Cullaborate

Creating positive outcomes together

Complaint systems – your lever to innovation

Inspiring continuous improvement in professional services

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.

Overview

This workshop has been designed to inspire you with new ways of designing, improving and implementing your complaint systems including using complaints data to achieve real and positive outcomes.

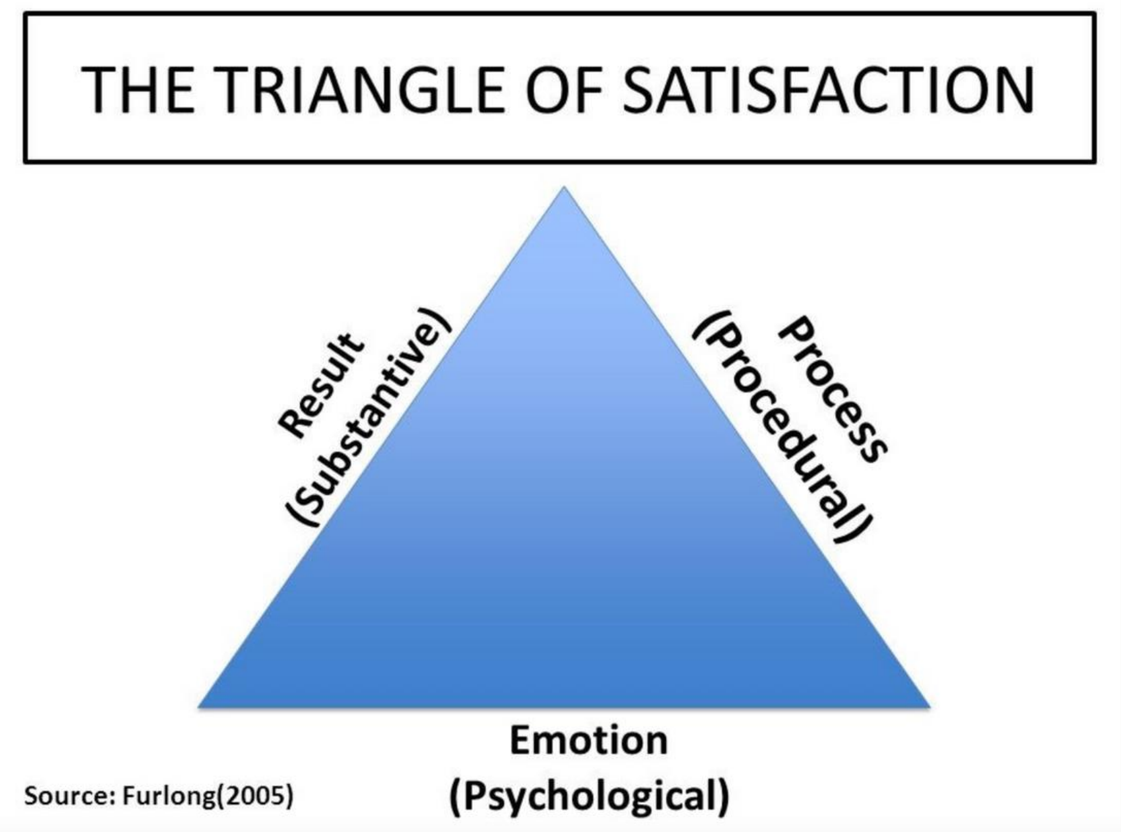
Workshop themes

We will explore the following themes:-

- The fundamentals of complaint system design
- Good governance and best practice leadership in complaints handling
- The complaints management maturity model
- Ways to improve complaints metrics and reporting
- How to analyse the root causes of complaints
- Benefits from utilising complaints data

What is complaint system design?

