



Client Feedback and Complaints Procedure



Contents

Overview	1
Definitions.....	2
Feedback and Complaint Management Process.....	3
Process Guidelines	4
Complaints process guidelines	4
Feedback and Complaint Recording Guidelines.....	6
Complaint Management Procedure	8
Compliment Management Procedure	15
Suggestion Management Procedure	18
Related Documents and References.....	21
Document Control Information.....	22

Overview

Overarching Policy	This procedure implements and should be read in conjunction with the Client Feedback and Complaints Policy (GO_QA_POL_TFBK).
Purpose	This document specifies the process for the management of feedback (compliments and suggestions) and complaints provided by clients, customers and/or attendees received by TSA as a result of The Salvation Army (TSA) mission delivery.
Who does this apply to?	This procedure applies to: <ul style="list-style-type: none">▪ All personnel of TSA Australia Territory▪ Anyone who engages with TSA▪ Implementing partners overseas (SAID)
Effective date	01/06/2022

Definitions

Term	Definition
Client	A person seeking or receiving a service, assistance, support, care or goods through a TSA mission expression. Example of TSA clients include participants, community members, residence, tenants, job seekers, customers, beneficiaries and supporters.
Complaint	An expression of dissatisfaction or concern with respect to an experience with TSA personnel (including contractors and volunteers), other clients or with a service or product provided by TSA.
Owner - Complaint, Compliment, Suggestion	The TSA person assigned ownership of the feedback and who is responsible for ensuring all policy and procedural activities are completed for the assigned feedback. In the absence of an authorised person for feedback related to a site, the default assigned feedback owner is the Operations Manager for the service, site or program or the Corps Officer.
Compliment	An expression of praise and/or congratulation with respect to an experience with TSA personnel, service or provided product.
Feedback	Feedback can be a complaint, compliment, or suggestion. Feedback may be received from individuals or from external organisations and provides an opportunity for improvement of services, products or processes.
Feedback or complaint submitter	Person or organisation providing feedback to TSA by any method. This may include an advocate, support person or other substitute decision maker acting on behalf of and with the consent of a client.
Suggestion	Feedback that has an improvement idea or plan for consideration.
	This symbol indicates either a special note or an attachment.
	This symbol highlights a matter that may have serious personal or organisational impact if not considered or acted upon.

Feedback and Complaint Management Process

Overview

Feedback includes compliments and suggestions.

	Complaints	Compliments	Suggestions
Procedure	Client Feedback and Complaints Procedure		
Process charts	Complaints Process Chart (GO_QA_CHA-02_TFBK)	Compliments Process Chart (GO_QA_CHA-03_TFBK)	Suggestions Process Chart (GO_QA_CHA-04_TFBK)
Client Feedback and Complaint Management System	Client Complaints module	Client Compliment module	Client Suggestion module



Where a complaint is received **about an incident** (i.e. an unplanned, undesired event that results in an adverse effect or near miss on an individual, TSA or any person engaged with TSA and its operations), it must be recorded as an incident in the Client Incident Management System and managed in line with the Incident Management Procedure (GO_QA_PRO-01_TCIM).

Process Guidelines

Accountability	Accountability for feedback and complaint management will default to the Head of Department or Divisional Commander or authorised person accountable for the mission expression in which the feedback or complaint relates.
Responsibility	<p>All feedback and complaints must be reported in the Client Feedback and Complaint Management System.</p> <p>Feedback and complaints must be assigned an owner who will be responsible for the management and resolution of the matter in accordance with the TSA policy and procedure, except for complaints and suggestions that are resolved by the frontline personnel.</p> <p>In the absence of an authorised person to manage feedback or complaints, the default assigned feedback owner is the Corps Officer or the operations manager for the service, site or program.</p> <p>If the feedback or complaint is incorrectly assigned, transfer of ownership of the matter must be agreed with the receiving manager (the new feedback owner).</p>
Clients at the centre of the feedback and complaints process	<p>All clients, regardless of gender, gender identity, age, language, ethnicity, cultural background, disability, religious belief, sexual orientation, have a right to have a say about and be involved in decisions affecting their lives.</p> <p>Any client providing feedback or raising a complaint, and any person affected by issues raised should be included in the management process to the extent possible.</p> <p>Where a client has an advocate, a support person or other substitute/informal decision maker involved with them, that person may need to be included and recognised in the management process, depending on the role they have in the life of the client and with the consent of the client.</p>
Keeping the feedback or complaint submitter informed	<p>TSA personnel responsible for the management and resolution of feedback or complaints will ensure communication with the submitter takes place throughout the management process until the matter is resolved.</p> <p>All contacts and communications will be noted in the Client Feedback and Complaints Management system and a response in writing provided to the submitter if requested.</p>

