

Complaints Management Framework

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Version: 3.0.

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1. Introduction

QRIDA strives for excellence and applies many approaches to improve satisfaction for clients. It does this by implementing customer driven solutions in our service delivery.

At every level of engagement QRIDA seeks feedback on its performance from clients and stakeholders. Feedback can include compliments on good service and positive outcomes achieved. Equally feedback can offer suggestions to improve processes, systems and decision making. On the other end of the spectrum complaints can be generated where there is an expressed dissatisfaction with the service or actions of QRIDA staff or products we administer.

2. Policy statement

QRIDA is committed to the unbiased investigation, efficient management and fair resolution of complaints in a principled way that is compatible with human rights considerations.

QRIDA fosters an environment that encourages and assists people making complaints and is committed to providing adequate resources, training and support for staff in order to do so.

3. Scope

This policy applies to:

- All QRIDA staff, including temporary contractors and consultants, and
- any other person who provides a service, on a paid or voluntary basis, on behalf of QRIDA; and
- complaints received from external clients (i.e., the public); and
- complaints received anonymously.

This policy should be considered in conjunction with:

- *Human Rights Act 2017* (Qld)
- QRIDA Client Aggression Policy
- Queensland Ombudsman's Policy and Procedure Guide

Matters outside the scope of this policy are:

- allegations against employees involving suspected misconduct, including official misconduct, maladministration or public interest disclosures, and
- denied RTI (right to information) or IP (information privacy) access or amendment Applications.

4. Methodology

This Framework is underpinned by the better practice complaint management principles, which are outlined in the Guidelines for Complaint Management in Organisations—AS/NZS 10002:2014 and the Queensland Ombudsman's Policy and Procedure Guide.

4.1 Commitment

QRIDA will commit to the following aspects of complaints handling:

- a) enhancing customer satisfaction by creating a customer-focused environment that is open to feedback (including complaints), resolving any complaints received, and enhancing QRIDA's ability to improve its product and customer service;

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- b) senior management involvement and commitment through adequate acquisition and deployment of resources, including personnel training;
- c) recognising and addressing the needs and expectations of complainants;
- d) providing complainants with an open, effective, and easy-to-use complaints process;
- e) analysing and evaluating complaints in order to improve the product and customer service quality;
- f) auditing of the complaints-handling process; and
- g) reviewing the effectiveness and efficiency of the complaints-handling process.

4.2 Complaints model

QRIDA's Complaint Management Policy (CMP) is a step-by-step way to receive, record, assess, review, respond and report on complaints. It recognises that complaints are usually made verbally to the CEO or staff.

Stage 1: Complaints are initially managed and resolved by the CEO. The CEO can refer a complaint to the appropriate member of the Executive Leadership team.

Stage 2: if early resolution is not obtained at stage an Internal assessment, investigation or review may be requested.

Stage 3: People who are not happy with the way QRIDA has handled their complaint can contact the Queensland Ombudsman for help or in the case of a human rights complaints the Queensland Human Rights Commission.

4.3 Elements

In order to achieve this QRIDA adopts five elements of effective complaint handling:

- a) Culture: QRIDA values complaints as a means of strengthening our administration and improving our relations with the public.
- b) Principles: An effective complaint handling system must be modelled on the principles of fairness, accessibility, responsiveness, information privacy, efficiency and integration.
- c) People: Complaint handling staff must be skilled and professional.
- d) Process: The seven stages of complaint handling—acknowledgment, assessment, planning, investigation, response, review, and consideration of systemic issues—are to be outlined.
- e) Analysis: Information about complaints should be examined as part of a continuous process of organisational review and improvement.

4.4 Timeframes

To make sure complaints are consistently and appropriately resolved, they are classified by complexity and issue. Complaints will be resolved within the timeframes that apply to the following levels of complexity:

- 4.4.1 **Simple** - resolved immediately at the point of service
- 4.4.1 **Sensitive** – managed immediately at the point of service (comprises of clients at potential risk and high reputational risk complaints)
- 4.4.2 **Standard** – usually only one issue or concern – within 30 days
- 4.4.3 **Complex** – multiple issues, or is serious in nature and requiring extensive investigation – within 70 days
- 4.4.4 **Privacy** – in relation to a personal information – 45 days of receipt.

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- 4.4.5 Human Rights** – A complaint by an individual about an alleged contravention of section 58(1) of the *Human Rights Act 2019* by a public entity in relation to an act or decision of– within 45 days of receipt.
- 4.4.6 FBDM Mediator** – Complaint concerning an FBDM accredited mediator – 30 days.

5. Purpose

This framework outlines the approach QRIDA will take to respond to complaints to enable our clients and stakeholders to have their complaints heard in an appropriate, respectful and timely manner having regard to procedural fairness.

6. Responsibilities

All QRIDA Board Directors, Management and staff have a role to play in receiving and dealing with feedback and complaints regarding the organisation.

The QRIDA Board of Directors is responsible for the development and overseeing of the organisation's Complaints Management Framework including the policy statement; and

- (a) Approving this framework and supporting its implementation throughout the organisation;
- (b) Approving appropriate complaint response times for benchmarking and reviewing as required;
- (c) Reviewing on a quarterly basis trend analysis of complaints and other feedback and directing implementation of any business improvements.