Complaint system design involves creating a set of rules and procedures arranged in a sequence to resolve complaints and disputes in a way that is procedurally, psychologically and substantively satisfying



Benefits of well designed complaint systems

Well-designed complaint system	Ad hoc complaint system
Complaints are resolved in a way that is psychologically, procedurally, and substantively satisfying	The system responds to complaints in an ad hoc, reactive manner
Training of personnel within the system can be properly focussed and coordinated	More difficult to manage the training needs of personnel within the system
More likely to unlock value from complaints data and learnings that drive strategy and continuous improvement	Less likely to capitalise from analysis of complaints data
Improves likelihood that the appropriate process will be matched to the complaint	Greater likelihood of inefficient, inconsistent and inequitable outcomes
The organisation is better equipped to manage change	The organisation is less able to anticipate or manage change

Activity

You have some really great and novel ideas for improving your complaint system.

Each time you tell a new idea to your colleague they say

"no, because..."

Activity

You have some really great and novel ideas for improving your complaints system.

Each time you tell a new idea to your colleague they say

"yes and..."

Culture, leadership & innovation

What happens when you say "no because"?

What could you achieve if you say "yes and"

Collection of complaints data

- who
- what
- where
- why
- how?

"We don't have any complaints"
"We have too much complaints data and it's hard to know what to do with it"

FINANCIAL REVIEW
PLATINUM 70 YEAR

Tax Ombudsman discovers something ‘weird’ about self-filers

BDO tax partner Mark Molesworth said the interim report was the first time anyone had completed a deep dive into the data on ATO objections and their outcomes.

“When you consider there are more than 14 million individual tax returns lodged annually, not to mention the income tax, GST, FBT and other obligations that businesses have to comply with, having fewer than 30,000 objections lodged each year is quite remarkable.”

He said the data highlighted important areas of focus for taxpayers and the ATO.

Tom McIlroy
Political reporter

Oct 10, 2022 – 5.05am

FINANCIAL REVIEW

PLATINUM 70 YEAR

Analysis of ATO complaints data revealed certain trends:-

• more than half of the complaints were by Australians lodging their own annual tax return

• there was a spike in disallowed small business objections during the COVID-19 pandemic

• of the 27,000 Tax Office objections lodged in the 2021 financial year, 50 per cent were allowed in full

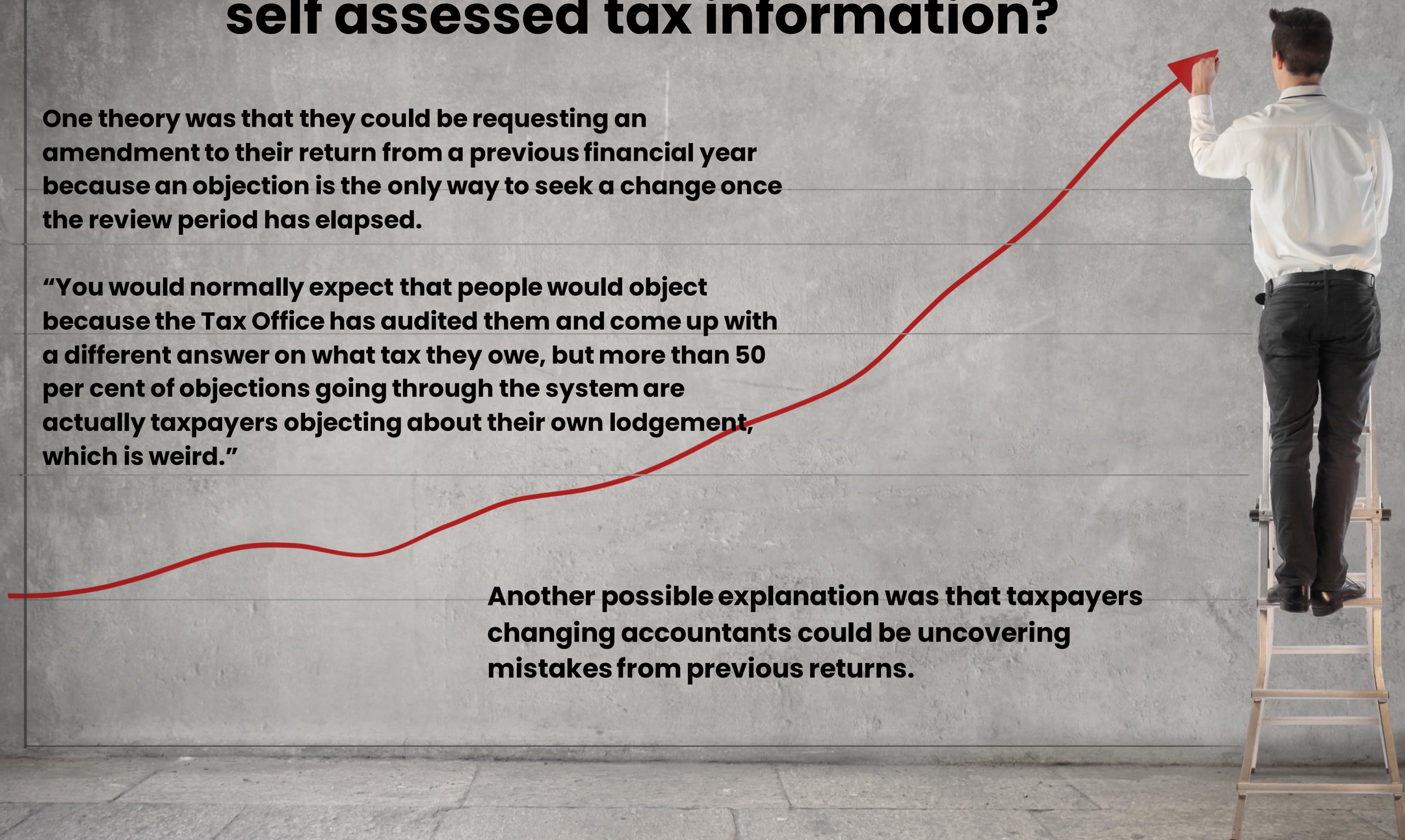
• superannuation funds and non-profit groups lodging objections faced much higher rejection rates than the general population