Complaints process guidelines

Out of scope

Where a complaint has been raised about another organisation or an employee of another organisation, the receiver of the complaint should:

Step	Action
1.	Advise the complainant that their complaint does not relate to TSA
2.	Support the complainant to forward the complaint to the relevant organisation or, if the complainant is not able to do so, forward the complaint to the relevant organisation on the complainant's behalf



Requests

Requests for information, to amend records (e.g. to correct an address, cancel a donation) or to unsubscribe from regular TSA communication (e.g. campaign newsletters or email) are **not complaints**.

Requests should not be recorded as complaints but forwarded by email to the relevant personnel/department to action.

Note: Request that been made numerous times without being actioned and presented as a complaint can be reported as a complaint.

Open Disclosure

Open disclosure is the open discussion and exchange of information between a client, their advocate, support person or other substitute decision maker (where appropriate) and a member of TSA personnel about an event that has impacted or had the potential to impact the client.

The key elements of an open disclosure are:

- An apology or expression of regret
 - A factual explanation of what happened
 - An opportunity for the client to relate their experience
 - A discussion of the potential outcomes arising from review of the event
 - An explanation of the steps taken to manage the event and prevent recurrence of negative impacts
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Clients right to make a complaint or seek advocacy

All clients have a right to make a complaint. A complaint can be lodged with TSA through an avenue that is easiest and safest for the client. Clients can be supported in making their complaint by another person, such as a TSA worker, a family member, carer or advocate or a trusted friend.

Where a client does not feel comfortable raising a complaint directly with TSA or continues to be dissatisfied after raising their concern with TSA, they must be informed of how they or their support person can raise their complaint through an appropriate external authority. This may include for example (but not limited to): Older Persons Advocacy Network, Aged Care Quality and Safety Commission, National Disability Advocacy Program, relevant state-based authorities such as Health Services Commissioners, Children's Ombudsman or Guardians or housing authorities.

Information about external advocacy and support authority must be made available to clients and their carers/guardians as relevant, and clearly described in complaints resource artefacts.

Anonymous complaints**Anonymous complaints**

Complainants have a right to make an anonymous complaint. The anonymity of a complainant should not be a basis for deciding that the complaint does not raise a substantive issue.

Anonymous complaints should be accepted, recorded and managed if they are assessed as having some substance, are of reasonable seriousness, and there is sufficient information in the complaint to enable the matter to be actioned.

Complainants can request that their matter be anonymous at time of reporting and this request will be actioned by the complaint receiver in the Complaint Report.

Complainant confidentiality

Where practical and appropriate, TSA will protect the identity of complainants and persons involved in complaint management processes, unless the complainant or other parties to the complaint explicitly indicate otherwise and this is recorded in writing by the complaint owner.

Personal information that identifies individuals involved in a complaint will only be disclosed when required by law. When required for purposes of complaint review or other related complaint management purposes, all reasonable efforts will be taken to de-identify information that is not required for the purpose of the disclosure.

In some instances, it may not be possible for a complaint review to progress if the existence of the report cannot be disclosed and a statement by the individual cannot be provided as evidence.

Withdrawal of complaint

Complainants must be advised of their right to withdraw their complaint at any stage in the complaint management process.

Complainants must be advised that TSA reserves the right to continue to review and manage a complaint where it believes that it is in the best interests of the complainant and/or TSA.

Complaints raised by external authority

Where an external authority (e.g. Children’s Commissioner/Guardian; NDIS Commissioner; Health Services Ombudsman, state housing authority) raises a complaint with TSA on behalf of a client:


Step	Action
1.	Personnel in receipt of complaint must escalate it to the relevant GM/EM, Divisional Commander or equivalent who will determine the appropriate complaint owner
2.	The assigned complaint owner will respond to and comply with all requests for information or action from an external authority
3.	The assigned complaint owner will report the matter in the Client Feedback and Complaint Management System – Client Complaint module
4.	The assigned complaint owner will forward notification of the complaint to the relevant mission expression HoD and HoD Quality and Safeguarding

Feedback and Complaint Recording Guidelines

Recording Feedback and Complaints

All client feedback and complaints are to be recorded in the relevant client module in the Client Feedback and Complaint Management System, i.e. complaint, compliment or suggestion module.

