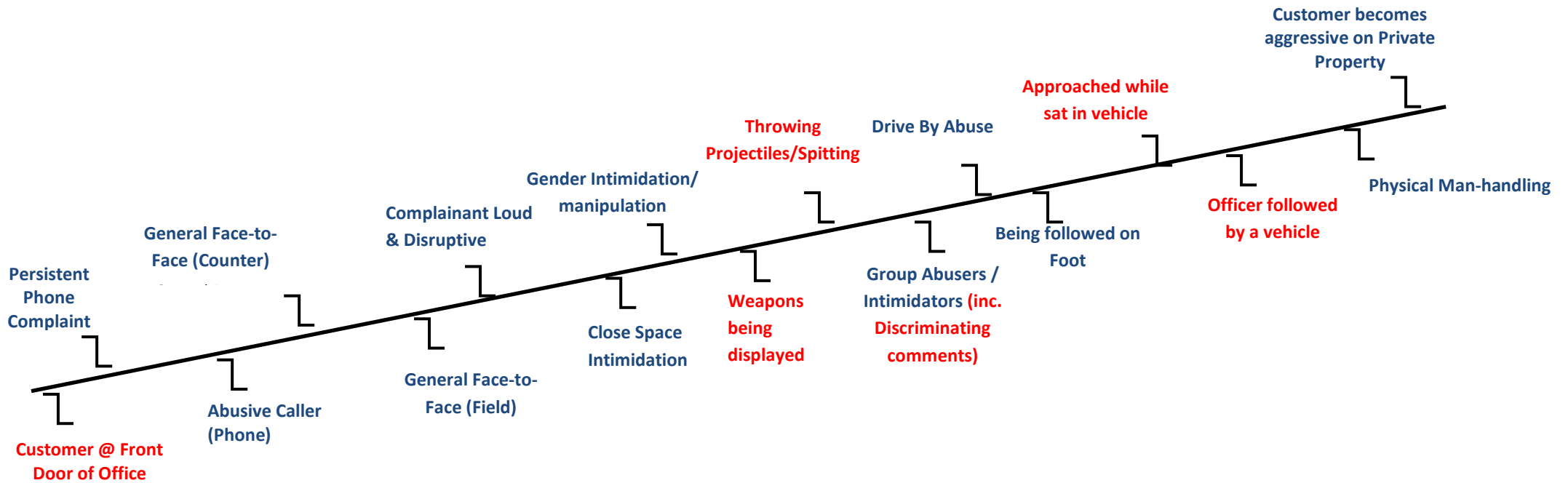


"How To" - developing Procedures

Getting started in developing Customer Aggression Procedures.

1. Identify all the different types of situations staff may encounter in an escalating conflict.



- 2.** Each heading requires suggestions and options on how you want staff to handle the situation.
- 3.** In order to make your procedures work place relevant and user friendly some “wriggle room ” should be catered for eg : where relevant; suggestions could start with eg: where possible or if appropriate - etc.
- 4.** CRTC strongly suggest involving “coal face” staff and giving them the opportunity to contribute any suggestions.
- 5.** Some Company’s prefer to start their procedures with a short Policy statement regarding customer complaints and customer aggression.

Health & Local Laws - Complaints / Customer Aggression Procedures

Council Policy on Complaint resolution / Customer aggression

Example only - Council recognises that there will be times where staff have to resolve customer complaints. As exceptional customer service is Council's continual goal; complaints should be handled with sensitivity and be acted upon expediently. Council acknowledges that staff will have varying levels of experience and tolerance and the need to escalate the complaint up to the Manager will at times be necessary. Council also recognises some complainants can become abusive. Staff should not put up with behaviour that offends or causes anxiety.

Customer Service Practice (phone & field) Corporate Standards apply

- Customer Service friendly answering technique.
- Identify the exact nature of the complaint.
- Use good verbal listening technique and verbally respond and acknowledge any major issues raised.
- Don't get personal or take things personally.
- Empathetic statements where appropriate.
- Don't pre-judge or tell them they are not feeling/experiencing something – obviously they are.
- Ownership of the complaint by stating what you will do in regard to follow up of the issue and where possible give a time frame for response. **Or Redirect to the relevant dept (phone) AND/OR create RFS for the relevant dept.**
- Explain to the customer the policy or procedure that may be relevant to their issue. (Empathetically – do not use policy as an avoidance strategy).
- Or- escalate up to supervisor as necessary.
- Where appropriate thank customer for bringing the issue to your attention.
- Know when to disengage and seek assistance.
- **Monitor own levels.**

Persistent Phone Complaint

- Using a calm tone and manner If abuse starts staff are advised to calmly acknowledge the complainant's issues, (can I just confirm)
- Offer help then ask the customer to alter behaviour/language.
- Should there be a further escalation; staff again should calmly either escalate the conversation to a supervisor or calmly inform the customer that the call will be terminated if behaviour continues.
- Calmly terminate the conversation if necessary and immediately notify supervisor.
- Implement normal de-escalation techniques.

