



Customer Feedback Framework Evaluation Report

CSC and GMS Business Diagnostic Review
(*March 2015*)



Litmus *group*
◆ Cordence Worldwide

Executive Summary

WorkCover engaged Litmus Group (Litmus) to conduct a **business review** of the Customer Feedback Framework (CFF) and the effectiveness of its implementation to identify further opportunities to improve customer service and process efficiencies.

The following **key findings** have been identified as having a significant impact on the achievement of the intended outcomes of the CFF:

- The CFF which had been originally developed for the Customer Service Centre (CSC) is a comprehensive framework for improving customer handling processes. The framework would provide improved outcomes with addressing the right use of tools & technology to support operations
- The CFF implementation activities were adequate for CSC but a number of outcomes are yet to be achieved to reap the benefits from the CFF across SRWS
- The SRWS Evaluation Framework provides a complete framework for ensuring programs of work achieve the expected benefits should the intended outcomes be appropriately defined

In order to further improve WorkCover's Customer Feedback Framework, the following **actions are recommended**:

- Re-align the CFF with SRWS' strategic objectives to improve customer centricity across the organisation
- Better use technology as an enabler to support and optimise existing operations
- Roll out the CFF across SRWS supported by adequate change management activities to maximise adoption

These recommendations will assist SRWS in realising its mission of becoming a recognised leader in complaints handling and restoring trust in the state and local government.

Post Publication Note (as at 22 April 2016):

In mid-2015, following completion of this report, the SRWS entity was broken up into three separate entities: SafeWork NSW, State Insurance Regulatory Authority (SIRA), and Insurance & Care NSW (iCare).

SafeWork and SIRA became part of a new division within the Department of Finance, Services, and Innovation (DFSI), with iCare remaining separate to DFSI.

Note that the recommendations of this report are being reviewed in light of these significant structural changes.

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1. Overall Project Overview

WorkCover engaged Litmus Group (Litmus) to conduct a business review of the implementation of the Customer Feedback Framework (CFF) and the effectiveness of its implementation to identify further opportunities to improve customer services and process efficiencies.

Background and Purpose

In 2013, WorkCover NSW established a CFF which resulted in a realignment of its Customer Service Centre (CSC) and Government and Ministerial Services (GMS) business units.

The purpose of this business review is to:

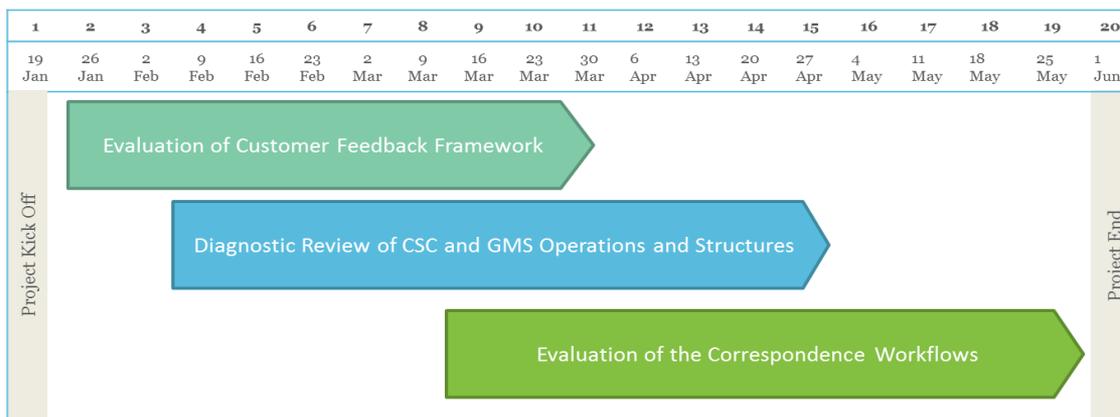
1. Evaluate the achievement of intended outcomes of the Customer Feedback Framework
2. Evaluate the effectiveness of the realigned operating structures
3. Identify any gaps or duplication in operations, workflows and processes, and any further changes required to ensure provision of high quality and efficient services
4. Identify any technological enhancements or alternative systems to support identified improvements

Objectives

The expected objectives of this review are to provide:

- An understanding of the extent of the Customer Feedback Framework implementation
- A clear view of the effectiveness of the realignment
- Highlight areas for further improvement
- Ensure alignment of WorkCover to its goal of being a best practice customer-centric organisation

The work plan is split into three streams



2. Purpose & Approach

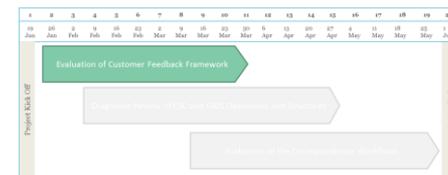
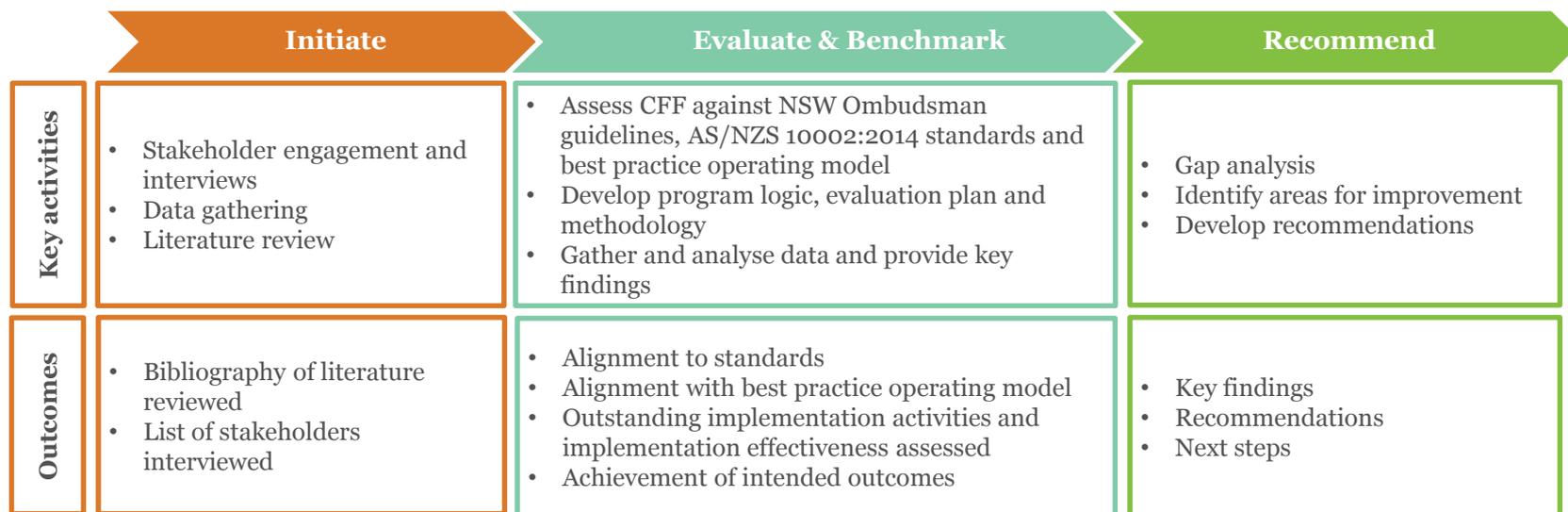
Purpose

The purpose of this report is to:

- Assess the framework against best practice operating models to identify potential gaps and areas for improvement in the framework (section 4)
- Outline the assessment of the implementation of the CFF to evaluate its effectiveness in achieving the intended outcomes (section 5)
- Evaluate SRWS' evaluation framework to improve further program delivery and achievement of outcomes (section 6)
- Present the proposed recommendations to ensure SRWS positions itself as a leader in complaints handling for years to come

Approach

The review was approached in three phases as follows:



3. Customer Feedback Framework Overview

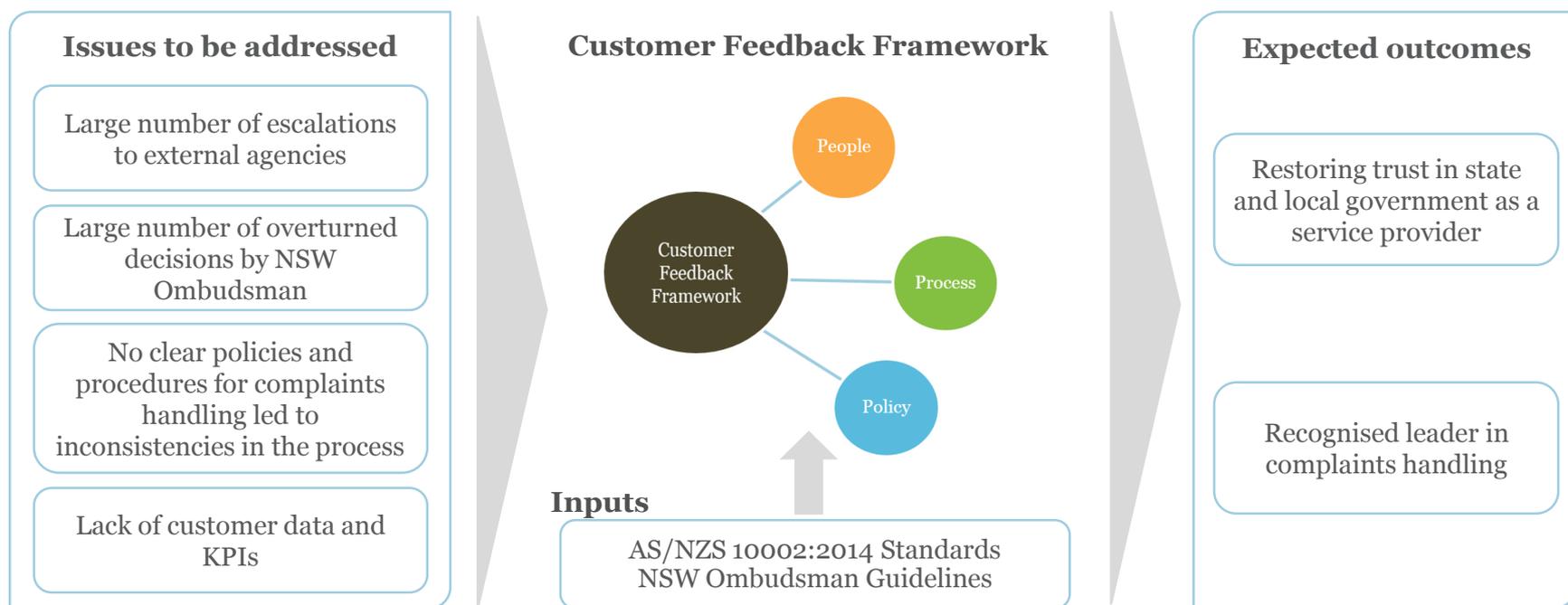
This section outlines the understanding of the Review Team on:

1. The genesis of the Customer Feedback Framework
2. A visual representation of the high level model used to develop the Customer Feedback Framework
3. The intended outcomes to be achieved in implementing the Customer Feedback Framework

3. Customer Feedback Framework Overview

3.1 Genesis

The schematic below provides a brief overview of the establishment of the Customer Feedback Framework. Multiple factors as described below pointed to gaps in the operational processes within the CSC. This led to the development of the Customer Feedback Framework, which aimed to streamline processes and provide a model for the operations of the CSC to better align to SRWS' vision of restoring trust in the government as a service provider, and facilitate CSC as a leader in complaints handling.



The Customer Feedback Framework was developed in accordance with the NSW Ombudsman guidelines and ISO standards to drive the achievement of SRWS' long term vision

3. Customer Feedback Framework Overview

3.2 High Level Model

The Customer Feedback Framework (CFF) incorporates the Customer Feedback Review Framework which addresses the People and Process components of the CFF and a number of documents that provides the principles of action to be adopted by the CFF's stakeholders.



- Skills / Capability/ Motivation
- Resource Planning
- Culture of Customer Centricity

- Three tier complaint handling matrix
- Monitoring Performance
- Continuous Improvement
- Agency Specific Handling Procedures
- Quality Assurance
- Procedure for Managing Threats of Suicide, Harm to Self, and Others

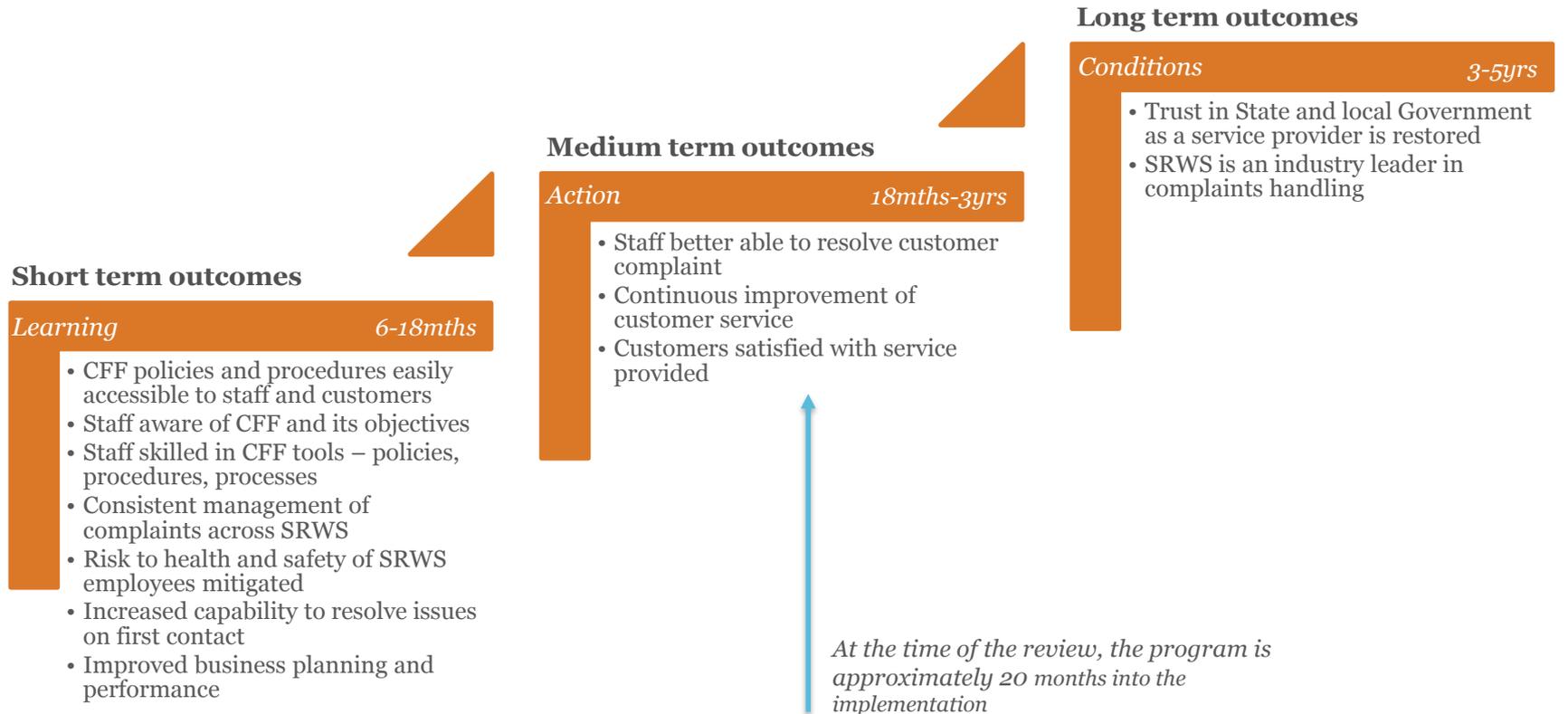
- SRWS Customer Service Charter
- Customer Feedback Policy
- SRWS Managing Complex Customer Behaviour Policy
- Code of Conducts and Ethics Policy

The Customer Feedback Framework describes the People, Process and Policy changes required to achieve the CFF outcomes

3. Customer Feedback Framework Overview

3.3 Intended Outcomes

Based on the analysis of the Customer Feedback Review Framework, the following outcomes are expected to be achieved through the implementation of the framework:



There is no clear documentation of the intended outcomes, the timeframes for their achievement and how their achievement is to be measured

4. Customer Feedback Framework Evaluation

This section outlines the outcomes of the analysis conducted to evaluate the Customer Feedback Framework (CFF) against similar frameworks in government and non government organisations.

This section outlines:

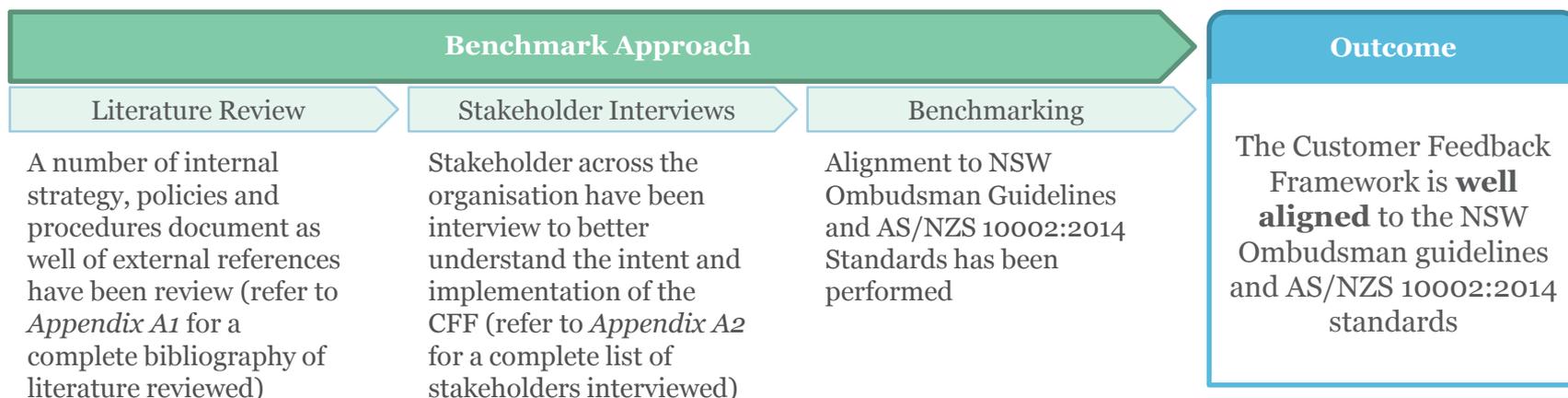
1. The alignment of the CFF to the NSW Ombudsman and AS/NZS 10002:2014 Guidelines
2. The alignment of the CFF to complaints handling industry best practice framework
3. Key findings
4. Recommendations

This section focuses on evaluating the content of the Customer Feedback Framework itself whereas the evaluation of implementation effectiveness is outlined in Section 5.