Use of other TSA IT systems to manage client feedback and complaints must be approved by the Executive Manager, Continuous Improvement through the appropriate line manager.

 Where required by legislation, regulation or contract, other external reporting must be undertaken in addition to TSA’s internal recording and reporting.

Alternative Client Feedback and Complaint Management Systems

Alternative mission specific systems approved for use to record and manage client feedback and complaints include:

- Aged Care: SolvSafety – Your Matters Matter

Categorisation of Feedback and Complaints

All feedback and complaints are categorised during the recording stage to support management, notification and reporting, and to enable systematic review and analysis. Categorisation is based on stream specific Feedback and Complaint Categorisation Tables, available from the Policy Hub, as follows:

-  [Feedback Categorisation Table Community Engagement](#)
- [Feedback Categorisation Table Corps and Divisions](#)
- [Feedback Categorisation Table Employment Plus](#)
- [Feedback Categorisation Table SAID](#)
- [Feedback Categorisation Table Salvos Funerals](#)
- [Feedback Categorisation Table Salvation Army \(SA\) Housing](#)
- [Feedback Categorisation Table Salvos Stores](#)
- [Feedback Categorisation Table Social Mission](#)

**Knowledge,
Information and
Data Management**

Client feedback and complaints must be managed in accordance with TSA's Knowledge, Information and Data Management Policy (GO_LR_POL_TKID)

Relevant key principles and considerations are:

Accurate, consistent, meaningful and complete records of client feedback or complaints, responses and decisions must be systematically created and captured by TSA personnel and recorded in the Client Feedback and Complaint Management System

The recording of information and activities is undertaken as soon as possible

Written information should be digitised as soon as possible via scanning or imaging

Information must be managed and retained in accordance with the Privacy Act Compliance Policy

Ensure clients understand their rights to access their records or other information that TSA holds about them in accordance with the Privacy Act Compliance Policy

Client feedback and complaint information includes:

- Data that is entered in the Client Feedback and Complaint Management System
 - Files and documents (emails, reports, case notes, etc.) uploaded to the Client Feedback and Complaint Management System
 - Links to other systems or directories where files are stored
-

Record Retention

All feedback and complaint records need to be retained in accordance to the Retention & Disposal Schedule contained within the Information Lifecycle Management Standard (GO_LR_POL_TCOM) and in accordance with statutory/regulatory requirements.

Retention periods relevant to feedback and complaint management include:

- Client Complaints – **Indefinitely**
 - Child & vulnerable adult related work (e.g. records, investigations and external reports of abuse, neglect, harm or risk of harm) – **99 years** after completion
-

Privacy

TSA is committed to maintaining the privacy of all clients.

All personnel must adhere to the TSA's Privacy Policy (GO_LR_PRO-02_TPAC) with respect to how they collect, use, share and store personal information, including:

Only collect, hold, use and disclose personal and sensitive information that is necessary for the purpose of managing and resolving the matter

Advising clients of what information TSA collects and holds, how this information will be used and when it can be disclosed

- There is no obligation on a client to provide personal information, but they should be advised that TSA may be limited in how their matter can managed and resolved based on the availability of and access to the client and additional information
- A pseudonym may be considered (if practicable) but must be requested by the client and confirmed in writing by the feedback or complaint owner

The information collected and kept will be stored securely and only accessible to authorised people

Clients have a right to access their personal and sensitive information subject to legal exceptions

TSA may be required to share this information with external services. TSA will only share personal and sensitive information:

- In accordance with the client's express consent and instructions subject to the Australian Privacy Principles
 - In accordance with the specific Privacy Notice provided to the client by TSA
 - Where sharing of information is compelled by law
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Complaint Management Procedure

There are three key stages to manage complaints:

Stage 1 Record and Assign	Stage 2 Review and Notify	Stage 3 Resolution
<ul style="list-style-type: none"> ▪ Receive ▪ Acknowledge ▪ Resolve (Frontline Resolution) ▪ Record ▪ Close (Frontline Resolution) ▪ Assign (for Management Resolution) 	<ul style="list-style-type: none"> ▪ Acknowledge ▪ Check/Assess ▪ Notify ▪ Review and assess ▪ Proposed Resolution Options ▪ Provide update 	<ul style="list-style-type: none"> ▪ Approve resolution ▪ Provide update ▪ Resolve the complaint ▪ Post resolution review (if applicable) ▪ Close



Stage 1: Record and Assign

Frontline Resolution

A **frontline complaints resolution process** is where a frontline worker has the authority and capacity to manage and resolve the complaint.

