

SECTOR : BUSINESS SERVICES

SUB SECTOR : BUSINESS SERVICES

LEVEL 5

BUSMS501: BANK COMPLAINTS MANAGEMENT SYSTEM

Competence : Apply bank complaints management system

ELEMENTS OF THE COMPETENCE

LU1. RECEIVE CUSTOMER COMPLAINTS

LO 1.1. Proper reception of customers' complaints in accordance with bank policies and procedures

LO 1.2. Effective categorization of complaints from customers in compliance with rules and regulation of a bank

LO 1.3. Correct prioritization of complaints from customers respecting the policies and procedures of the bank

LU2. PROCESS CUSTOMER COMPLAINTS

LO 2.1. Accurate resolution of customer complaints techniques based on professional skills

LO 2.2. Prompt Addressing customer complaints according to bank professional ethics.

LO 2.3. Adequately, deal with customer complaints in an equitable, objective and fair manner complying with organization policies and procedures

LU3. PROVIDE FEEDBACK TO CUSTOMERS COMPLAINTS

LO 3.1 Proper identification of customer complaints feedback channel based policies and procedures

LO 3.2 Appropriate responses to customers complaints based on bank policies and procedures.

LO 3.3 Adequate filing and timely reporting the feedback to the bank management based on bank policies and procedures.

L.U 1 IDENTIFY CUSTOMER REQUESTS RELATED TO BANK ACCOUNTS

LO 1.1: RECEIVE CUSTOMER COMPLAINTS IN ACCORDANCE WITH BANK PROCEDURES

❖ Meaning of customer complaints

A **consumer complaint** or **customer complaint** is "an expression of dissatisfaction on a **consumer's** behalf to a responsible party. It can also be described in a positive sense as a report from a **consumer** providing documentation about a problem with a product or service.

❖ Causes of customer complaints

- ✓ Hidden Information and Costs
- ✓ Low Quality of Products or Services
- ✓ **Not keeping promises:** to not do something that you promised or agreed to do.

A **promise** is a statement which you make to a person in which you say that you will definitely do something or give them something. If you make a **promise**, you should **keep** it.

If someone or something shows **promise**, they seem likely to be very good or successful.

- ✓ Poor Customer Service
- ✓ **Rude Staff:** **Rude** refers to bad behavior or just plain bad manners
- ✓ Not Listening to Customers

❖ Steps to receive customer complains

- ✓ Receiving and registering the complaint
- ✓ Acknowledging the complaint
- ✓ Forwarding the complaint
- ✓ Informing the complainants

❖ Tips for dealing with customer complaints

- ✓ Stay calm
- ✓ Listen well
- ✓ Acknowledge the problem
- ✓ Get the facts
- ✓ Offer a solution

❖ Importance of customer complaints to the bank

- ✓ Vital Areas for Service Improvement
- ✓ Needed Improvement in Policies and Procedures
- ✓ Improve customer communication

- ✓ Keep Senior Management informed
- ✓ Improve your service education

LO 1.2: CATEGORIZE CUSTOMER COMPLAINTS IN ACCORDANCE WITH RULES AND REGULATION OF THE BANK

❖ **Types of customer complains**

- ✓ The Meek Customer
- ✓ The Aggressive Customer
- ✓ The High Roller Customer
- ✓ The Rip-Off Customer
- ✓ The Chronic Complainer Customer

❖ **How to deal with unjustified complains**

LO 1.3: PRIORITIZE CUSTOMER COMPLAINTS IN RESPECT OF THE BANK POLICIES AND PROCEDURES

❖ **Customer complaints prioritization criteria**

- ✓ Cost and/or return on investment
- ✓ Availability of solutions
- ✓ Impact of problem
- ✓ Availability of resources (staff, time, money, equipment)to solve problem
- ✓ Urgency of solving problem
- ✓ Size of problem

❖ **Organizational procedures for dealing with customer complaints**

- ✓ Listen carefully to what the customer has to say, and let them finish
- ✓ Ask questions in a caring and concerned manner
- ✓ Put yourself in their shoes
- ✓ Apologize without blaming
- ✓ Solve the problem, or find someone who can solve it quickly