4. Customer Feedback Framework Evaluation

4.1 Alignment to NSW Ombudsman and AS/NZS 10002:2014 Standards

The Customer Feedback Framework was first evaluated against the guidelines of the NSW Ombudsman and the ISO standards for complaints handling (AS/NZS 10002:2014) to ensure that the framework adheres to the guidelines that were used to develop the framework.



Note:

Details of the benchmarking exercise are provided in *Appendices A6 and A7*.

The Customer Feedback Framework is well aligned to the NSW Ombudsman guidelines and AS/NZS 10002:2014 standards for complaints handling

4. Customer Feedback Framework Evaluation

4.2 Alignment to Best Practice

The Contact Centre Operating Model is a framework based on APQC standards for contact centres in both government and non-government organisations. This Operating Model is often used to define best practice operations of customer centres through the six different lenses.



The Contact Centre Operating Model
(detailed of the model is provided in *Appendix A8*)

Benefits of aligning to Best Practice:

- Promote an open and responsive complaints process
- Improve the organisation's ability to manage complaints in a systematic, consistent and responsive manner
- Enhance organisation's ability to identify trends and eliminate causes of complaints and improve overall operational effectiveness
- Promote a customer centric culture encouraging staff to improve skills in complaints management
- Provide basis for ongoing review and analysis
- Reduce likelihood of escalations and disputes
- Promote culture of knowledge sharing and continuous improvement
- Promote consistencies in operational processes

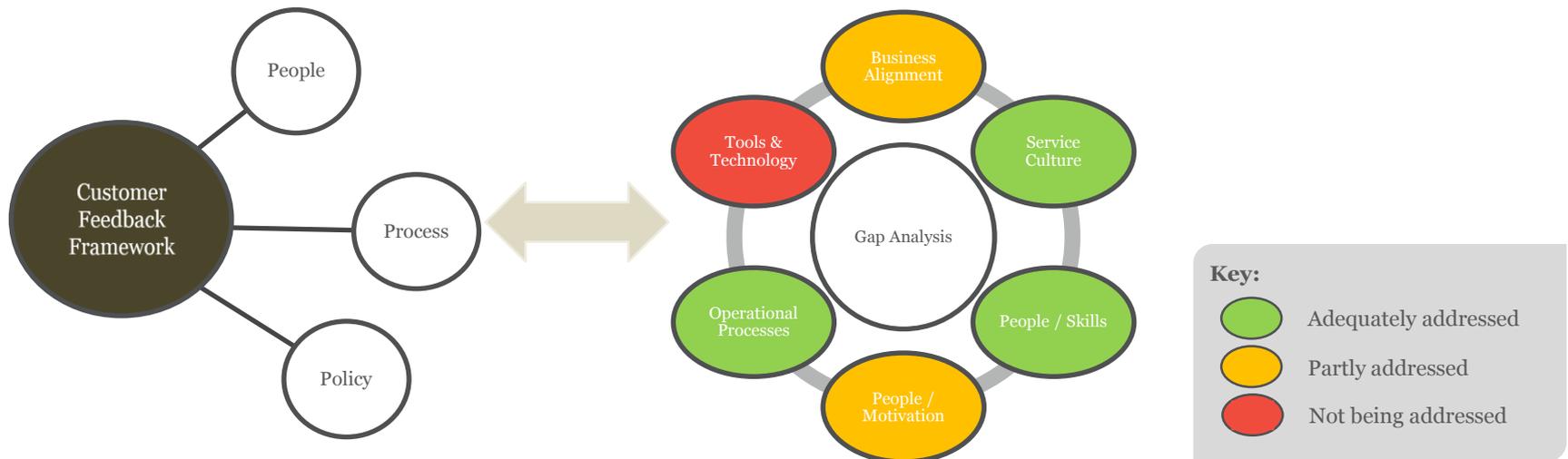
The Contact Centre Operating Model will provide SRWS a framework to identify opportunity to improve the CFF and its implementation in order to become a leader in complaints handling

4. Customer Feedback Framework Evaluation

4.2 Alignment to Best Practice

The Customer Feedback Framework was benchmarked against the Contact Centre Operating Model to determine the extent to which the framework addresses the various components of a best practice operating model.

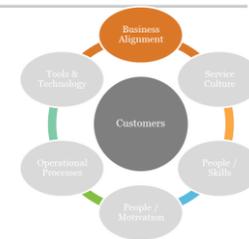
The schematic below outlines a high level overview of the alignment of the Customer Feedback Framework to the Contact Centre Operating Model.



Tools and technology is the major component of the Operating Model that is not addressed in the Customer Feedback Framework

4. Customer Feedback Framework Evaluation

4.3 Key Findings



Business Alignment

Industry best practice suggests that:

- Service/support functions must contribute to the organisation’s ability to achieve its stated goals;
- Mission, vision, values, objectives, goals and structure of the support function must be established to clearly and effectively support the business;
- A formal and documented service strategy helps to ensure agreement and understanding of the goals and objectives;
- A strategic alignment framework should be considered (i.e. supported by balanced scorecard).

Key Findings	Potential Impact / Risks
<ul style="list-style-type: none"> • Customer Feedback Framework is very closely intertwined with the goals and operations of the CSC <ul style="list-style-type: none"> • Goals and objectives articulated in the Customer Feedback Review Framework do not make a clear distinction between the goals and objectives of SRWS and the goals and objectives of the CSC • Lack of clarity of the framework <ul style="list-style-type: none"> • Lack of clear links between the messages, outcomes and success factors listed in the Customer Feedback Review Framework • Outcomes listed are not always specific, measurable, achievable, relevant and time bound • The Customer Feedback Review Framework is a combination of a framework and its implementation approach for CSC • “Framework” and “model” are used interchangeably to refer to the CFF • The name of the framework, “Customer Feedback Review Framework” is misleading as it indicates that the framework is for reviewing customer feedback and not that this is the framework for handling customer 	<ul style="list-style-type: none"> • Lack of buy-in from other business units because they may find the Customer Feedback Framework not applicable to their operations. • Difficult to evaluate the effectiveness of the framework in achieving the intended outcomes • Creates confusion and potential for misunderstanding or the intent, expected outcomes and how to achieve them

The lack of clarity may make the Customer Feedback Framework unsustainable in driving SRWS’ strategy

4. Customer Feedback Framework Evaluation

4.3 Key Findings



Tools & Technology

A best practice operating model incorporates the use of tools & technology to support processes, centralise customer information to enable a single view of the customer, remove duplications and assist in achieving established performance levels.

This can include the use of the appropriate infrastructure for complaints handling (e.g. telecommunications, data network, Automatic Call Distribution) as well as tools and systems for quality monitoring, call logging, customer and knowledge management, analysis and reporting.

Key Findings	Potential Impact / Risks
<ul style="list-style-type: none">• The framework does not define the technological and system architectures that need to be in place to support operations• The framework does not address the systems integration that need to be in place to ensure the organisation has a single view of the customer	<ul style="list-style-type: none">• KPIs and SLAs not being achieved due to the ineffective use of technology• Difficulties in capturing data to drive continuous business and customer service improvements• Lack of single view of customer due to segregated customer data• Cumbersome processes due to lack of system integration

Tools and technology are an important means of enhancing the business' operations to achieve its intended outcomes

4. Customer Feedback Framework Evaluation

4.3 Key Findings



People Skills and People Motivation

Central to a positive customer experience is the ability of complaints handling staff to resolve complaints received in a timely and professional manner. Leaders in complaints handling typically ensure:

- Staff are sufficiently skilled to deliver exceptional customer service by providing formal and informal training sessions;
- Staff understand the objectives, vision and mission of the organisation and the role they play in facilitating this; and
- Staff are motivated to perform their role by providing job variety, reward and recognition as well as career planning and development.

Key Findings	Potential Impact / Risks
<ul style="list-style-type: none"> • The CFF demonstrates a commitment to ensure that staff are not only capable of performing their roles adequately, but also feel safe and motivated to perform their role to the best of their abilities – this includes identifying abusive customers and customers at risk • Staff are provided with training prior to the implementation of the CFF to ensure they are aware of the objectives of the business changes that take effect • Staff motivation is addressed in the framework (for example empowering staff, satisfaction surveys). The use of additional levers such as rewards, recognition, job variety, and career planning and development can also improve staff motivation 	<ul style="list-style-type: none"> • Decrease in staff motivation can lead to deteriorating performance and higher turnover of staff

The Customer Feedback Framework recognises the need to ensure staff are sufficiently skilled and could include additional levers to improve people motivation

4. Customer Feedback Framework Evaluation

4.3 Key Findings



Operational Processes and Service Culture

A best practice operating model typically incorporates:

- Operational processes and supporting procedures that define the services that will be delivered;
- Service culture that will underpin how this service will be delivered including the establishment of service level agreements, customer satisfaction metrics, and a commitment to fostering a culture of customer centricity; and
- Quality assurance and analysis of common themes so that service provided can be continually improved.

