Woolgar 2nd point of contact GRO
Branch Network Services	Branch Network Communications issues	Jeet Rughani	GRO	Leighton Machin 2nd point of contact GRO
APS/TPS/SAP/POLFS, LFS	Files Not delivered, Data Transfer	Kirsty Gallacher 1st Point of Contact	GRO	Clare Drake 2nd point of contact GRO
Engineering	Engineering ETA	Adam Parker 1st Point of contact	GRO	Leighton Machin 2nd point of contact GRO
OBC / Rural Escalations	OBC job going wrong/press involved /unhappy Branch	Ian Venables	GRO	Chris Bourne 2nd Point of Contact GRO
HSD/SMC/PostShops	Advice provided by HSD	Paul Gardner	GRO	Liz Melrose 2nd Point of Contact GRO
Multi-services	IMT are unsure about primary service impacted / Complaint is complex	Denise Miller	GRO	Leighton Machin 2nd point of contact GRO

AREA OF RESPONSIBILITY	CONTACT DETAILS
IMT HSD	GRO (External) GRO (Internal) GRO (Mobile)