L.U 2 PROCESS CUSTOMER COMPLAINTS

LO 2.1: RESOLVE CUSTOMER COMPLAINTS

❖ Steps for resolving customer complaints

- ✓ Picking the best solution within the organisation's guidelines to resolve the problem.
- ✓ The cost to the organisation
- ✓ Trying to meet the customer's needs and expectations
- ✓ The time it takes to find the solution
- ✓ To negotiate a possible resolution with the customer
- ✓ Good communication

❖ Importance of resolving customer complaints

- ✓ Recover and retain unhappy customers
- ✓ Increase brand affinity: Brand affinity is about making an emotional connection between you and your customers.
- ✓ Gathering invaluable business insights .
- ✓ Give potential clients another reason to consider doing business with your company

❖ Steps to avoid customer complaints

- ✓ Get Customer Feedback and use it to avoid customer complaints
- ✓ Provide Consistent & Quality **Customer Service**
- ✓ Take the Good with the Bad: to **accept** both the negative and positive aspects of something.
- ✓

LO 2.2: ADDRESS CUSTOMER COMPLAINTS ACCORDING TO BANK

PROFESSIONAL ETHICS.

❖ Ethics in handling customer complaints

- ✓ **Responsiveness is stated:** the quality of reacting quickly and positively.
- ✓ **Open-mindedness :**the quality of being white willing to consider ideas and opinions that are new or different to your own
- ✓ Avoid taking too long to handle customer complaints
- ✓ Avoid transferring complaints to many agents
- ✓ Not following up with customer complaints

- ✓ Avoid asking customers questions or arguing instead of letting them speak
- ✓ Avoid giving your customers false hopes
- ✓ Avoid ending a conversation abruptly or disconnecting
- ✓ Avoid using the wrong tone

❖ **Principles of bank ethics**

- ✓ Integrity
- ✓ Neutrality
- ✓ Reliability
- ✓ Transparency
- ✓ Supervision of Public Benefits, and Respect to Environment
- ✓ Fight Against Laundering of Proceeds of Crime and Combat Against Financing of Terrorism
- ✓ Information Abuse

❖ **Advantages of a code of ethics in bank**

- ✓ Good Ethics Helps Sales
- ✓ Everyone Adheres to the Same Rules
- ✓ Speaking Truth to Power
- ✓ Affirming Social Responsibility
- ✓ Accountability and Recourse

LO2.3: DEAL WITH CUSTOMER COMPLAINTS IN AN EQUITABLE, OBJECTIVE AND FAIR MANNER COMPLYING WITH ORGANIZATION POLICIES AND PROCEDURES

❖ **What people want when they complain**

- ✓ be patiently listened to
- ✓ be heard but not judged
- ✓ have their point of view understood
- ✓ be treated with respect and courtesy, and as an individual
- ✓ be given an explanation
- ✓ have corrective action taken as soon as possible
- ✓ be given an apology, if appropriate
- ✓ be compensated, if appropriate

- ✓ be treated fairly
- ✓ be assured the problem won't happen again
- ✓ Not suffer any adverse consequences from
- ✓ Making a complaint.

❖ **Barriers that may have an impact on someone's ability or desire to make a complaint**

- ✓ Culture
- ✓ Language issues
- ✓ Individual characteristics, including disability
- ✓ Power imbalance and fear of retribution
- ✓ Relationship with service provider
- ✓ Daily challenges

❖ **Guiding principles for complaint management**

- ✓ Enabling complaints: People focus, Ensuring no detriment to complainant, Visibility and transparency, Accessibility, No charges
- ✓ Managing complaints: Responsiveness, Objectivity and fairness, Equity, Privacy and disclosure, Communication
- ✓ Managing the parties: Conduct of parties, Work health and safety, Complaint involving multiple parties, Empowerment of staff
- ✓ Accountability, learning and prevention: Accountability, Continuous improvement, Prevention of ongoing disputes

L.U.3.PROVIDE FEEDBACK TO CUSTOMER COMPLAINTS

3.1: IDENTIFY CUSTOMER COMPLAINTS FEEDBACK CHANNEL BASED ON THE BANK POLICIES AND PROCEDURES

❖ **Attributes of a successful complaint handler**

- ✓ Resilience
- ✓ Patience
- ✓ Discretion
- ✓ Analytical thinking
- ✓ Creativity