A frontline complaints resolution process is applicable where a complaint:

- Has clear and understandable causes and circumstances that led to the issue
- Has a clear and simple resolution
- Can be resolved immediately or quickly by staff onsite
- Is of minor risk to the complainant and other people involved
- Is of a minor risk to TSA


Stage	Steps
Receive	<ol style="list-style-type: none"> 1. Listen to the complaint and take notes 2. Seek and document consent from client to collect and retain information relevant to the complaint and advise them of how this information will be used (i.e. to resolve the matter) 3. Discuss with the complainant their desired outcome
Acknowledge	<ol style="list-style-type: none"> 1. Verbally acknowledge the complaint 2. Provide an apology, as appropriate
Resolve	<ol style="list-style-type: none"> 1. Inform the complainant of the action that will be taken 2. Complete the action required to resolve the complaint as discussed 3. Inform the complainant of the action taken <p> Actions to resolve the complaint may be assigned to other personnel with agreement between the parties.</p>
Record	Record the complaint in the Client Feedback Management System - client complaint module.
Close	<p>Once the complaint has been recorded in the Client Feedback and Complaint Management System's Client Complaint module and resolved by frontline worker/s, the complaint can be immediately closed.</p> <p> Complaints that cannot be resolved through the frontline resolution process must be assigned a complaint owner and follow the management resolution process.</p>

Stage 1: Record and Assign (Continued)

Management Resolution

Management resolution is required for complaints that:

- Are complex and serious in nature, e.g. they represent a risk to the complainant or other people or TSA
- Require further information gathering to understand the circumstances and causes of the matter, i.e. the causes or circumstances are unclear or there may be multiple potential causes
- Resolution options are more complex and may require consultation with senior management; may require planning and approval at management or higher level
- Have been raised by a client advocate or regulatory body

The member of TSA personnel in receipt of a complaint will:	
Stage	Step
Record	<ol style="list-style-type: none"> 1. Record the complaint in Client Feedback and Complaints Management System - Client Complaint module 2. Advise the client that their complaint has been forwarded to a member of TSA personnel to review and provide the name of the complaint owner
Assign	<ol style="list-style-type: none"> 3. In the client complaint module, assign the complaint record to the relevant line manager, Corps Officer or delegated member of personnel as appropriate <p> In the absence of an assigned complaint owner related to a site, the default complaint owner is the operations manager for the service, site or program or the Corps Officer.</p>

Stage 2: Review and Notify

Acknowledge

The complaint owner must contact the complainant to provide acknowledgement of receipt of the complaint within 2 working days of receipt of the complaint, unless the complainant is anonymous or has indicated they do not wish to be contacted.

Check/Assess

The complaint owner will:

Step	Action
1.	Review the complaint record to determine if the: <ul style="list-style-type: none">Complaint should be recorded as an incident (i.e. the matter refers to an unplanned, undesired event that results in an adverse effect or near miss)Correct owner was assigned to manage the complaintComplaint was appropriately categorized
2.	Accept ownership of the complaint. By accepting ownership and responsibility to manage the complaint, the complaint owner accepts that they will be impartial, without any real or perceived conflict of interest in the matter. Where this is not possible, the complaint owner will transfer ownership of the complaint to a more appropriate team member.
3.	The complaint owner will contact the complainant to introduce themselves, outline their role and responsibilities, and the complaint management process.



If the complaint is determined to be an incident, close the complaint, create a new incident record in the Incident Management System, assign ownership and follow the Incident Management Procedure (GO_QA_PRO-01_TCIM).



The complaint owner may re-categorise or re-assign the complaint, or make other changes or additions to the complaint record as required within the Client Feedback Management System - Client Complaint module

Notify

The complaint owner is responsible for ensuring that internal and external notification requirements are identified and acted on.

1. Notify externally



Where required by legislation, regulation or contract, external reporting must be undertaken as a priority in addition to TSA's internal recording and notifying of the complaint.

Personnel must comply with the reporting requirements as directed by legislation, regulation or contract, and must comply with all directions provided by representatives of statutory or regulatory bodies in relation to the management of a complaint.

2. Notify internally

Internal notifications are based on the type of complaint recorded.



Internal TSA notification requirements are identified in the relevant stream specific Feedback Categorisation Table.

Internal notifications are typically within the line management structure aligned to the site/service or Corps.