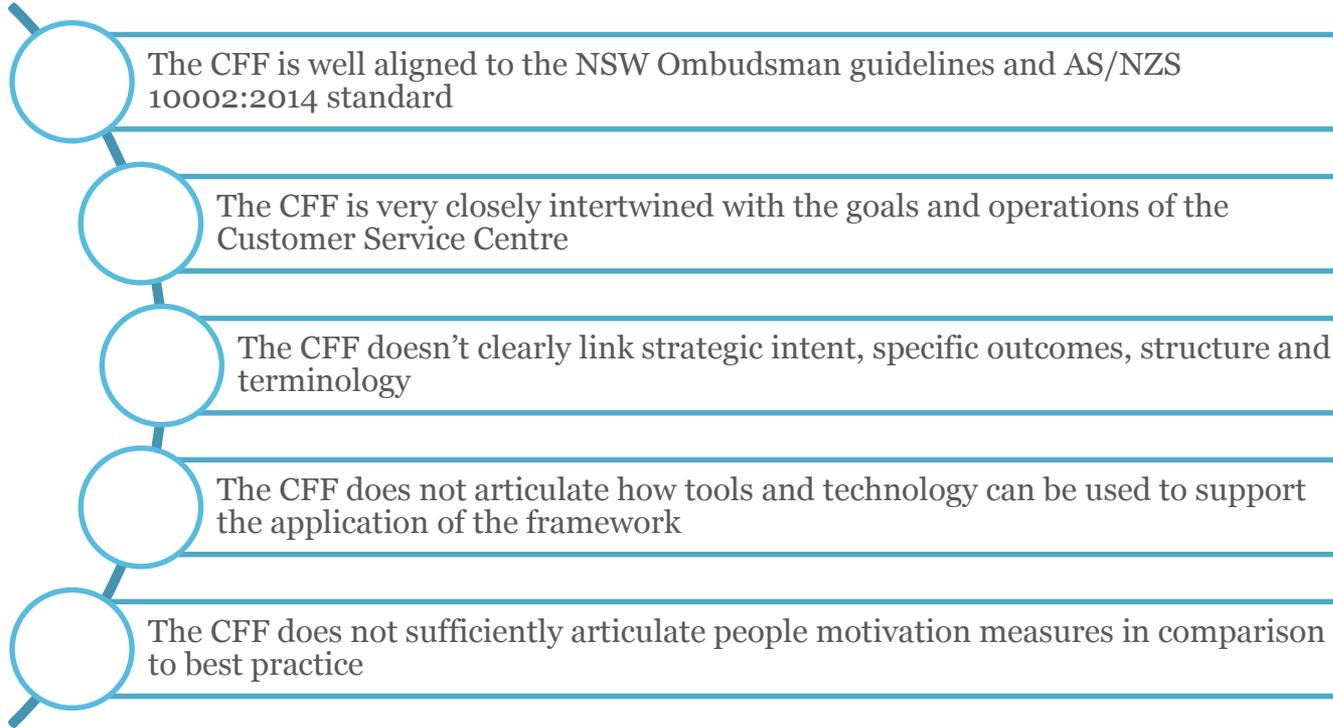
Key Findings	Potential Impact / Risks
<ul style="list-style-type: none"> • The CFF has been defined with the customer in mind to foster a culture of positive feedback • The framework provides high level processes for managing complaints received (e.g. three tier complaints handling matrix) and each Business Unit needs to develop their own detailed processes to facilitate this • The framework outlines procedures for managing and monitoring customer contact, provision of quality assurance and analysis of common themes, so that staff are able to maximise first contact resolution 	<ul style="list-style-type: none"> • No major risks identified

The Customer Feedback Framework is consistent with leaders in the industry with regard to operational processes and service culture

4. Customer Feedback Framework Evaluation

4.3 Key Findings

The summary of key findings of the evaluation of the CFF are:



The following section outlines recommendations to address the gaps summarised above, in order for the Customer Feedback Framework to better facilitate SRWS' achievement of customer centricity and restoring trust in the NSW government.

The foundations of the Customer Feedback Framework are solid and by addressing the identified gaps, SRWS will be well aligned to become a leader in complaints handling

4. Customer Feedback Framework Evaluation

4.4 Recommendations

The following recommendations address the key findings identified previously for Business Alignment, Tools & Technology and People Motivation.

		Benefits to SRWS
Business Alignment	<p>Realign the Customer Feedback Framework to SRWS</p> <ul style="list-style-type: none">• Create a master document for the framework which is aligned to the goals and objectives of SRWS and not only to the goals and operations of CSC• Re-define the goals and objectives for the Customer Feedback Framework and provide specific, measureable, achievable, relevant and time bound outcomes• Use consistent language and terminology throughout the document	<ul style="list-style-type: none">• Prevents confusion and allows for ease of understanding• The framework will be relevant to all SRWS business units enabling ease of adoption• Align all SRWS business units to the achievement of SRWS' goals and objectives• Single view of customer• Improved customer insights• Faster operations• Improved customer service
Tools & Technology	<p>The framework needs to define how tools and technology will support the achievement of the framework's intended outcomes</p> <ul style="list-style-type: none">• Define the key principles for the use of technology, ensuring the solution aligns with business and IT strategies• Investigate synergies between systems used across the various SRWS agencies to capture customer data, provide reporting and analysis, manage workflows and monitor quality• Define the tools and technological enhancements to improve reporting and better provide analytical insights• Develop detailed application and system architectures to identify opportunities to streamline workflows, remove duplication and automate process activity and provide consistent view of customer across the organisation	
People Motivation	<p>Ensure the framework adequately addresses all aspects of staff motivation</p> <ul style="list-style-type: none">• Define adequate rewards and recognition initiatives in alignment with government standards• Define measures and initiatives that will be used to provide job variety and career planning to staff	

A clearly articulated framework will facilitate easier adoption across SRWS

5. Evaluation of CFF Implementation

This section outlines the post-implementation review of the Customer Feedback Framework to determine the intended outcomes, their expected timeframes and how their achievement would be measured. The extent to which the desired outcomes were achieved in CSC and SRWS was then evaluated.

This section outlines:

1. An implementation summary
2. Evaluation of the short and medium term intended outcomes
3. Key findings
4. Recommendations

5. Evaluation of CFF Implementation

5.1 Implementation Summary

Before any outcomes can be achieved, certain activities have to be implemented where implementation typically entails communication to raise awareness, training in new tools and change and business readiness to drive acceptance.

The table below summarises the extent of the Customer Feedback Framework implementation. A detailed analysis is provided in *Appendix A5*.

Process Evaluation Question	Measure / Success Factor	Status	Comments
Were the implementation activities adequate and appropriate?	<ul style="list-style-type: none"> 100% of the framework's stakeholders identified 		<p>Implementation activities for CSC were adequate with staff adopting the CFF:</p> <ul style="list-style-type: none"> Implementation activities included communication, training and change and business readiness assessments Training activities adequately prepared staff to apply the framework, its policies, processes and procedures to customers <p>Implementation activities for GMS were not adequate with staff not seeing the relevance of CFF to their business unit, except for their interaction with the Customer Care Hub</p> <ul style="list-style-type: none"> Implementation activities included communication only GMS was only identified as a stakeholder later in the implementation
Were the implementation activities adequate and appropriate?	<ul style="list-style-type: none"> WCA complaints framework implemented 100% escalation process is clearly documented and communicated to stakeholders 		<ul style="list-style-type: none"> All the planned activities described in the framework have been implemented

Change and business readiness activities need to take into consideration all stakeholders affected by the change

5. Evaluation of CFF Implementation

5.2 Evaluation of Intended Outcomes

The intended outcomes of the Customer Feedback Framework were evaluated against success factors listed in the framework. A detailed analysis is provided in *Appendix A5*.



Short term outcome	Indicator	Measure / Success Factor	Comments
CFF policies and procedures easily accessible to staff and customers		No success factor was identified in CFF	<ul style="list-style-type: none"> Although staff know where to locate CFF policies and procedures, current webpage restructure means these are not easily accessible to customers. Once the restructure is complete, this will need to be tested
Staff aware of CFF and its objectives		No success factor was identified in CFF	<ul style="list-style-type: none"> Staff have been made well aware of the Customer Feedback Framework and its objectives
Staff skilled in the tools, policies and procedures of the CFF		50% increase in staff identifying they have the tools required to enable them to do their job	<ul style="list-style-type: none"> CSC staff are well skilled in the tools, policies and procedures of CFF and have indicated that these have enabled them to better manage customers, especially those with difficult behaviour However, the lack of interface between databases used to capture customer information by the various business units as well as no direct emailing capability from customer data capture system affects work efficiencies and does not allow for a single view of customer in the organisation
Customer complaints consistently managed across SRWS	 	No success factor was identified in CFF	<ul style="list-style-type: none"> Customer complaints are being consistently managed in CSC The Customer Feedback Framework still needs to be rolled out across the rest of SRWS agencies

5. Evaluation of CFF Implementation

5.2 Evaluation of Intended Outcomes



Short term outcome	Indicator	Measure / Success Factor	Comments
Risk to health and safety of SRWS employees mitigated	 CSC	50% increase in staff identifying feeling supported	<ul style="list-style-type: none"> The implementation of policies and procedures for managing difficult customer behaviour and customers at risk has enabled staff to better manage these customers and has reduced their stress All staff surveyed indicated they felt safe and supported (survey questions can be found in Appendix A4)
	 SRWS	Internal communication has been issued re: debriefing and support process and 100% of managers have familiarised this with their staff	
Increased capability to resolve issues on first contact		Improved efficiencies (hand offs) Capability Framework is operational	<ul style="list-style-type: none"> It was not possible to evaluate improvement in complaints hand offs as there is no baseline data available, however, currently 89% of complaints are resolved on first contact Capability Framework is operational, with skills gaps identified and training plans in place

5. Evaluation of CFF Implementation

5.2 Evaluation of Intended Outcomes



Short term outcome	Indicator	Measure / Success Factor	Comments
Improved business planning and performance	 CSC	Standard report scorecard enabled and utilised across WC	<ul style="list-style-type: none">Consumer data collection in CSC has been established and is reported on monthly. The reporting is still being refined as to which data should be collected and reported based on feedback from SRWS executivesSRWS receives standard scorecard reports from WC, DDB, LTCA and MAA but some of these are still under development as KPIs are being established
	 SRWS	80% increase in data collection across all SRWS customer contact points Consolidated and consistent reporting available across all SRWS customer contact points	