Why were tax payers objecting to their own self assessed tax information?

One theory was that they could be requesting an amendment to their return from a previous financial year because an objection is the only way to seek a change once the review period has elapsed.

“You would normally expect that people would object because the Tax Office has audited them and come up with a different answer on what tax they owe, but more than 50 per cent of objections going through the system are actually taxpayers objecting about their own lodgement, which is weird.”

Another possible explanation was that taxpayers changing accountants could be uncovering mistakes from previous returns.

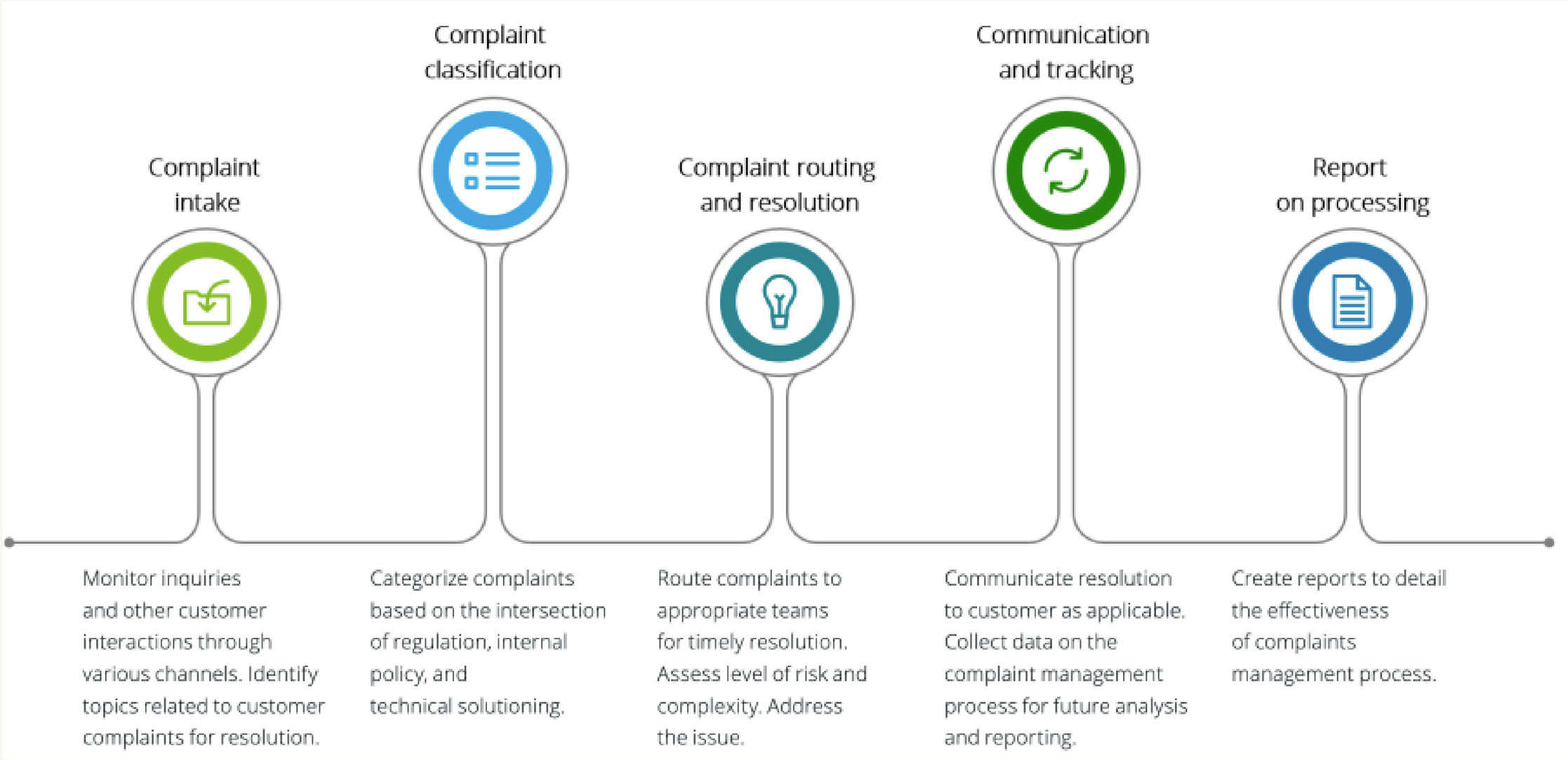


Discussions

What are you learning from your complaints data?