Notifications to other TSA areas, such as Safeguarding, Media Relations, Personnel, Privacy Officer may be required depending on the complaint type.

3. Record of notifications

Notifications to internal TSA line management will be automatically sent and recorded within the client complaint module.

Notifications to specialist TSA department notifications (i.e. Safeguarding, Privacy Officer, Audit) must be indicated within the client complaint module.

Details of all other TSA internal notifications must be recorded manually in the client complaint module.

Details of external notifications, including reference to date, time, name and designation of regulatory/statutory personnel, must also be recorded in the client complaint module.

Review and Assess

The review of the complaint is carried out to determine:

- The facts and details for the matter, and
- The veracity and identify of the causes of the complaint in order to appropriately resolve the complaint by reaching a fair and independent view of the issues.

The review should be outcome focused on how to best address the issue/s as perceived by the complainant, not on apportioning blame or fault.

The complaint owner is responsible for undertaking the review but may allocate specific tasks to other members of their team i.e. gathering supporting documents, supporting the complainant:

Step	Action
1.	Review the available information to determine the facts and details of the complaint. This may include: <ul style="list-style-type: none">▪ Clarifying details with the complainant▪ Clarifying details with other parties named in the matter▪ Discussing with and understanding the complainant's expected outcomes▪ Gathering supporting documents if required to inform the matter (case notes, emails, letters, photo's, meeting minutes, etc.
2.	Determine the outcome of the review, including: <ul style="list-style-type: none">▪ Whether the complaint or certain aspects of it can be verified or not▪ Any recommendations or proposed actions to address the concerns



Advice from relevant subject matter experts may be required in resolving the complaint and determining recommendations or actions. For example, this might include IT services, Property Department, Human Resource/Officer Personnel/Volunteer Resources, Salvos Legal



Before undertaking further information gathering activities, ensure that the matter is not an incident (i.e. a matter that involves an adverse effect or harm to an individual). Caution should be exercised so that any information gathering process does not compromise evidence, witness statements and the investigation process related to the incident.



Where a statutory or regulatory body has raised a complaint with TSA, an internal TSA led review should only proceed with the explicit written approval and authority of that relevant statutory or regulatory body. TSA will comply with all directions and requests from that body.



Where a statutory or regulatory body has requested that TSA undertake an investigation of a complaint matter, the complaint owner should discuss this with their line manager to ensure that the most appropriate and skilled member of personnel undertakes the investigation process.

Update the complainant

It is important to keep the complainant up to date on the progress of the review.

Contact the complainant (unless anonymous or has indicated no contact) to:

- Inform them of progress of the complaint and update on the expected timeframe to complete the review
- Discuss proposed actions to resolve the matter
- Provide progress or outcome updates as required to external statutory or regulatory bodies as relevant

Stage 3: Resolution

Approve resolution

Assess the recommendations for resolution and select the most appropriate option. Where a resolution is not within the complaint owner's authority, approval is required by the relevant line manager.

Line managers have authority to approve items within their budget such as:

- Minor property maintenance under \$25K,
- Furniture, office equipment, minor asset purchases under \$10K,
- Capital expenditure under \$10K (beds, equipment, etc).

For approvals outside of line management budget refer to the Approved Authorities Matrix (GO_LR_PRO_TAAP).

Update complainant

It is important to respond to the complainant in a timely manner about the decisions made about their complaint. Unless the complainant has indicated no further contact, contact the complainant and/or their advocate to update them on the:

- Outcome of the review
 - Proposed resolution and action plan (if required)
 - Options to request a review of the outcome or process
-

Post Resolution Review

If the complainant is not satisfied with the resolution/outcome they can request a review. Complainants have access to one internal TSA review of their matter.

This review must be undertaken by the next level of Management with the purpose of determining:

- That the correct process has been followed
- That the outcome was reasonable and fair
- Whether to uphold or modify the original outcome

The outcome of the review will be communicated to the complainant by the next level of management who undertook the review.

Where the complainant is still not satisfied with the outcome, they must be advised of and supported to exercise their right to take up the matter with the relevant external body. This may include but is not limited to: Older Persons Advocacy Network, Aged Care Quality and Safety Commission, National Disability Advocacy Program, relevant state-based authorities such as Health Services Commissioners, Children's Ombudsman or Guardians or state/territory housing authorities.