5. Evaluation of CFF Implementation

5.2 Evaluation of Intended Outcomes



Medium term outcome	Indicator	Measure / Success Factor	Comments
Staff are better able to resolve customer complaints		80% increase in staff who indicate that the project's business improvements have enabled them to better perform their role	<ul style="list-style-type: none"> Currently, 53% of staff surveyed indicated they are able to provide better customer service and over 90% know the complaints process and are able to provide accurate information to customers. Since no baseline data is available it is not possible to determine the improvement due to the implementation of CFF
Continuous improvement of customer service		Improved brand image (recognised as delivering best practice for customer service) Customer Service establishment of Committee Review group SRWS registered with SOCAP and aligned with relevant standards	<ul style="list-style-type: none"> Since the implementation of CFF, a community of practice has been established whose function is to provide governance for CFF products, i.e. policies, processes and procedures, however, there is no benefits realisation plan in place to track the achievement of intended outcomes WCA is registered with SOCAP and CFF is well aligned with NSW Ombudsman and other relevant Australian complaints handling standards NSW Ombudsman's satisfaction with customer service provided still needs to be determined and data regarding number of complaints received by the Ombudsman still needs to be collected
Customers satisfied with service		No success factor was identified in CFF	<ul style="list-style-type: none"> Customer satisfaction measures are still in the process of being established

5. Evaluation of CFF Implementation

5.3 Key Findings

The summary of key findings of the evaluation of the CFF Implementation are:

- All the planned activities have been implemented
- Implementation activities were adequate and appropriate for CSC with full adoption of the CFF
- Implementation activities were not adequate for other business units, with these units not seeing the relevance of CFF to their unit

Outcomes achieved

- CFF policies and procedures easily accessible to WorkCover staff
- WorkCover staff aware of CFF and its objectives
- Staff skilled in the tools, policies and procedures of the CFF (CSC staff only)
- Customer complaints consistently managed in CSC
- Risk to health and safety of WorkCover employees mitigated
- Increased capability to resolve issues on first contact

Outcomes not yet completed

- Improved business planning and performance
- Continuous improvement of customer service

Outcomes to be achieved

- CFF policies and procedures are easily accessible to customers
- Staff skilled in the tools, policies and procedures of the CFF (non-CSC staff)
- Staff have the tools required to enable them to do their job
- Customer complaints consistently managed across SRWS
- Risk to health and safety of SRWS employees mitigated

Note: The impact of the CFF on the organisational structure is analysed in Report 2

WorkCover is on track to achieve the intended outcomes

5. Evaluation of CFF Implementation

5.4 Recommendations

The following recommendations should be implemented to ensure all intended outcomes are achieved.

Recommendations	Benefits to SRWS
<ul style="list-style-type: none">• Implement technology improvements to enable staff to do their job efficiently:<ul style="list-style-type: none">• Ability to email directly from system used to capture customer data• Interface the various systems used to capture customer data• Roll out the Customer Feedback Framework to the rest of SRWS to drive its strategy of becoming a customer-centric organisation<ul style="list-style-type: none">• Each business unit needs to develop its own unique procedures to support the Customer Feedback Policy• Ensure adequate implementation activities (e.g. change and business readiness assessment, communications and training) accompany the roll out• Identify the right customer metrics that will provide the right insight in driving the strategy of SRWS• Finalise customer satisfaction measures and establish regular review of customer satisfaction<ul style="list-style-type: none">• Continue to assess NSW Ombudsman's satisfaction with service provided to customers• Assess the Minister's Office' satisfaction with service provided to customers• Finalise the restructure of the website to enable customers to access CFF policies and procedures	<ul style="list-style-type: none">• Alignment to best practice• Work efficiencies gained• Single view of customer• Alignment of all business units to the goals and objectives of SRWS• Consistent management of customer complaints across SRWS• Risk to health and safety of SRWS employees is mitigated• Improved adoption of the initiative• Improved business planning and performance• Continuous improvement of customer service• Compliance to NSW Ombudsman guidelines and ISO Standards

Addressing the recommendations will facilitate the achievement of all intended outcomes

6. Program Evaluation Review

The SRWS Program Evaluation Framework which comprises a Program Logic, Evaluation Plan and Evaluation Policy has been designed in accordance with NSW Government Evaluation Framework guidelines and was used to perform the evaluation of the CFF outlined in Section 5.

Note: The Program Evaluation Framework was established only after the implementation of the CFF and therefore could not be used to provide input into the implementation of the CFF.

This section outlines:

1. Key findings
2. Recommendations

6. Program Evaluation Review

6.1 Key findings

The key findings provided below summarise the review of the Program Evaluation Framework as well as its application to the evaluation of the CFF Implementation:

1. Review of the Program Evaluation Framework

- The Evaluation Framework provides comprehensive guidelines to program evaluations
 - The 7 steps of program evaluation are adequate in ensuring a program can be evaluated appropriately
 - It recognises that the evaluations should be built into program design with evaluation planning done prior to program implementation
- Training in the use of Evaluation Logic and Evaluation Plan is provided to all staff who are required to use it
- The framework does not provide guidance for defining outcomes such that their achievement can be evaluated
- The Evaluation Plan document in its pdf form does not allow for changes and updates to be easily made

2. Application of the Program Evaluation Framework

- There was a lack of a clearly defined business case outlining the project benefits and an associated benefits realisation plan
- There was a lack of baseline data

The SRWS Evaluation Framework is a comprehensive framework for program evaluation. The inability to effectively evaluate outcomes results from unclear definition of the expected outcomes

6. Program Evaluation Review

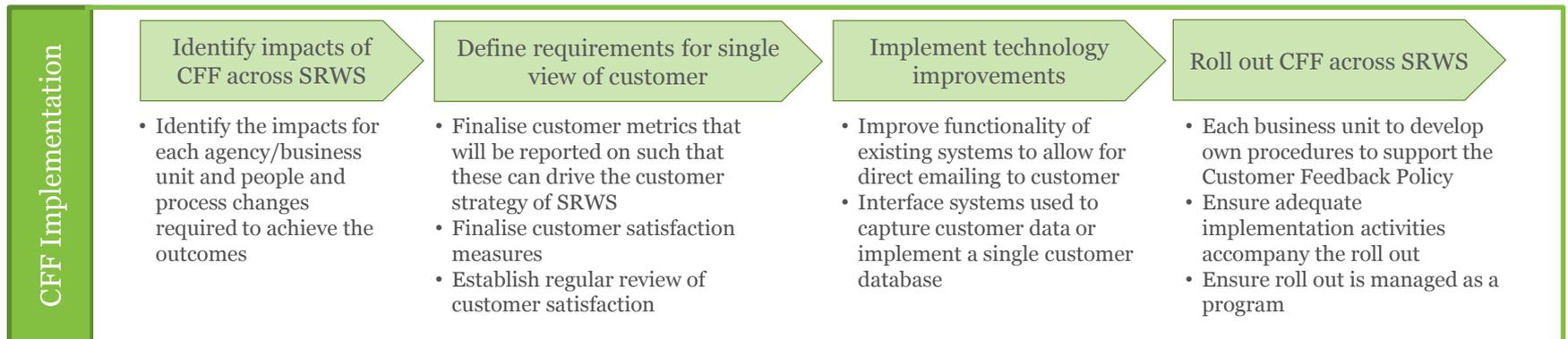
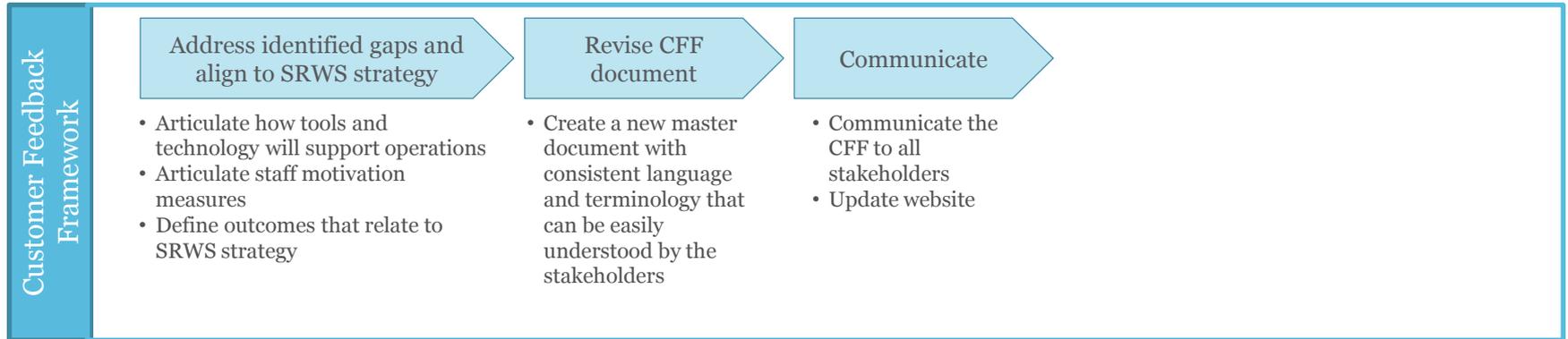
6.2 Recommendations

The following recommendations address the key findings identified previously for the Program Evaluation Review

Recommendations	Benefits to SRWS
<p><u>Review of the Program Evaluation Framework</u></p> <ul style="list-style-type: none">• Evaluation Guideline and Toolkit should include guidance for setting outcomes<ul style="list-style-type: none">• Outcomes need to be SMART, i.e. specific, measurable, achievable, relevant and time bound• Evaluation Plan document should be updated to allow for changes to be made easily, making it more user friendly <p><u>Application of the Program Evaluation Framework</u></p> <ul style="list-style-type: none">• All new initiatives should be managed as a project / program with clearly defined Business Case, outlining the project benefits and a plan of how and when these are expected to be achieved• Baseline data needs to be collected prior to implementation• Each initiative needs to be reviewed on a regular basis to ensure benefits (outcomes) are properly identified, quantified, tracked and adequate business processes are in place to ensure realisation of benefits	<ul style="list-style-type: none">• Ensure SRWS realises the expected return from their investment

7. Proposed Next Steps

Adoption of these recommended next steps will enable the Customer Feedback Framework to be successfully adopted across SRWS and ensure the achievement of SRWS' goal of becoming a leader in complaints handling.