The CEO is ultimately responsible for ensuring:

- (a) Complaints are investigated thoroughly, fairly and impartially with appropriate action being undertaken;
- (b) Escalating, as required, any significant feedback and outcomes and resolution of such matters, to the QRIDA Board of Directors; and
- (c) That any internal complaints received through the "staff feedback register" are appropriately investigated and managed.

The relevant Executive Leadership Team (ELT) members are responsible for:

- (a) Reviewing complaints and other feedback received by QRIDA received through the Internet Portal or other means such as email, mail or fax;
- (b) Reviewing verbal (either face to face or by telephone) complaints received by a business unit and documented in an email to the relevant member of the Executive Leadership team by the manager of the business unit;
- (c) Directing a relevant manager or business unit to investigate and undertake any necessary action to resolve a complaint;
- (d) Escalating relevant complaints to the CEO e.g., complaints of alleged fraud and corruption activity; and
- (e) Determining whether further action will be undertaken on complaints that are deemed frivolous or vexatious.

QRIDA managers are responsible for ensuring:

- (a) Employees under their supervision or management are informed of this framework during induction and comply with it on an ongoing basis;

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- (b) This framework is promoted to employees and appropriate training undertaken on the requirements;
- (c) Verbal (either face to face or by telephone) complaints received by their business unit are documented in an email to their member of the Executive Leadership team;
- (d) Employees respond quickly and courteously to complaints raised; and
- (e) Complaints investigated are undertaken with fairness and objectivity.

QRIDA employees are responsible for:

- (a) Familiarising themselves with the requirements of this framework;
- (b) Acting in accordance with this framework and the QRIDA Code of Conduct;
- (c) Advising their manager of any verbal (either face to face or by telephone) complaints received;
- (d) Responding quickly and courteously to complaints raised; and
- (e) Assisting in the investigation of complaints with fairness and objectivity.

The Executive Assistant to the CEO in consultation with the Business Leadership Team is responsible for:

- (a) Administering and monitoring of a feedback register;
- (b) Preparing the analysis of trends and reporting on the content of the register quarterly to Board of Directors and ELT;
- (c) Reviewing this framework annually and coordinating consultation to ensure the framework remains current; and
- (d) Recommending amendments to this framework as required.

7. Procedures

The following procedures apply to the managing of feedback received from our clients and stakeholders.

7.1 Visibility and Accessibility

Officers shall accept complaints and other feedback both verbally and in writing through a variety of means including in person at QRIDA's Head Office, QRIDA website, through the Intranet feedback portal, telephone, email, fax and letter.

Client Relations business unit will be the content owner of the feedback and complaints management guidance material.

Client Relations business unit will maintain and provide the following to assist clients and members of the public as well as internal and external stakeholders in making a complaint or other feedback by providing:

- (a) Appropriate information via established QRIDA communications mechanisms including the QRIDA Internet about:
 - Where and how to lodge a written or verbal complaint. The preferred method will be via the Intranet feedback portal where possible or to:

Mailing address
Feedback
QRIDA
GPO Box 211
Brisbane 4001

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Fax number
07 3032 0180

Email address
contactus@qrda.qld.gov.au

Telephone number
07 3032 0100

In person at (QRIDA Head Office)
Level 26
Santos Place
32 Turbot St
Brisbane;

- If a complaint: what information is required when making a complaint;
 - How the complaint will be managed (e.g., progress reports and final advice) and anticipated timeframes for response and resolution of a complaint;
 - How QRIDA staff can assist customers or other staff members in the process of lodging a complaint if needed; and
 - The QRIDA Complaints Management Framework and how the complainant can obtain a hard copy of the policy should they require one.
- (b) Access to a Translating and Interpreting Service.
- Guidance material is to include the following information - “should you need an interpreter, please contact the Translating and Interpreting Service on telephone number 13 14 50 and request them to contact QRIDA on Free call 1800 623 946”;
- (c) Systems to assist people with a disability to make a complaint e.g., Telecommunications Relay Service (TRS) for hearing impaired.

Business Development and Engagement business unit will provide:

- (a) QRIDA website support for any changes to complaints management guidance material provided by the Client Relations business unit; and
- (b) Assistance in the preparation of any presentation material.

Staff may provide feedback including complaints directly to the CEO through the [Staff Feedback Register](#) on the QRIDA intranet. Prior to submitting “feedback” staff are encouraged to review and consider the guidelines associated with this intranet site. The CEO is responsible for the appropriate investigation and management of complaints received through the staff feedback register.

7.2 Complaints Process – (See Appendices 1 and 2)

Appendices 1 and 2 contain the Complaints flow chart for easy reference and the Client Complaint Management – Triage process.

