

Citizens Handling & Complaints Skills in Municipalities & Local Administration





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Course Objective

- ➤ Defend the vital role of a customer complaints management system in enhancing organizational performance
- ➤ Demonstrate how a properly trained employee handles, step-bystep, complaining customers, gains their confidence and gratitude and secures their satisfaction
- ➤ Implement a customer feedback system that will maximize customer satisfaction and retention
- ➤ Manage every phase of the complaint handling process from preparation to closing including receipt, analysis, escalation, tracking, and all internal and external communication
- ➤ Formulate relevant key performance indicators to assess and audit complaint systems

Target Audience

- > Customer orientation
- > Empathic outlook
- > Emotional control
- > Meeting standards
- > Systems judgement
- Organized workplace
- > Quality orientation





Course Outline

Introduction to understanding your customers

- ➤ Interesting facts and figures
- > Customer retention
- ➤ The principal foundation of retaining and developing our customer base
- ➤ The 'PRIDE' model for understanding customer needs
- > Service mix elements
- The service quality model and service gaps
- Managing customer expectations

Introduction to complaints management

- ➤ 'Customer complaint' definition
- > The importance of complaints
- > Customer satisfaction and customer loyalty
- ➤ The 'Kano' model
- > The danger of ignoring complaints
- ➤ Levels of complaints
- ➤ Complaints handling: process and behavior
- > Sources of customer complaints
- > Dealing with customer complaints

Complaints management standards and Complaints Handling Process (CHP)

- Complaints management standards background
- ➤ ISO 9001 process model
- ➤ ISO 9001 and requirements for complaints management
- > Essential elements of a complaints management system
- ➤ ISO 10002:2008 guidelines for CHP
- > Scope and guiding principles
- ➤ The complaints handling policy



- Responsibility and authority
- > Top management
- ➤ Management representative
- ➤ Other managers
- ➤ All personnel in contact with customers
- ➤ All other personnel
- Planning and design
- ➤ Objectives of the CHP
- ➤ Customer satisfaction, linkages and alignment
- ➤ Resource requirements
- ➤ Competency requirements
- Operation and communication
- > Essential elements
- > Receiving, recording and tracking
- ➤ Assessing, investigating and closing
- ➤ Maintenance and improvement
- > Collection of information
- > Satisfaction with CHP
- ➤ Monitoring the CHP
- ➤ Auditing the CHP
- ➤ Management review

Assessing and monitoring a complaints management system

- Quotes on measures
- ➤ Metrics, measures and Key Performance Indicators (KPIs)
- ➤ Where do KPIs come from
- ➤ Some organizational Key Result Areas (KRAs)
- ➤ Criteria for 'good' KPIs
- ➤ Analysis of complaints: root cause analysis
- Prioritizing problems
- > Finding effective and efficient solutions



➤ The design of financial models for forecasting and decisionmaking

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