8. Appendices

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Appendix A1– Bibliography of Literature Reviewed

The following documents have been considered as part of this review:

- Customer Feedback Review Framework and Approach (Tab D in the RFX)
- SRWS Customer Service Contact Framework v0.9 – 28.02.13
- Customer Service Centre Strategic Plan – Final 29.10.14
- SRWS Customer Feedback Policy – v2 31.07.14
- Customer Care Procedure Manual v4 – Final 11.12.14
- Ombudsman NSW guidelines – Complaint Handling & Better Service and Communications
- AS/NZS 10002:2014 – Guidelines for complaints management in organisations
- Contact Centre Operating Model
- Generalist Scheme Agent Deed – Schedule 1 (Code of Conduct and Customer Engagement)
- SRWS Evaluation Policy
- SRWS Evaluation Guideline and Toolkit, 2014-18
- SRWS Evaluation Plan
- SRWS Program Logic Template
- SRWS Managing Complex Customer Behaviour Policy
- SRWS Code of Conducts and Ethics Policy
- Customer Feedback Framework: Communications and Engagement Plan - 21.08.13
- NSW Government Evaluation Framework August 2013

Note: All documentation relating to Customer Feedback Framework has been made available and these are the final and most up to date versions

Appendix A2– List of Stakeholders Interviewed

Name	Role	Department
Tina Dougherty	Director	CSC
Craig McBride	Senior Manager, Customer Experience	CSC
Melayne Williamson	Manager, Quality Assurance	CSC
Marina Melnikoff	Manager, Plan Performance & Research	Analysis, Strategy & Innovation
Indira De Silva	Coordinator, Analysis Strategy & Innovation	Analysis, Strategy & Innovation
Natalia Reed	Manager, Resource Plan & Service Level Management	CSC
Renee Burkinshaw	Human Resources Business Partner	People & Culture
Chris Merry	Manager, Resource Planning & Service Level Management	CSC
Liz Roberts	Manager, Customer Service	CSC
Various stakeholders – anonymous	Varied	Contact Centre, Customer Care Hub and GMS

Appendix A3– Customer Survey Questions

The following questions were included as part of the CSC’s customer survey which was sent out in February 2015.

The results of these surveys are still pending as of the finalisation of this report.

#	Customer Survey Questions
1	Are you able to access policies, procedures and forms with ease?
2	Do you know where to find these?
3	Do you know how to submit feedback/complaint?
4	Do you understand the complaints process?
5	Are you confident that your feedback/complain will receive a response within the stipulated timeframe?
6	Are your complaints resolved within the stipulated timeframes?
7	Do you feel that the staff are professional and respectful?
8	Do you feel that the staff are knowledgeable and able to provide appropriate advice?
9	Do you feel that the service provided is valuable?

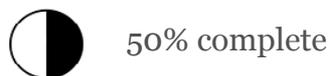
Appendix A4– Staff Survey Questions

Lack of baseline data as outlined in Section 6 led to challenges in the evaluation of achievement of intended outcomes. The following questions were developed by the review team. A number of staff from CSC were surveyed to obtain a better understanding of the achievement of intended outcomes of the CFF implementation.

#	Staff Survey Questions
1	Did you receive communication regarding the new CFF?
2	Do you understand why the CFF was implemented and what it was aiming to achieve?
3	Did you receive the CFF Toolkit and were you trained in how to use it?
4	Do you know where to locate policies and procedures relating to CFF?
5	Did you receive training in complaints management?
	Did the training enable you to:
6	Understand the complaints process?
7	Know your roles and responsibilities in this process?
8	Know when to escalate a complaint?
9	Know how to escalate a complaint?
10	Better identify customers at risk?
11	Better manage customers at risk?
12	Better manage customers with abusive behaviour?
13	Provide accurate and informative advice to customers?
	As a result, do you feel
14	More supported in your role?
15	Able to provide better service to customers?
16	More motivated and engaged at work?
17	Safer at work?
18	Do you know what KPIs you are working towards?
19	Do you feel the complaints process is clear and easy to understand?
20	Do you know the roles and responsibilities for each escalation level?

Appendix A5: Evaluation of CFF Implementation

The following indicators have been used to evaluate the completion of activities and achievement of intended outcomes of the Customer Feedback Framework:



Appendix A5: Evaluation of CFF Implementation

Evaluation of Implementation Activities

Process Evaluation Question	Indicator	Measure / Success Factor	Comments
Were the implementation activities adequate and appropriate?		100% of the framework's stakeholders identified	<ul style="list-style-type: none"> Stakeholders have been identified and engaged via various channels, including email communications, coffee clinics, workshops and training. GMS was identified later in the implementation 93% of staff surveyed understand why the Customer Feedback Framework was implemented and its objectives Staff in CSC were trained in CFF, its policies, procedures and processes and 93% of staff surveyed understand the complaints process, their roles and responsibilities and when and how to escalate a complaint 27% staff interviewed indicated they did not receive training in complaints management GMS staff did not receive any training Change Readiness and Business Readiness Assessment was done only for CSC
Have the planned activities been implemented?		<p>WCA complaints framework implemented</p> <p>100% escalation process is clearly documented and communicated to stakeholders</p>	<p>All the planned activities, have been implemented and are now operational;</p> <ul style="list-style-type: none"> CFF and its supporting policies, processes and procedures have been established, documented, communicated and trained on CFF processes have been standardised, communicated and trained on Roles, responsibilities and accountability for managing customer complaints established and communicated Standardised customer data and reporting established SLA's have been established and implemented KPIs have been established and implemented CFF Review has been established CFF aligned to NSW Ombudsman guidelines and AS/NZS 10002:2014 Complaint Handling Standards

Appendix A5: Evaluation of CFF Implementation

Evaluation of Intended Outcomes

Short term outcome	Measure / Success Factor	Comments
CFF policies and procedures easily accessible to staff and customers	No success factor was identified in CFF	<ul style="list-style-type: none"> All staff surveyed know where to locate policies and procedures on the local intranet and S drive Current webpage restructure has resulted in documents not being easily accessible to customers Awaiting customer survey results
Staff aware of CFF and its objectives	No success factor was identified in CFF	<ul style="list-style-type: none"> 93% of staff surveyed have received communication regarding CFF and understand why it was being implemented and what it is aiming to achieve
Staff skilled in the tools, policies and procedures of the CFF	50% increase in staff identifying they have the tools required to enable them to do their job	<ul style="list-style-type: none"> 80% of staff surveyed indicated they were trained in CFF and its tools (policies, processes and procedures) 73% of staff surveyed indicated they received training in complaints management INFRA does not allow directing emailing to customers. This needs to be done through generic email in outlook, which impacts work efficiencies The lack of interface between the different IT systems used to capture customer data by the various business units involved in Customer Service (e.g. Customer Call Centre, Customer Care Hub) affects work efficiencies and hinders single view of customer
Customer complaints consistently managed across SRWS	No success factor was identified in CFF	<ul style="list-style-type: none"> CFF not rolled out across all SRWS agencies yet At WC, customer complaints are managed according to the customer handling matrix, with supporting CFF policies and procedures

Appendix A5: Evaluation of CFF Implementation

Evaluation of Intended Outcomes

Short term outcome	Measure / Success Factor	Comments
Risk to health and safety of SRWS employees mitigated	50% increase in staff identifying feeling supported	<ul style="list-style-type: none"> • CFF not yet rolled out across all SRWS agencies • All staff surveyed indicated they felt safe and supported, however: <ul style="list-style-type: none"> • Only 27% felt safer than before the implementation; and • Only 33% felt more supported • Staff feel the processes and policies put in place have enabled them to better manage customers at risk and with abusive behaviour: <ul style="list-style-type: none"> • 33% improvement in identifying customers at risk, • 58% improvement in ability to manage customers at risk, • 67% improvement in ability to manage customers with abusive behaviour.
Increased capability to resolve issues on first contact	Improved efficiencies (hand offs)	<ul style="list-style-type: none"> • 89% of complaints are currently resolved on first contact. This is above set target of 85. There is no data available on first contact resolution prior to the implementation of CFF
	Capability Framework is operational	<ul style="list-style-type: none"> • Capability gaps for all newly created roles in CSC were identified and incorporated into staff's personal development plans and training was provided to close capability gaps • Once capability is developed within CSC, skills will be transferred to GMS to facilitate upskilling. One such example is the quality assurance function