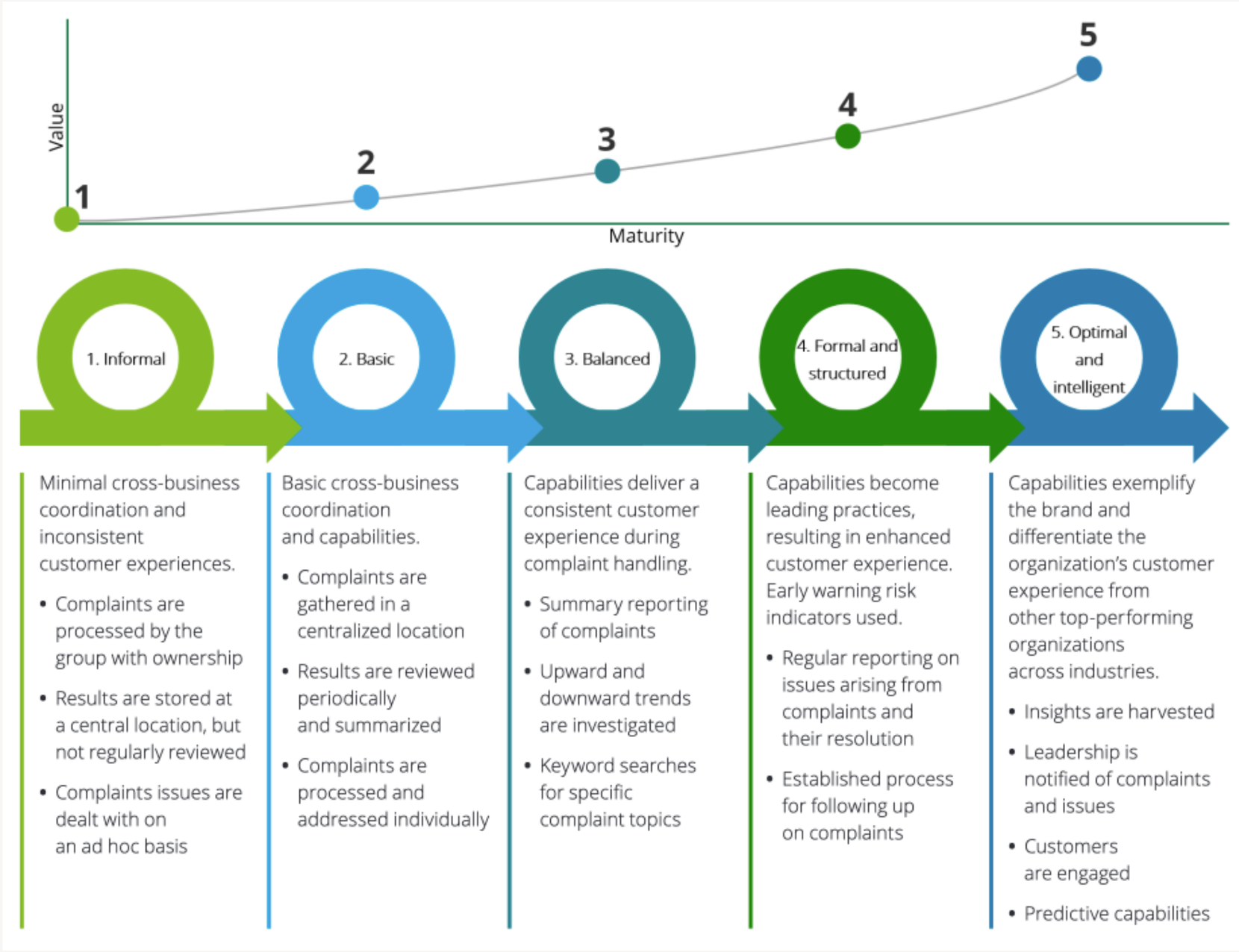
How are you using complaints data to drive innovation?

A typical complaints management system



Source: Deloitte-
Unlocking the value of complaints
2020

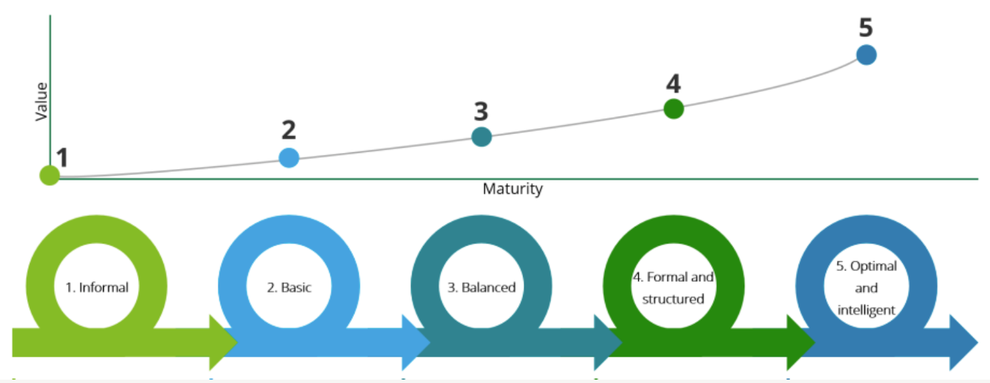
Complaints management maturity model



Understanding where the organisation falls on the maturity curve is the first step toward developing an optimal and intelligent complaints management program.

