

CUSTOMER COMPLAINTS – TRAINING SERVICE

REVISION 0

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PURPOSE

To define the process, responsibilities and the management of handling Customer Complaints

SCOPE

Complaints considered within scope of system include:

1. Training provided to the customer that may not meet the agreed specification.
2. Training received by the customer that may not meet the agreed specification.
3. Service issues that the customer has explicitly described as causing them dissatisfaction
4. Internal events that have potential to significantly impact customer satisfaction (regardless of whether they did)

RESPONSIBILITIES

Complaint Owner:

- Champions the Voice of the Customer
- Captures sufficient information from the customer to ensure the issue is fully understood
- Leads complaint launch meeting to identify people required & forms the team to tackle issue
- Coordinates activities by allocating & frequently communicating with stage owners
- Reviews each stage for completion, with support from Quality Function as necessary
- Ensures communication with the customer is maintained throughout the lifecycle of the complaint
- Ensures that the complaint is suitably prioritised with team members to achieve customer targets whilst robustness of investigation and actions is maintained
- Attends the weekly meetings well prepared

Investigation Person Responsible / Stage Owner:

- Allocates responsibility for actions within each stage
- Completes stages to the required standard and robustness by the target dates
- Confirms they are satisfied with the information and actions presented in the investigation/stage

Action Owner:

- Completes actions to the required standard by the target dates

Quality Function:

- Develops & maintains the system by overseeing the process & reviewing effectiveness
- Supports teams by coaching in all aspects of structured problem-solving
- Supports review of stage completion for robustness, as required.

Leadership Team:

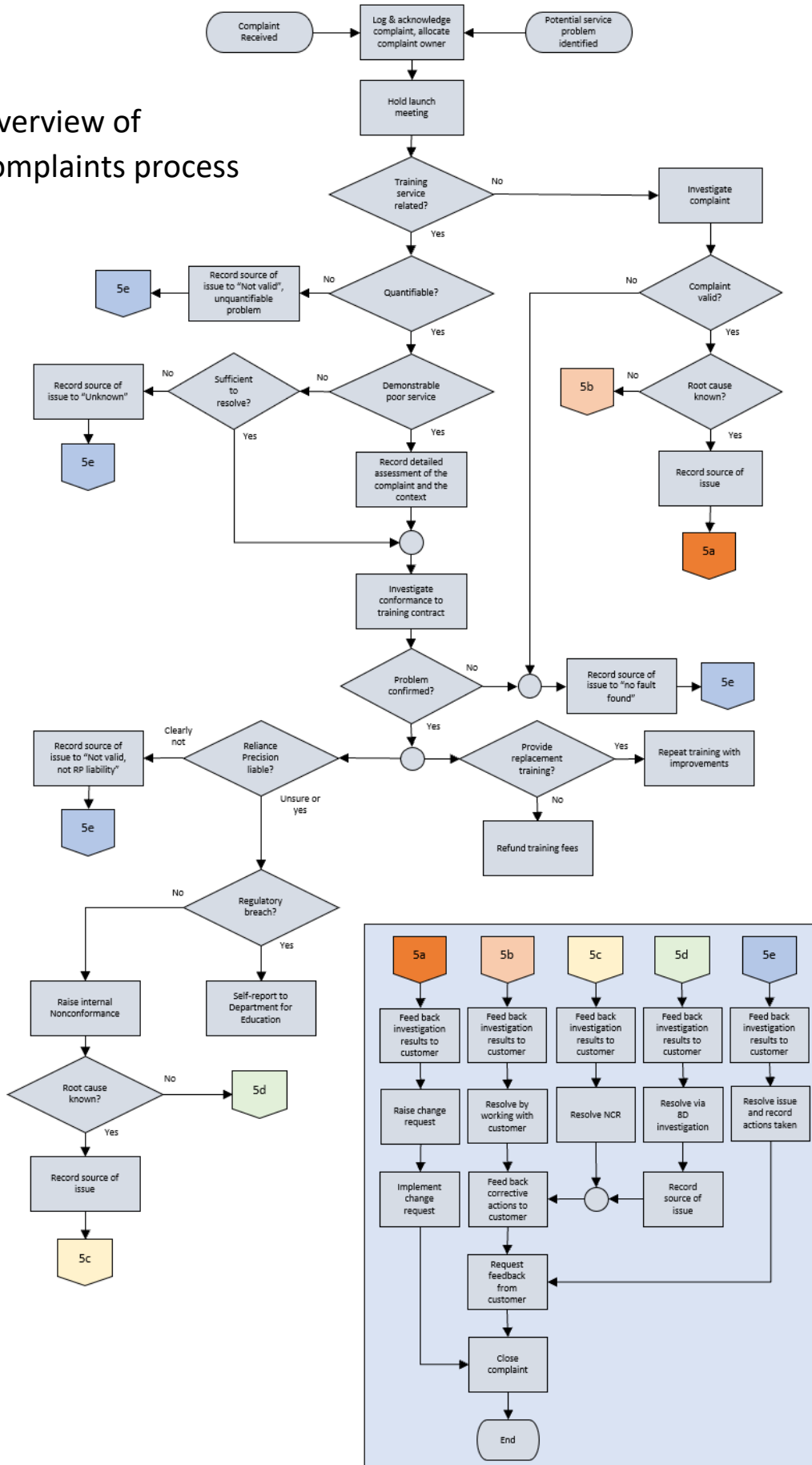
- Provides support by prioritising progression of complaints & allocating additional resources when priorities clash