Finalise the complaint

To finalise the complaint, the complaint owner will:

Step	Action
1.	Create an action plan for any tasks that need to be undertaken to resolve the matter, including timeframes and responsibilities
2.	Implement the action plan
3.	Record any learnings and improvements ideas for discussion and/or consideration with the relevant TSA personnel for approval/implementation

Close

A complaint can be closed when all actions to reach a resolution has been completed and the complaint record has been updated and where a review was undertaken, the review is completed and:

- The complaint outcome has been communicated to the complainant (where appropriate)
- A reasonable resolution including actions to be taken has been determined and communicated to the complainant irrespective of whether they accept the outcome or not

To close the complaint, the complaint owner will:

Step	Action
1.	Ensure appropriate communications and notifications have been completed and documented within the client complaint module
2.	Where an external body has been involved, ensure that body has been informed of the outcome of the review and the resolution actions to be undertaken where relevant
3.	Ensure all information in the Client Feedback and Complaints Management System - Client Complaint module has been updated, including uploading of any documents or links to where files are stored
4.	Close the complaint record in the Client Feedback and Complaints Management System

Compliment Management Procedure

Compliments are a form of feedback that provide insights into positive and valuable experiences clients have when engaged with TSA's people, services and products.

There are three key stages to the compliments management process:

Stage 1 Receive Compliment	Stage 2 Review and Notify	Stage 3 Recognition and Close
<ul style="list-style-type: none"> ▪ Receive ▪ Acknowledge ▪ Record ▪ Assign 	<ul style="list-style-type: none"> ▪ Review ▪ Notify 	<ul style="list-style-type: none"> ▪ Determine method ▪ Recognition ▪ Learnings ▪ Close

Stage 1: Receive Compliment

Receive

Compliments can be received via a number of means including verbally, written, text message, on a local service/program feedback form, via a TSA approved social media or communication platform or via the TSA website.

Compliments received verbally (i.e. face to face or phone) can be documented by the receiving member of TSA personnel, noting:

- Who or what the compliment was about?
- Who provided the compliment, unless the person providing the compliment wishes to remain anonymous?

Acknowledge

Compliments must be acknowledged within five working days following receipt. For compliments received verbally, acknowledgement is provided at the end of conversation by:

- Thanking the provider for the compliment
- Encouraging further suggestions and compliments
- Where applicable, letting the provider know what will happen with their compliment, for example passing the compliment onto a member of senior management

Record

The member of personnel who receives the compliment will record the compliment in the Feedback Management System compliment module or will forward it on to the most appropriate member of TSA or relevant TSA program area to record in the Client Feedback and Complaints Management System - compliment module.

Multiple compliments about the same person or subject that are provided on the same day/shift can be recorded on the one compliment record.

Assign

All compliments must be assigned a compliment owner within the Client Feedback and Complaints Management System- Client Compliment module.



In the absence of an assigned compliment owner related to a site, the default compliment owner is the Corps Officer or the operations manager for the service, site or program.

Stage 2: Review and Notify

Review

Compliment owner will review the compliment record for accuracy of classification and ownership.

Notify

The compliment owner will forward internal notification as follows:

Compliment type	Where the compliment is...	Notification is required...
1	<ul style="list-style-type: none"> ▪ An award/praise/recognition from a government or regulatory authority about service, team, project or individual ▪ Media report about service, team, project or individual 	Within five working day: <ul style="list-style-type: none"> ▪ Relevant senior representatives of Mission Expression, e.g. Head of Department, National Director or Divisional Commander ▪ C.c. relevant GM/EM or equivalent
2	<ul style="list-style-type: none"> ▪ An award/praise/recognition from a local government authority, community groups ▪ Media report about a service, team, project or individual 	Within five working days: <ul style="list-style-type: none"> ▪ Relevant senior line management, e.g. Program Manager, Area Officer, State Manager, General Manager
3	<ul style="list-style-type: none"> ▪ Praise/recognition/ compliment from a member of the public or TSA client for a service, team, project or individual 	Within five working days: <ul style="list-style-type: none"> ▪ Line Managers/Corps Officers of specifically mentioned personnel, service or project

Stage 3: Recognition and Close

Method of recognition

A compliment can be recognised in one or more of the following ways:

- One on one meeting with complimented member of personnel
- Performance review with the complimented member of personnel
- Team or department meeting/gathering
- Service Announcement
- TSA publication or communication

The recognition must provide the relevant individual, team or service with the context of the compliment and who provided the compliment (unless the provider wishes to remain anonymous).

Recognition

Provide the recognition to specific site or personnel as soon as possible/practical in the manner determined.