- ✓ Good judgment
- ✓ A desire to resolve issues raised by people making complaints
- ❖ **Telling the complainant about the decision**
 - ✓ Use clear and courteous language
 - ✓ Include a description of the organization's understanding of matters raised in the complaint
 - ✓ Acknowledge the documents provided, the time taken to raise the complaint and any strong emotions felt
 - ✓ Address all issues, even if the organization cannot resolve them
 - ✓ Give reasons for decisions
 - ✓ Include the name and contact details of the person responsible for the matter
 - ✓ Include an apology if one is warranted
 - ✓ Outline options for review or appeal
- ❖ **Analyzing and reporting information about complaints**
 - ✓ The number of complaints received
 - ✓ The outcomes of complaints, including matters resolved at the frontline
 - ✓ Issues arising from complaints
 - ✓ Systemic issues identified
 - ✓ The number of requests received for internal and/or external review

LO 3.2: RESPOND TO CUSTOMERS COMPLAINTS BASED ON BANK POLICIES AND PROCEDURES.

❖ **Responding to customers complaints**

How to Respond to a Customer Complaint in Writing

- ✓ Summarize the Situation. Begin the letter by thanking the **customer** for telling you about the problem. ...
- ✓ Use Empathy. Let the **customer** know that you understand why he was upset or unhappy. ...
- ✓ Offer a Solution. Let the **customer** know what you can do to resolve the situation. ...
- ✓ Conclude the Letter.

❖ **Procedures for responding to bank customer complaints**

LO 3.3: FILE AND TIMELY REPORT THE FEEDBACK TO THE BANK MANAGEMENT BASED ON BANK POLICIES AND PROCEDURES

❖ **Requirements of a good filing system**

- ✓ The system should be kept simple to reduce errors and to facilitate all employees use of the system
- ✓ Files should contain information which is linked to the activities and functions which they document
- ✓ The system should have a structured numeric or alphanumeric referencing system in which each element equates with a function of the file title to a maximum of four elements: alphabetical, numerical, alpha-numeric, keyword

❖ **Methods of office filing**

- ✓ Horizontal
- ✓ Lateral
- ✓ Vertical

❖ **Types of reports**

- ✓ Formal or Informal Reports:
- ✓ Short or Long Reports:
- ✓ Informational or Analytical Reports
- ✓ Proposal Report
- ✓ Vertical or Lateral Reports
- ✓ Internal or External Reports
- ✓ Periodic Reports
- ✓ Functional Reports

❖ **To maintain a filing system the following are required**

- ✓ A good follow-up system (e.g. tracer cards)
- ✓ Adequate security
- ✓ A definite “weeding” policy
- ✓ Proper control of record creation and filing additions
- ✓ Secure and adequate storage for archived material

SELF ASSESSMENT

L.U.1 IDENTIFY CUSTOMER REQUESTS RELATED TO BANK ACCOUNTS

Q1. Circle the letter corresponding to the correct answer :

1. Customer complaints means:
 - A. An expression of satisfaction on a consumer's behalf to a responsible party.
 - B. To not do something that you promised or agreed to do.
 - C. Is a statement which you make to a person in which you say that you will definitely do something or give them something.
 - D. All the above are correct
 - E. None of the above is correct

2. The followings are included in steps of reconciliation of actual stock record and requisition forms EXCEPT:
 - A. Receiving and registering the complaint
 - B. Acknowledging the complaint
 - C. Forwarding the complaint
 - D. Informing the complainants
 - E. Offer a solution
 - F. All the above are correct
 - G. None of the above is correct

3. Which, in the following, is NOT among customer complaints prioritization criteria?
 - A. Cost and/or return on investment
 - B. Availability of solutions
 - C. Impact of problem
 - D. Keeping promise
 - E. Urgency of solving problem

4. The followings are included in types of customer complains
 - A. The Chronic Complainer Customer
 - B. The Meek Customer

- C. The High Roller Customer
- D. A. B. and C. are correct
- E. None of the above is correct

Q2. Give at least 5 Causes of customer complaints

Q3. Give 3 ways to deal with unjustified complains

Q4. Give organizational procedures for dealing with customer complaints