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Overview of complaints process



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PROCESS

0. Training Managers determine the Complaint Owner
1. The Owner records the complaint on the system, capturing sufficient information so the issue is fully understood. The Owner acknowledges receipt to the customer as soon as reasonably practicable and ensures all information required is provided by the customer (Customer complaint record form may be used to assist information gathering).
2. The Owner sets up a complaint launch meeting with key team members within 1 working day of receipt of complaint. This meeting is to allocate action owners and plan the work required to process the customer complaint. Relevant heads of department are required to attend this launch meeting or send suitable delegate.
 - a. Relevant heads of department will ensure complaints launches are prioritised in their diaries, assigning a deputy if unable to attend in person.
 - i. The Owner should ensure launch meetings are short, direct and to the point – the intention is to initiate the complaints process and assign action owners.
3. The Owner arranges investigation of service-related complaints & records the source of Issue
 - a. Valid complaints:
 - i. If root cause is known, the Owner records the Source of Issue & proceeds to 5a
 - ii. If root cause is unknown, proceed to 5b
 - b. Invalid complaints – Proceed to 5e
4. The Owner establishes if a quantifiable specification is in place for service-related complaints. Based on this, they proceed as follows:
 - a. No quantifiable basis:
 - i. The Owner records the Source of Issue & then proceeds to 5a
 - b. Quantifiable basis for complaint:
 - i. Demonstrable poor service:
 1. The Owner records detailed assessment of the complaint and the context.
 2. The Owner assesses the complaint against the terms of the Training Contract.
 3. The complaint is progressed from 4 onwards

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- ii. No demonstrable poor service:
 - 1. If insufficient information exists to resolve:
 - a. Attempts are made to resolve this
 - b. If unsuccessful, the Owner records the Source of Issue & proceeds to 5e
 - 2. If sufficient information exists to resolve, the complaint is progressed from 4 onwards
5. The Owner arranges verification of conformance to Training Contract
- a. If Conforming the complaint is progressed from 5e onwards
 - b. If Non-conforming, the Owner arranges for resolution with the customer.
 - i. If Liability is clearly not RP, the complaint is progressed from 5e onwards
 - ii. If Liability is with RP or is unclear:
 - 1. The Owner arranges for NCR to be raised & the complaint is progressed from 5 onwards
6. Resolution of issue
- a. For service complaints where the root cause is known or we have no quantifiable specification:
 - i. The Owner feeds back to the customer & requests the Quality team to raise a Change Request to resolve.
 - ii. On completion of Change Request, the Owner feeds back the corrective action taken to Customer
 - b. For service complaints where the root cause is unknown:
 - i. The Owner feeds back to customer & raises A3 / Green Belt CI project to resolve (see QP0057)
 - ii. On completion of A3 / Green Belt, the Owner feeds back the action taken to the Customer
 - c. For service complaints where the root cause is known:
 - i. Complaint Owner feeds back the results of the investigation to the customer
 - ii. An NCR is raised & progressed to resolve the issue (see QP0017)
 - iii. On completion of NCR, the Complaint Owner feeds back corrective action taken to Customer
 - d. For service complaints where the root cause is unknown:

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- i. Complaint Owner feeds back the results of the investigation to the customer
 - ii. The complaints is tackled using the 8D process (see QP0017)
 - iii. On completion of 8D, the Owner records source of issue & feeds back corrective action to Customer
- e. If insufficient information exists to progress with the investigation or no fault is found when the investigation completes or the issue is clearly not RP liability:
- i. The Owner feeds back to customer, resolves as appropriate & records any actions taken
7. Following resolution, feedback is requested from the customer to gauge their satisfaction regarding our response & effectiveness at resolving the issue (unless deemed detrimental to customer relationship)
- a. The Owner records the feedback & closes the complaint
 - b. If no feedback was received after 10 working days (or wasn't requested), the Owner completes the feedback on behalf of the customer & notes this before closing the complaint

PROCESS MEASURES

Type	Measure	Target
Status	No. of open complaints*	-
Status	No. of open complaints RP liability & not pending return or customer	< 15

*for monitoring purposes only (no target)

MANAGEMENT OF THE PROCESS

Complaints are reviewed at a weekly meeting to prioritise their progression as expediently as possible. Complaint owners can set the status of each complaint based on criteria below:

Status	Target
Green	Planned actions defined & complaint is progressing to plan - people are engaged
Amber	Actions are present but we're off plan. Countermeasures are in place & people are engaged
Red	Complaint is off target and / or actions are not present and / or people are not engaged in progressing it

N.B. If we are awaiting information / feedback from the customer "Awaiting Customer" is selected to reflect this. If legitimate reasons exist to prevent the issue being progressed the complaint is placed "on hold".

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The number of open customer complaints is reviewed monthly throughout the organisation via the Group Report Pack. The overall performance of the system is reviewed quarterly at the Quality Management Review Meetings.