Appendix A5: Evaluation of CFF Implementation

Evaluation of Intended Outcomes

Short term outcome	Measure / Success Factor	Comments
Improved business planning and performance	Standard report scorecard enabled and utilised across WC	<ul style="list-style-type: none"> Standard report scorecard established for CSC in WC with monthly reporting
	80% increase in data collection across all SRWS customer contact points	<ul style="list-style-type: none"> Prior to CFF implementation, data collection was limited Standard customer data collection has been established and is used for regular reporting to SRWS board of executives Regular feedback from the SRWS board of executives regarding type of customer data required is used to refine the data collected SRWS has no visibility of data collected by other agencies
	Consolidated and consistent reporting available across all SRWS customer contact points	<ul style="list-style-type: none"> SRWS receives standard scorecard reports from WC, DDB, LTCA and MAA Some of these reports are still under development as KPIs are being established

Appendix A5: Evaluation of CFF Implementation

Evaluation of Intended Outcomes

Medium term outcome	Measure / Success Factor	Comments
Staff are better able to resolve customer complaints	80% increase in staff who indicate that the project's business improvements have enabled them to better perform their role	<ul style="list-style-type: none"> • 53% of staff surveyed indicated they are able to provide better customer service since the implementation of the CFF • 93% of staff surveyed know their roles and responsibilities • 93% of staff surveyed understand the complaints process and know when to escalate a complaint • 100% of staff indicated they know how to escalate a complaint • 100% of staff indicated they are able to provide accurate and informative advice as a result of the CFF implementation
Continuous improvement of customer service	Improved brand image – recognised as delivering best practice for customer service	<ul style="list-style-type: none"> • During 2014, there were only 5 adverse decisions received regarding GIPA • Measures still need to be put in place to determine number of complaints received by externals that were handled by CSC
	Customer Service Committee Review group operational	<ul style="list-style-type: none"> • Community of Practice established. It meets quarterly to provide governance for CFF products – policies and processes • There is no benefits realisation plan in place and no regular review of achievement of outcomes
	SRWS registered with SOCAP and aligned with relevant standards	<ul style="list-style-type: none"> • WCA is registered with SOCAP • CFF aligned with NSW Ombudsman guidelines and AS/NSZ 10002:2014 Complaints Handling Standards
Customers satisfied with service	No success factor was identified in CFF	<ul style="list-style-type: none"> • Awaiting Customer satisfaction survey results • NPS recently established, awaiting results

Appendix A6: Alignment to NSW Ombudsman Guidelines

High Level View

Our findings suggest that the Customer Feedback Framework is **well aligned** to the NSW Ombudsman Guidelines “Complaint handling toolkit for community service organisations”

- The distinction between policy and procedure was clearly made, with both the SRWS Customer Feedback Policy and Customer Care Procedures Manual being made available and accessible for training sessions
- The alignment is summarised at a high level in the table below:

Ombudsman Guidelines	Framework	Comments
1. Overarching guidelines	Aligned	The CFF addressed all the principles and requirements of the overarching guidelines
2. Three tiered complaints handling system	Aligned	L1, L2 and L3 tiers (as well as triage point) are clearly defined in the CFF in the Customer Feedback Model
3. Avenues of review	Aligned	SRWS Customer Feedback Policy clearly outlines L2 (by a more senior person) and external agency escalations in the event the complainant is dissatisfied with the outcome of a lower level complaint
4. Communications requirement	Aligned	Customer Care Procedures Manual clearly sets out the requirements of the customer handling agent to communicate the unbiased and equitable nature of the process
5. Fairness and equity requirement	Aligned	Policy clearly articulates a company-wide commitment to an equitable, unbiased and objective complaints handling process and adhering to individual requests for privacy and confidentiality
6. Staff training	Aligned	Framework clearly defines a need to ensure staff training is attended to
7. Procedures	Aligned	

Appendix A6: Alignment to NSW Ombudsman Guidelines

Detailed Breakdown

Ombudsman Guideline	Alignment	Comments
1. Overarching Guidelines		
Does the framework incorporate all the important principles required by CS-CRAMA and other relevant legislation, standards and funding / service agreements?	Aligned	
Foster an environment in which complaints and independent monitoring are viewed positively (requirement of Act CS-CRAMA)	Aligned	SRWS Customer Feedback Policy Document addresses a need to foster a positive feedback environment
Provide independent and accessible mechanisms for resolving complaints and reviewing complaints procedures	Aligned	L3 escalations are clearly established in the framework for external (WIRO and Ombudsman) independent review
Encourage compliance with the principles and provisions of other community welfare legislations and standards	Aligned	Framework also aligns with AS/NZS 10002:2014 Complaints Handling
The paramount consideration in providing a service for a person must be the best interests of the person	Aligned	Customer Centricity is primary focus of the framework
Is it easy for everyone to understand, including service users with special needs?	Aligned	Staff surveys show that all staff find it easy to understand
Is it effective, efficient, and does it ensure fairness in complaint handling?	Aligned	Categorised in an equal manner
Can complaints information be analysed, reported and used in making systemic service improvements?	Aligned	The framework and policy document a need to analyse and report information for the purpose of continuous improvement
Are there outcome measures for complaint handling performance to be reviewed and continuously improved?	Aligned	FCR goals, SLAs and fewer escalations to external bodies (regulatory) are captured

Appendix A6: Alignment to NSW Ombudsman Guidelines

Detailed Breakdown

Ombudsman Guideline	Alignment	Comments
2. Three tiered complaints handling system	Aligned	L1, L2 and L3 tiers (and point of triage) clearly defined
Frontline Complaint Handling - Staff should have clear delegations to resolve simple complaints as quickly as possible and to take remedial actions to address issues	Aligned	Clearly documented in the Policy document
Serious complaints should be referred to a manager or more senior staff member. They will decide who will handle the complaint and how it will be handled, including by alternative dispute resolution (ADR) or investigation. The manager also reviews complaints not resolved in the first stage within a specified time frame	Aligned	Clearly documented in the Policy document
If the complaint is still not resolved it is referred to the senior manager, executive officer or an external body (e.g. Ombudsman)	Aligned	Clearly documented in the Policy document
All complaints, at all levels, should be recorded	Aligned	Clearly documented in the Policy document
3. Avenues of review	Aligned	See Below Points
Complainants have a right to approach a more senior person in the organisation for review of their complaint	Aligned	L2 reviews are handled by a more senior team and it is documented that this is an option for complainants to pursue at their choosing
They may also approach an external agency such as the NSW Ombudsman or the funding body at any stage if they are not satisfied with the complaints process or outcome	Aligned	Able to approach WIRO and Ombudsman

Appendix A6: Alignment to NSW Ombudsman Guidelines

Detailed Breakdown

Ombudsman Guideline	Alignment	Comments
4. Communication requirements	Aligned	Communications and Engagement Plan established and clearly defines the communication requirements of frontline staff
Explain what service users can expect when a complaint is made	Aligned	All frontline staff are provided templates along with procedures outlining this in the Customer Care Procedures Manual
Customers should be told who is handling the complaint	Aligned	Procedures manual – introduce yourself
Provided with timelines for actions and progress reports	Aligned	Timelines for response and continuous progress communications during L2 reviews
Written complaints to be acknowledged in writing	Aligned	All written complaints acknowledged in writing in the same medium (e.g. letter, email, fax etc.)
Reasons for decisions made will be provided in writing on request	Partially aligned	Not explicitly stated that it will be provided in writing, although this is common practice
5. Fairness and equity requirements	Aligned	See Below Points
Include a statement that complaints to be handled equitably, objectively and in an unbiased manner	Aligned	Mentioned in Policy document
Statement that complainants are protected from retribution and will not lose services or be disadvantaged in any way because they have complained	Not aligned	While all complainants are protected from retribution, the explicit need to make a statement is not mentioned anywhere in Policy, Procedure or Framework
Respecting privacy and confidentiality of complainant - information shared only on a need to know basis (internally and externally)	Aligned	Mentioned in Policy document

Appendix A6: Alignment to NSW Ombudsman Guidelines

Detailed Breakdown

Ombudsman Guideline	Alignment	Comments
6. Staff training	Aligned	Framework clearly defines a need to ensure staff training is attended to
7. Procedures	Aligned	See points below
Visibility and Access - to customers	Aligned	The policy document identifies a need to ensure visibility and access to all customers
Delegation	Aligned	Staff are trained to identify customers "at risk". Clear definition of referrals vs advice requests are also made in the Procedures manual to ensure staff understand the delegations process
Communication - to the customers	Aligned	Customer Care Procedures Manual outlines communications requirement of customer-contacting staff
Timeframes	Aligned	Timeframes for each type of complaint are captured in SLAs which all customer contact staff have access to
Recording Complaints	Aligned	Call recording facility is in place - The framework and Policy document specify a requirement to record ALL complaints
Service Improvement	Aligned	Procedures Manual allocates responsibility of Senior Management to perform regular reviews to identify recurring service issues
Monitoring Effectiveness	Aligned	Procedures Manual allocates responsibility to managers and senior managers to review complaints against established KPIs

Appendix A7: Alignment to AS/NZS 10002:2014 Standards

High Level View

Our findings suggest that the Customer Feedback Framework is generally **well aligned** to the AS/NZS 10002:2014 Standards “Guidelines for Complaint Management in Organisations”

- The framework has been implemented with appropriate policies and procedures that are relevant to the nature of SRWS’ operations, clear lines of responsibility and the appropriate delegations have been well established
- The alignment is summarised at a high level in the table below:

ISO Standard	Framework	Comments
1. Guiding Principles	Partially Aligned	The framework clearly follows most guiding principles of the standard in enabling and managing complaints, along with managing the various parties involved and ensuring accountability. Any minor gaps in alignment have been recognised and are being addressed.
2. Complaint Management Framework	Partially Aligned	Policy and procedures documents are not easily accessible on the website – Section 6.3 of the ISO standards require the Policy and Procedures document be made available to the public
3. Planning and Design	Aligned	The framework has been planned and designed to ensure the system, review, procedures and resource issues are given due consideration
4. Operation of the Complaint Handling System	Aligned	The complaint handling process in the procedures document is aligned with the standard’s requirements of receipt, tracking, acknowledging, managing and closing a complaint along with the associated monitoring and communications requirements
5. Maintenance and Improvement	Aligned	Community of Practice is in place to ensure the continuous monitoring and improvement of the process

Appendix A7: Alignment to AS/NZS 10002:2014 Standards

1. Guiding Principles

ISO Standard	Framework	Comments
Enabling Complaints	Partially Aligned	See Below Points
People Focus	Aligned	Customer Feedback Framework has been defined with a positive feedback culture
Ensuring no detriment to complainant	Aligned	Reasonable measures are in place to ensure no detriment to complainant
Visibility and Transparency	Aligned	The framework and policy are transparent and visible to the public
Accessibility	Partially Aligned	The framework is not available on the website (although the charter is) currently due to technical glitch. Staff are working to rectify this.
No Charges	Aligned	Complainants are never charged for making a complaint
Managing Complaints	Aligned	See Below Points
Responsiveness	Aligned	SLAs are in place to address the promptness of responding to a complaint
Objectivity and Fairness	Aligned	Framework addresses a need for objectivity and unbiased review, as well as the avenue of 3 rd party escalations if required for complete objectivity
Equity	Aligned	Complex Customer Policy established to manage the conduct of unreasonable complainants
Privacy and Disclosure	Aligned	Procedures manual and Policy document outline a commitment to respecting privacy of complainants as well as staff if applicable
Communication	Aligned	Frontline staff are provided with training and communications plan ensures all processes and policies are communicated to frontline staff prior to commencement

Appendix A7: Alignment to AS/NZS 10002:2014 Standards

1. Guiding Principles (cont.)

ISO Standard	Framework	Comments
Managing the Parties	Partially Aligned	See Below Points
Conduct of parties	Aligned	Code of Conducts and Ethics is applicable to all SRWS staff and makes clear the expectations for staff conduct
Work health and safety	Partially Aligned	Policy document provides links to supporting relevant policies pertaining to identifying customers with complex behaviour and provides a commitment to Privacy and Disclosure commitment should mention protecting the identity of staff if necessary
Complaint involving multiple parties	Not applicable	Not applicable to CSC Operations – will become relevant once it is rolled out across the organisation, procedures document needs to facilitate this.
Empowerment of staff	Aligned	Staff training includes establishment of KPIs and continuous performance monitoring to ensure staff are empowered to deliver frontline services
Accountability, learning and prevention	Aligned	See Below Points
Accountability	Aligned	Accountability is clearly defined in Procedures manual
Continuous improvement	Aligned	Quality assurance arm, statistical analysis and role of senior manager in continuous monitoring clearly defined
Prevention of ongoing disputes	Aligned	Systems in place (e.g. templates, refer back to insurer) to minimise escalations and increase FCR

Appendix A7: Alignment to AS/NZS 10002:2014 Standards

2. Complaints Management Framework

ISO Standard	Framework	Comments
Commitment	Aligned	Active support from the CEO and Senior management is evident from all means of communications relating to CFF - including encouraging feedback, providing adequate training and support
Policy and procedures	Partially Aligned	Policy and procedures documents clearly outline roles, responsibilities of SRWS agents and is accessible to all relevant staff. Policy document is currently not available on the website due to a technical glitch which is being rectified
Responsibility & Authority	Aligned	Roles and responsibilities of staff at all levels are clearly defined in procedures document
Staff Awareness	Aligned	All customer facing staff are well versed in the framework

Appendix A7: Alignment to AS/NZS 10002:2014 Standards

3. Planning and Design

ISO Standard	Framework	Comments
System	Aligned	Complaints handling system has been designed fairly and allows for sharing data (subject to legal and privacy obligations) with relevant organisations for improvement purposes
Review process	Aligned	L1, L2 and L3 clearly established
Procedures	Aligned	Developed and made available to staff
Resources	Aligned	Balance of resourcing is monitored (along with skills and competencies) by management team in accordance with SRWS' talent management processes
Integration with public relations / media activities	Aligned	The framework and the media, communications and public relations activities are consistent
Training	Aligned	Staff are provided with a full week of training to ensure complete uptake of the CFF. Processes and policies are clearly documented and recorded for future references

Appendix A7: Alignment to AS/NZS 10002:2014 Standards

4. Operation of the Complaint Handling System

ISO Standard	Framework	Comments
Communication	Aligned	Customer Service Charter is available on the website and provides sufficient detail to make a complaint / feedback
Providing support in the making of a complaint	Aligned	Interpreting services offered to complainants who require it
Early resolution	Aligned	FCR goals have been clearly defined and measures are in place to improve the FCR and fewer escalations
Receipt of complaint	Aligned	All formal complaints are recorded and documented (case notes, call recording)
Tracking of complaint	Aligned	The framework outlines a periodic timeline to ensure customers are constantly informed on the status of the complaint
Acknowledgement of complaint	Aligned	All complaints are acknowledged in a manner that the organisation has deemed appropriate
Managing the complaint	Aligned	See Below Points
Initial assessment of complaint	Aligned	L1 staff are trained to assess the complaint for severity, issues, implications and complexity in addition to other areas
Considering the complaint	Aligned	Care is given in procedures document to ensure the complaint is considered appropriately
Addressing the complaint	Aligned	Procedures are in place to ensure the complaint is addressed appropriately

Appendix A7: Alignment to AS/NZS 10002:2014 Standards

4. Operation of the Complaint Handling System (cont.)

ISO Standard	Framework	Comments
Communicating with the complainant	Aligned	Periodic contact with the complainant is made to ensure the complainant is aware of the progress made on the complaint - predefined timings
Closing the complaint	Aligned	All complaints closed are recorded with key steps and outcomes (as well as follow up if required)
Monitoring implementation of recommendations / remedies	Not applicable	Not applicable

Appendix A7: Alignment to AS/NZS 10002:2014 Standards

5. Maintenance and Improvement

ISO Standard	Framework	Comments
Collection of Information	Partially Aligned	Provisions are in place for collection of information, however this is not explicitly outlined in the Procedures manual (despite following the ISO Standards recommended procedure in entirety)
Analysis and evaluation of complaints	Aligned	Statistics are applied to all complaints to identify trends and separate them from single incident problems
Satisfaction with the complaint management system	Aligned	Net promoter score has been implemented as part of customer satisfaction measures on the satisfaction of the complaint management policy
Monitoring the complaint management system	Aligned	Quality assurance officer responsible for the review of the overall policy and ensuring balance of resourcing etc. are taken care of
Auditing of the complaint management system	Aligned	Community of Practice established quarterly
Management review of the complaint management system	Aligned	See Below Points
Purpose of review		
Inputs to review	Aligned	Community of Practice established quarterly and reviews everything
Outputs of review		
Continual improvement	Aligned	SRWS has adopted measures for continual improvement

Appendix A8: Contact Centre Operating Model

Key Characteristics of a Best Practice Operating Model

Tools & Technology

- Support operation have access to the tools and technologies necessary to achieve performance levels established and SLA
- Tools can include hardware/software, telephony, documentation and/or third party relationships, support technology such as problem management/call management systems, knowledge bases, remote access tools, and ACDs

Operational Processes

- Support functions have processes in place to be successful, providing clear roles and responsibilities
- Typically reflected in: efficient process flows for workload management, call logging/call tracking, escalation procedure, performance standards, TQM/CQI processes, compensation structures, effective knowledge capture and distribution, information management, change control, customer surveys, financial controls, etc.
- This is the foundation for realising the maximum benefit from technology and automation

People / Motivation

- The people providing the support are well motivated to perform the support function.
- People understand why it's important, receive satisfaction from their work, feel supported and valued



Business Alignment

- The framework must be established to clearly and effectively support the business
- A formal and documented service strategy helps to ensure agreement/understanding of the business' goals & objectives
- Strategic alignment framework established (with Balanced Scorecard)

Service Culture

- The organisation's culture must recognise, value and support effort to provide customers with effective and efficient support (valued at senior level and visible throughout the organisation)
- Typically reflected in the existence of effective: Service Level Agreements, customer centric performance measurement and a stable relationship between resources and expected results

People / Skills

- Support staff must have the right set of skills necessary to effectively respond to customer requests
- Skills include: professional, communication, problem solving skills, product knowledge and technical knowledge
- Training and mentoring is a structured approach to career planning and training program

Appendix A9: List of Abbreviations

Acronym	Expanded
AHT	Automated Handling Time
CFF	Customer Feedback Framework
CSC	Customer Service Centre
DDB	Dust Diseases Board
FCR	First Contact Resolution
GMS	Government and Ministerial Services
LTCS	Lifetime Care Support Authority
MAA	Motor Accidents Authority
NPS	Net Promoter Score
SRWS	Safety, Return to Work and Support
WCA	WorkCover Authority
WCID	Worker's Compensation Insurance (soon to be renamed WorkCover Insurance)
WIRO	WorkCover Independent Review Office

Appendix A10: Litmus Services Offering

We are in the business of driving value for our clients. Our focus is on optimising your returns through the delivery of an integrated offering spanning Strategy, Investments, Execution and Benefits Realisation.





Thank you

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