Learnings

Consider learnings from the compliment and how they may be applied to further improvements.

For compliment types 1 and 2, the compliment owner may consider consulting with relevant line managers and senior TSA personnel about opportunities to utilise complimentary feedback to promote TSA values, culture and mission expression activities more broadly internally and externally.

Close

To close a compliment, the compliment owner will

Step	Action
1.	Retain or document compliment in personnel file, as relevant
2.	Ensure all fields in compliment record are accurate and complete
3.	Close record

Suggestion Management Procedure

There are three key stages to the suggestion management process:

Stage 1 Receive	Stage 2 Review	Stage 3 Close
<ul style="list-style-type: none"> ▪ Receive ▪ Acknowledge ▪ Record <ul style="list-style-type: none"> • Implement (Frontline Implementation) • Close (Frontline Implementation) ▪ Assign 	<ul style="list-style-type: none"> ▪ Assess and Review ▪ Determine action 	<ul style="list-style-type: none"> ▪ Provide update ▪ Close

Stage 1: Receive Suggestion

Frontline Implementation

A frontline implementation process is where a frontline worker has the authority and capacity to implement or action the suggestion.

Frontline implementation is applicable where a suggestion:

- Will have a positive impact on clients
- Is within the capacity and authority of frontline personnel to action
- Can be achieved in a quick timeframe
- Requires minimal change/budget/personnel time
- Does not represent a risk to clients, the community or TSA personnel

Stage	Steps
Receive	Receive suggestion. If suggestion is provided verbally, listen carefully, clarify any points and document details of suggestion and suggestion provider.
Acknowledge	All suggestions must be acknowledged. Verbal Submission: <ul style="list-style-type: none"> ▪ Immediately respond to the provider: <ul style="list-style-type: none"> ○ Provide acknowledgement at end of conversation ○ Inform the provider on what actions will be taken ○ Express thanks and encouragement to provide further suggestions Written Submissions: <ul style="list-style-type: none"> ▪ Within five business days send written acknowledgement, express thanks and encouragement to provide further suggestions, provide details of actions that will be taken in response to the suggestion
Record	<ul style="list-style-type: none"> ▪ Record the suggestion in the Client Feedback and Complaints Management System - client suggestion module ▪ Record detail of actions taken
Implement	Record all actions taken to implement the suggestions at the site. Include: <ul style="list-style-type: none"> ▪ Any relevant approvals ▪ Involvement of and feedback to client

	<ul style="list-style-type: none"> Update provider of suggestion of the actions taken
Close	Close the record (i.e. a suggestions owner does not need to be assigned)

Management Review

Management review is required for suggestions that:

- Are complex and require time, personnel, money, resources and/or management approval to implement
- May form part of accreditation compliance activities
- Require management review and consideration about the feasibility and practicality of implementing
- Where a member of personnel is unsure about the merits or value of a suggestion or is unsure if a suggestions should proceed, the suggestion must be forwarded to line management for review.

The member of personnel in receipt of a suggestion that requires management review will:

Stage	Steps
Record	Record the suggestion in the Client Feedback and Complaints Management System - client suggestion module. If the suggestion has been provided verbally, advise the provider that their suggestion will be forwarded to an appropriate member of personnel for their review, and that person will contact them about the matter if required.
Assign	All suggestions that require management review must be assigned a suggestion owner in the Client Feedback and Complaints Management System - client suggestion module. In the absence of an assigned suggestion owner, the default owner is the Corps Officer or the operations manager of the service, site or program.

Stage 2: Assess and Review

Assess and review The suggestion owner will review the suggestion and determine whether it has merit, and/or is feasible for the site/program/stream. This assessment should consider:

- Outcomes and/or benefits to clients
- Impact on clients safety and wellbeing
- Impact on service delivery, service environment
- Resource implications i.e. personnel, financial, capacity
- If the owner is uncertain of the merits/value/feasibility of a suggestion (i.e. potential for positive impact/improvements but the costs are not within budget or outside of the authority of the local team to approve) it must be discussed with a line manger before a decision is made.