Source: Deloitte-
Unlocking the value of complaints 2020

Steps to advance up the maturity curve



Review 3 dimensions

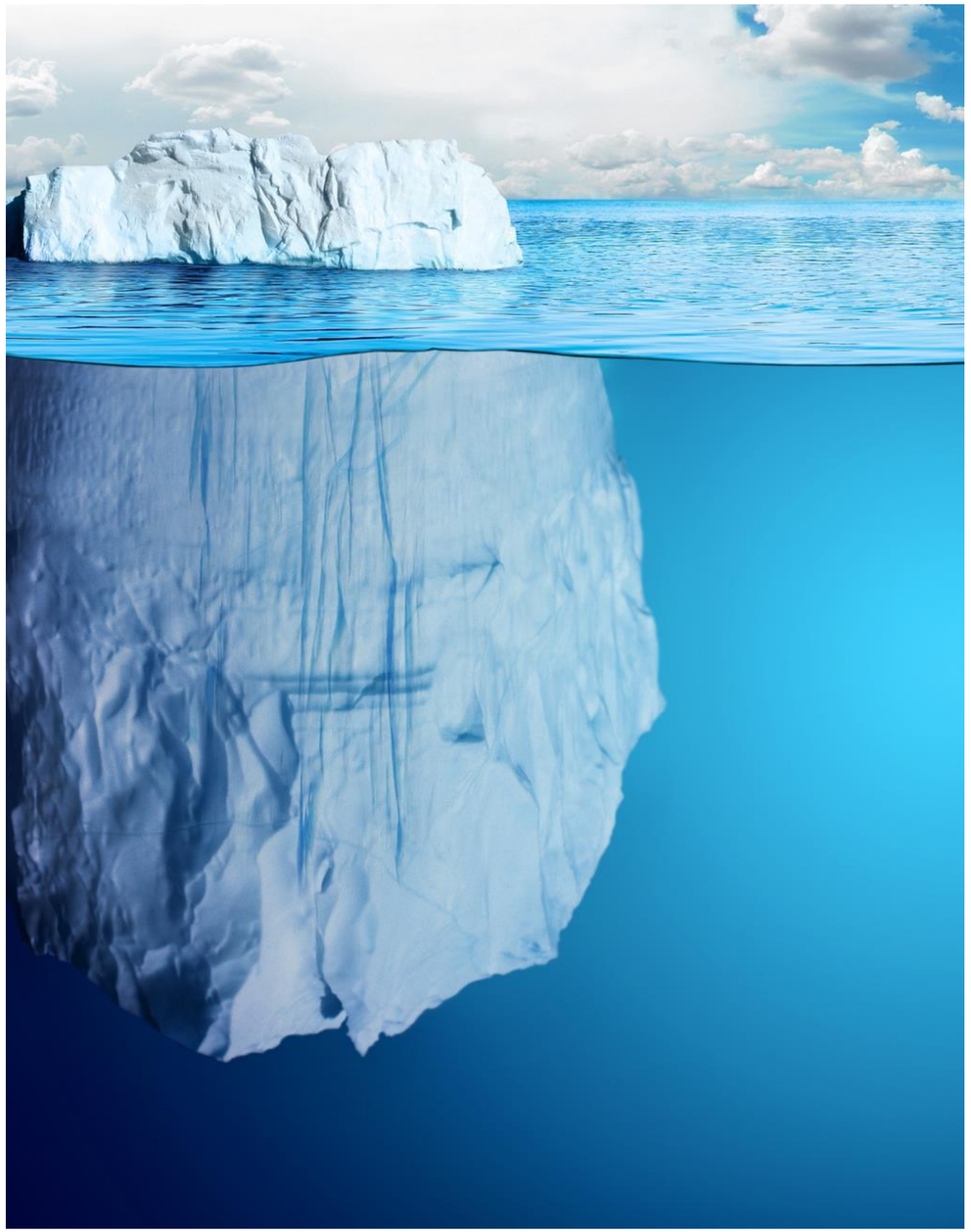
- people
- processes
- governance

Source: Deloitte-
Unlocking the value of complaints 2020

AS 10,002:2022 Guidelines for complaint management in organisations

AS 10002:2022 Guidelines for complaint management in organisations provides guidance on complaint management within all types of organisations, including the planning, design, implementation, operation, maintenance, and improvement of a complaint management system. The standard was prepared by members of the Standards Australia Technical Committee QR-015 Complaints Handling, to supersede AS/NZS 10002:2014.