7.3 Respectful Treatment

7.3.1 Treating all parties to a complaint with respect

Respect and dignity go hand-in-hand. Dignity is the universal human need for:

- **acceptance and recognition** – when people feel they are valued and appreciated, and are not being negatively judged
- **attention or acknowledgement** – when people feel they have the full attention of those they are dealing with

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- **fairness** – when people believe they are being treated fairly
- **safety or security** – for example when people do not fear that they will be humiliated
- **trust** – when people believe they are being given the benefit of the doubt

7.3.2 Client Aggression Policy

Provides QRIDA staff with appropriate intervention and management strategies to deal with aggressive clients or traumatic incidents in the course of their duties. Whilst recognising the importance of fairness in the complaints process. Customers making complaints should be treated with courtesy and respect. They should be given reasonable assistance to make their complaint.

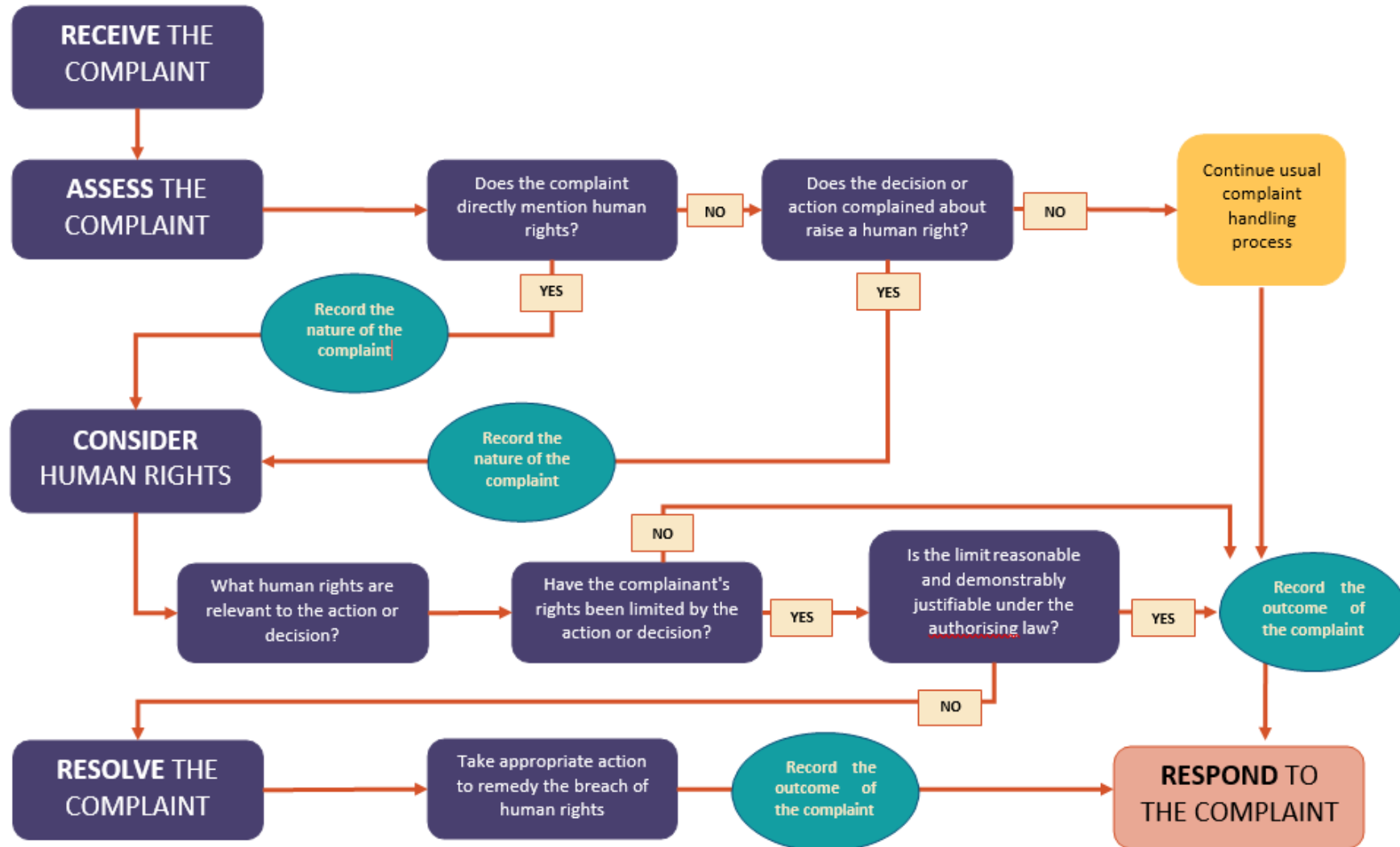
8. Executive endorsement

Name: John Corbett	Position: Chairman
Signature:	Date 2 December 2021

9. Version History

Date	Version	Action	Description / comments
July 2018	0.1		New Framework updated to include all elements of feedback and based on IS100024:2014
February 2020	2.0		Framework revised and updated to consider Human Rights Act 2019 (Qld) obligations imposed on Public Entities and include Appendix 1.
September 2021	3.0		Framework revised to include Appendix 2. Reference to Client Aggression Policy and Triage of sensitive and policy complaints.

Appendix 1: Complaints handling flowchart



Appendix 2: Client Complaint Management – Triage Process