Caller Becomes Abusive

1. When your tolerance level has been exceeded –
2. Using a calm tone and manner If abuse starts staff are advised to calmly acknowledge the complainant's issues.(can I just confirm)
3. Offer help then ask the customer to alter behaviour/language.
4. Should there be a further escalation; staff again should calmly either escalate the call to a supervisor or calmly advise the customer that the call will be terminated if behaviour continues.
5. Calmly terminate the call if necessary and immediately notify supervisor.
6. Supervisor may choose to call the customer back and attempt resolution.
*Supervisor calling is NOT undermining of the Officer.
7. Officer to make quick notes of the conversation.

General complaints (face to face)

- Assess intensity or sensitivity of the complaint and decide on whether the location of taking the complaint is suitable. Move the complainant if appropriate.
- Reception – move customer to.....(customise for each centre)
- Consider a private area with regards to having further conversation.
- If needing a meeting room ensure another Officer is present, remain in public space (consolidated areas).
- Display good verbal and non-verbal listening skills – no aggressive, arrogant stance or frowns/facial expressions.
- Empathetically react to any major issue stated demonstrating understanding.

- Where applicable explain any relevant policy or procedure.
- Or – Explain course of action to be taken.
- Or – Where necessary escalate up to supervisor.
- Where appropriate thank the customer for bringing the issue to your attention.

General complaints (face to face) – abuse starts

(Where behaviour is disturbing others or offending staff member)

(a) Face to Face

- Attempt to move complainant to more suitable location.
- Remain in public space (consolidated areas).
- Using a calm tone and manner If abuse starts staff are advised to calmly acknowledge the complainant's issues,(can I just confirm)
- Offer help then ask the customer to alter behaviour/language.
- Should there be a further escalation; staff again should calmly either escalate the meeting to a supervisor or calmly move away and advise the customer that the meeting will be terminated if behaviour continues.
- Calmly terminate the conversation if necessary and immediately notify supervisor.
- Implement normal de-escalation techniques.
- Where necessary attempt to curb the behaviour.(covered in training)
- Or escalate up to supervisor.

Complainant Loud & Disruptive

- Using a calm tone and manner If abuse starts staff are advised to calmly acknowledge the complainant's issues,(can I just confirm)
- Offer help then ask the customer to alter behaviour/language.

- Should there be a further escalation; staff again should calmly either escalate the conversation to a supervisor or calmly inform the customer that the call will be terminated if behaviour continues.
- Calmly terminate the conversation if necessary and immediately notify supervisor.
- Implement normal de-escalation techniques.

Group Intimidation (more than 1 member) –

- Calmly remove yourself from the situation if a request to change behaviour goes unheeded.

Racial/Gender Intimidation

- Advise customer that offence has taken place, **calmly terminate conversation.**
- May need to revisit accompanied by another Officer.
- Abuse, offensiveness continues – leave, advising that the matter will be reported to supervisor.

Drive By Abuse

- DO NOT gesture, acknowledge; no sarcasm.
- After a glance, avoid further eye contact.
- Make note of registration number of vehicle – DO NOT take photo's.
- Avoid walking towards vehicle, if stopped/parked further up the road.
- Take an alternative route, enter a shop or complex if immediate safety is in question.
- Advise Supervisor/team.

Being Followed on Foot

- Take an alternative route, enter a shop or complex if immediate safety is in question.

- Advise Supervisor/team and stay in vicinity of public.
- Where serious threat to safety is suspected, call 000 (or ask supervisor to)

Aggressive Customer on Private Property

- DO NOT enter premises on own if you sense aggression, defensiveness or resistance.
- Have the conversation at the door.
- DO NOT enter a premises alone where a woman present on her own. (further clarification required on this one)
- After entry, customer becomes quite agitated, aggressive etc.

Revisit:-

- Using a calm tone and manner, if abuse starts staff are advised to calmly acknowledge the complainant's issues.(can I just confirm)
- Offer help then ask the customer to alter behaviour/language.
- Should there be a further escalation; staff again should calmly advise the customer that the meeting will be terminated if behaviour continues.
- Calmly terminate the conversation if necessary and immediately notify Duty Manager.
- Call the meeting/visit OFF and reschedule (preferably at Council Offices).
- If customer is unwilling to attend at Council – revisit the premises in two's/police.
- Where appropriate highlight the property as a risk on Council's database.

Physical Man-handling

- Calmly remove yourself from the situation
- Enter a shop or complex if immediate safety is in question.
- Advise Supervisor/team and ask for Police to be contacted or call 000.