We're good at coming up with ideas
we are just not good at implementing them



6 STEPS FOR ROOT CAUSE ANALYSIS COMPLIANCE

1. Define the goal
2. Understand the problem
3. Identify root causes
4. Build a logic tree
5. Brainstorm corrective action
6. Evaluate outcomes & process

Complaints are no longer just a cost of doing business, but a strategic source of insights to improve the overall customer experience, help support business decisions, and influence brand reputation.

Contact us

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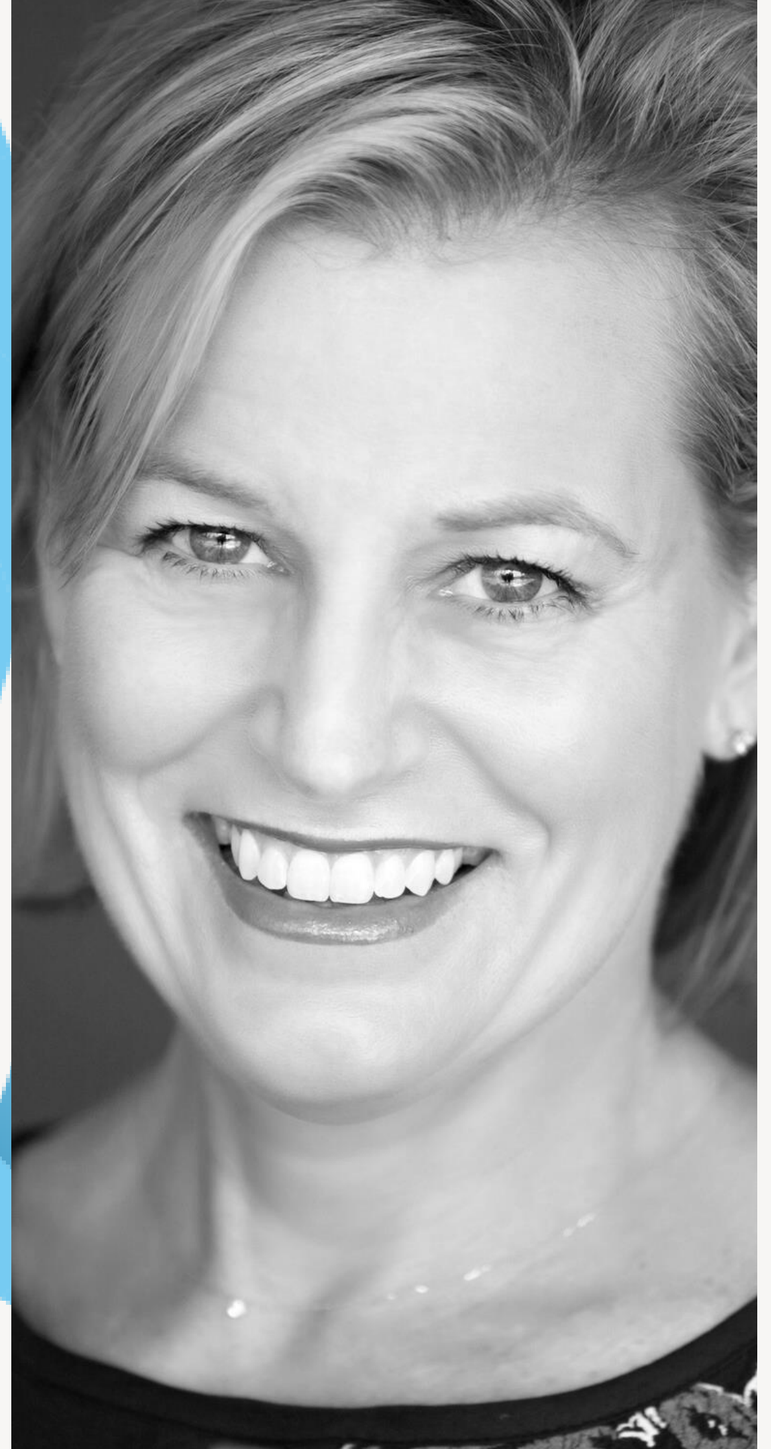
Facilitating transformational change