There are two possible outcomes from the assessment and review process:

Assess as...	Defined as...
1. Not to proceed	Not a feasible suggestion on the basis of: <ul style="list-style-type: none"> Impact to client outcomes and/or client safety and well-being High cost and low impact Little benefit to client Not a priority action for the site, etc.
2. Suggestion to be implemented (i.e. as a continuous quality	<ul style="list-style-type: none"> Positive impact to client outcomes and/or safety and well-being; service delivery or service environment

improvement activity and recorded in the Continuous Quality Improvement Register)	<ul style="list-style-type: none"> ▪ Within budget or may require additional budget ▪ Single or multiple service level activity; state/stream activity; national mission expression activity ▪ More complex or larger activity that may take time, planning and resources (personnel, budgetary) to plan and implement, and requires senior management sign off ▪ May form part of accreditation compliance activities
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Determine action A record of the assessment decision and actions arising must be documented by the suggestion owner in the Client Feedback and Complaints Management System - client suggestion module:

1. Not to proceed

Indicate in the record the decision not to proceed and document rationale for decision i.e. not feasible due to cost; low priority; low impact to client group.

2. Continuous Quality Improvement activity

Indicate in record that the suggestion will be registered in the Continuous Quality Improvement register

Record the Continuous Quality Improvement register ID

Stage 3: Close

Provide update

The suggestion provider must be provided with an update of the outcome of the review, actions being undertake or rationale for the action determined.

The suggestion provider should be encouraged to provide further suggestions.

Ensure all fields in record are accurate and complete.

Close

Close record

Related Documents and References

Policy Documents	<p>Client Feedback Policy (GO_QA_POL_TFBK) Feedback Categorisation Table (GO_QA_CHA-01_TFBK) Complaints Process Chart (GO_QA_CHA-02_TFBK) Compliments Process Chart (GO_QA_CHA-03_TFBK) Suggestions Process Chart (GO_QA_CHA-04_TFBK)</p> <p>Guides: SolvSafety User Guide - Report a Complaint (GO_QA_GUI-01_TFBK) SolvSafety User Guide - Report a Compliment (GO_QA_GUI-02_TFBK) SolvSafety User Guide - Report a Suggestion (GO_QA_GUI-03_TFBK) SolvSafety User Guide - Manage Complaints, Compliments and Suggestions (GO_QA_GUI-04_TFBK) Audit and Compliance Guide – to be developed</p> <p>Forms: Feedback and Complaints Form (GO_QA_FOR-01_TFBK) to be developed</p> <p>Checklist: Audit and Compliance Checklist – to be developed</p>
Related Policy Documents	<p>Approved Authorities Matrix (GO_LR_PRO_TAAP)</p>
Related Legislation	<p><i>Aged Care Act 1997</i> <i>Aged Care Quality and Safety Commission Act 2018</i> <i>Australian Privacy Principles</i> <i>National Disability Insurance Scheme (NDIS) Act 2013</i> <i>Privacy Act 1988</i></p>
Other Relevant Documents /Resources	<p>Code of Conduct Policy (GO_LR_POL_TCOC) Enterprise Risk Management Policy (GO_LR_POL_TERM) Fraud Policy (GO_LR_POL_TFRC) Incident Management Policy (GO_QA_POL_TCIM) Incident Management Procedure (GO_QA_PRO-01_TCIM_V1-0) Information Security Policy (BS_IT_POL_TISP) Lived Experience and Participation Policy (GO_QA_POL_TCSP) Information and Data Management Policy (GO_LR_POL_TKID) Privacy Act Compliance Policy (GO_LR_POL_TPAC) Quality Management Policy (GO_QA_POL_TQCI) Safety and Wellbeing of Children and Young People Policy (GO_LR_POL_TSWC) Whistleblower Protections Policy (GO_LR_POL_TWBP) Work Health and Safety Policy (GO_WH_POL_TWHS) Workplace Relations Policy (BS_HR_POL_TWPR)</p>

Document Control Information

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Category	Quality Assurance		
Policy Owner	Governance Lead – Office of the Chief Secretary		
Policy Implementer	Head of Quality and Safeguarding		
Approval Authority	Australia Territory Board		
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Previous Documents	AUE N/A		
	AUS CMP - Complaints Management Policy		
	NAT Complaints Procedure		
	Compliments Procedure Suggestions Procedure		
Document History	Version	Date Approved	Summary of Changes
	1-0	08/08/2019	Inaugural version
	2-0	07/08/2020	Updated to include developed documents <ul style="list-style-type: none"> ▪ Complaints Procedure, ▪ Compliments Procedure, and ▪ Suggestions Procedure.
	3-0	26/05/2022	Consolidate three procedures (Compliments, Complaints and Suggestions) into one procedure Redevelopment of Suggestions procedure Revised content to incorporate regulatory accreditation requirements including ACFID, NDIS, Rainbow Tick