



Feedback Management Policy

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1. Purpose

This Feedback Management policy has been developed to assist all FSO staff to understand how best to manage and respond to compliments and complaints. It promotes a consistent approach across FSO for responding to, managing, processing, and recording compliments and complaints.

A complaint is defined as an expression of dissatisfaction with any service provided, contracted or funded by FSO. A complaint may also be made about the complaints handling process of FSO. A complaint relates to a specific episode, occurrence or provision of service that has resulted in an impact on any individual or group. A general expression of concern is not a complaint, nor is it an appealable matter.

2. Policy

FSO acknowledges everyone's right to express their opinion about our work. We will provide everyone with the opportunity to provide advice on the way FSO works through meaningful engagement, listening and responding to feedback, and protecting confidentiality and privacy.

Compliments and complaints provide valuable feedback about the level of satisfaction with our work. Along with other forms of feedback, they provide an opportunity to improve the delivery of our work. They must be handled effectively and promptly, and recorded for coordination, analysis and reporting. Resolving complaints at the earliest opportunity, in a way that respects and values the person's feedback, can be one of the most important factors in ensuring an opportunity to recover a person's positive feelings and confidence about our organisation. It can also help prevent further escalation of the complaint. To facilitate this, we will provide a responsive, efficient, effective, and fair complaint management system.

Complaints related to FSO can be directly recorded on FSO's Enquiry Form, <https://www.futureskillsorganisation.com.au/contact-us>. Any feedback received directly by staff should be recorded on the same form. Forms are recorded into a centralised log for action.

Refer to the Feedback Process Flowchart (Diagram 1) to understand timelines and escalation points.

3. Complaints Management Process

FSOs feedback management process is based on the following elements:

3.1 VISIBILITY + ACCESSIBILITY

The management process will be visible and accessible and:

- explain how and where to make a compliment or complaint, with optional anonymity;
- offer different channels to provide feedback (website, email, mail);
- If the feedback is related to a complaint, explain how FSO will manage a complaint and the expected timeframe for resolution; and

3.2 RESPONSIVENESS

The management process will be responsive and provide mechanisms to:

- respect the rights of all people involved;
- inform and train staff to use the feedback management system;
- ensure there is clarity about the requested outcome;
- provide a respectful, valuing and informative acknowledgement;
- actively listen to, empathise and acknowledge the information provided;
- monitor timeframes for resolution; and
- communicate with all relevant parties about the progress to resolve the complaint.

3.3 ASSESSMENT + INVESTIGATION

The management process will have mechanisms to:

- collect appropriate information to inform improvement;
- protect the privacy and confidentiality of the information people have provided; and
- determine by whom and at what level complaints should be dealt with.

3.4 FEEDBACK

The management process will provide mechanisms to:

Where relating to a complaint:

- explain what happened and why, what will be done to fix the issue, who will do it, how we will communicate our progress and how we will check things are on track;
- provide an apology, where appropriate;
- where an apology is provided, ensure it is sincere, and accepts responsibility for what occurred and the impact, explain the circumstances without making excuses, and summarise the key actions that will be taken; and
- provide regular updates to the complainant if the resolution is delayed.

- Where relating to a compliment, provide context regarding the situation, what happened and the impact of the action;
- provide feedback directly to the person/people responsible; and
- acknowledge the feedback with the broader organisation; to provide insights and opportunities for continuous improvement.

3.5 IMPROVEMENT FOCUSED

The management process will provide mechanisms to gather and record feedback and other information to:

- meet any policy or reporting requirements;
- improve the training and capabilities of staff;

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- analyse the data and identify trends for performance improvement;
- monitor the time taken to resolve complaints;
- notify contractors of any changes necessary arising from a complaint as part of a continuous quality improvement approach.

4. Feedback Management Process Overview

The management process will provide mechanisms to gather and record compliments and complaints.

4.1 COMPLIMENTS

Compliments may be collected through FSOs online feedback form, directly to FSO staff or via email or post and will be acknowledged formally to the author.

Once received, compliments will be entered into the 'feedback log' and disseminated at the weekly Leadership Meeting and the fortnightly organisation-wide All Staff Meeting. Lessons learned from these will be entered back into the feedback log.

4.2 COMPLAINTS

Complaints may be collected through FSOs online enquiry form, directly to FSO staff, or via mail or post and will be acknowledged formally to the complainant on receipt. Complaints related to a training package should be reviewed via the 'Training Package Dispute Resolution Policy'. All other complaints will follow this feedback management process.

Once received, complaints will be entered into the 'feedback log' and allocated to an FSO team member to triage. If the complaint is considered a low priority, the FSO team member will add the complaint as a Leadership Meeting weekly agenda item for discussion and action.

If the complaint is considered a high priority, the FSO team member will escalate the complaint to the Leadership group for discussion and action within 24 hours.

Once discussed by the Leadership group, an owner will be allocated to manage the complaint through to resolution. The owner will undertake an investigation of the complaint and update the complainant on the progress of a resolution at each stage decisions are made.

If a course of action can be agreed upon the complainant will be notified both verbally and in writing within 24 hours and the complaint will be closed.

If at this point the complainant is not satisfied with the proposed resolution, the owner will escalate the complaint to the FRAC for consideration within 3 days. The Chair of the Finance, Risk + Audit Committee (FRAC) will produce verbal and written guidance on a course of action for both the owner and the complainant. If the FRACs course of action is agreed upon by the owner and the complainant, the complainant will be notified both verbally and in writing within 24 hours and the complaint will be closed.

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In exceptional circumstances where the owner and the complainant can still not agree on a resolution, the complaint will be escalated to DEWR to agree on a course of action and close the complaint.

5. Alternative Complaint Resolution Pathways

Where a satisfactory outcome can't be reached, issues in the first instance should be raised with the FRAC. In extreme circumstances the FRAC may progress an issue to DEWR for further advice and resolution.

6. Contacts

For questions about this policy, please contact the Chief of Staff.

7. Policy Review

This Policy is subject to ongoing monitoring and review by FSO at its sole discretion and depending on the needs of the business.

8. Associated Policies

- FSO Training Package Dispute Resolution Policy - for issues directly related to training packages
- FSO Employee Handbook – Section 10. Grievance Procedure – for issues directly related to internal FSO matters

9. Policy Owner and Review Dates

This policy is owned by: Chief of Staff.

This Policy will be reviewed every 2 years if not sooner.

Board Approved	11 Sept 2023

Appendix 1. Feedback Process Flowchart

