



HOBART INTERNATIONAL AIRPORT

COMPLAINTS HANDLING MANUAL

Based on ISO 10002:2006

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Approved by the Chief Executive Officer



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1 Introduction

Hobart International Airport has addressed complaints handling and made a commitment to:

- Enhance customer feedback by creating a customer focused environment that is open to feedback
- Resolve any complaints received
- Improve customer service
- Involve top management as appropriate
- Recognise the needs and expectations of complainants
- Provide complainants with an open, easy to use complaints process
- Analyse and evaluate complaints in order to improve product and customer service quality
- Audit complaints handling process
- Review the effectiveness of the complaints handling process

2 Terms and Definitions

2.1 Complainant

Person, organisation or its representative making a complaint

2.2 Complaint

Expression of dissatisfaction made to an organisation, related to its products or services, or the complaints handling process itself, where a response or resolution is explicitly or implicitly expected

2.3 Customer

Organisation or person that receives a product or service

2.4 Customer Satisfaction

Customer's perception of the degree to which the customer's requirements have been fulfilled

2.5 Customer Service

Interaction of the organisation with the customer throughout the life cycle of the product/service.

2.6 Feedback

Opinions, comments and expressions of interest in the products/services or the complaints handling process

2.7 Interested party

Person or group having an interest in the performance or success of the organisation

2.8 Objective

Something sought, or aimed for, related to complaints handling

2.9 Policy

Overall intentions and directions of the organisation related to complaints handling as formally addressed by top management

2.10 Process

Set of interrelated or interacting activities which transforms inputs into outputs

3 Why Hobart International Airport has a complaints handling system

There are also reasons why HIAPL set in place effective complaints-handling systems.

These include:

- Giving HIAPL the opportunity to be the 'first port of call' for complaints.
- Reduce or avoid bad publicity that can arise when complaints are not dealt with or are dealt with ineffectively.
- Serve as an early warning of trouble spots.
- Complaints data can give an indication of where HIAPL is not meeting its customers' expectations.
- Complaints feedback can assist in quality control.
- Assist in setting service benchmarks for HIAPL.
- Assist in identifying information, policy, process and serviced efficiencies.

Reasons for having a complaints-handling system, as set out in ISO 10002:2006 include:

- Providing a complainant with access to an open and responsive complaints-handling process.
- Enhancing the ability of the HIAPL to resolve complaints in a consistent, systematic and responsive manner, to the satisfaction of the complainant and the HIAPL.
- Enhancing the ability of HIAPL to identify trends and eliminate causes of complaints, and improve the HIAPL's operations.
- Helping HIAPL enhance a customer-focused approach to resolving complaints, and encourage personnel to improve their skills in working with customers.
- Provide a basis for continual review and analysis of the complaints-handling process, the resolution of complaints, and process improvements made.

Effective complaints-handling systems are as much about good customer service as they are about HIAPL's quality management.

4 Definition of a Complaint

Hobart International Airport Complaints Policy and Procedures defines a complaint as:

*The expression of dissatisfaction
with any aspect of the airport's operations under HIAPL's direct control.*

It may be general in nature or relate to particular staff, a part of the organisation, a policy or a decision. Any person may lodge a complaint. A complaint must contain sufficient detail to enable it to be addressed and recorded.

For HIAPL purposes the following additions to the above definition are suggested as being helpful:

- A complaint is any expression of dissatisfaction or concern made to HIAPL by or on behalf of an individual, group or government agency that concerns any aspect of the airport's operation under HIAPL's direct control.
- A complaint may be made verbally in person or on the phone, and in writing by fax, email or letter.
- All complaints are to be treated with equal seriousness, regardless of the form in which they are lodged.
- For the purposes of data collection, as required both by HIAPL, and the ISO 10002:2006, a complaint is required to be recorded when:
 - it is a specific complaint about some aspect of the airport's operation and is not a policy interpretation question or query; and
 - it requires more than a single action to be dealt with.

5 Guiding Principles:

5.1 Our Commitment

HIAPL is committed to the efficient and fair resolution of all complaints. All levels of staff within HIAPL will acknowledge a complainant's right to comment and complain. Complaints provide HIAPL with an opportunity to improve the quality of our products, services and processes. With this in mind all levels of staff will actively seek feedback during interactions with customer, members of the public, agents and other third parties.

This commitment is demonstrated in a number of ways including having:

- An identified complaints and information centre in HIAPL.
- A budget for the complaints-handling function.
- Endorsement of the complaints-handling process by the CEO, the board or senior management.
- An explicit customer focused complaints-handling policy.
- A senior manager having overall responsibility for complaints handling
- Appropriate complaints-handling procedures at relevant areas of HIAPL.
- A complaints-handling 'manager' with specific responsibilities.
- A process for rapid and effective notification to top management of any complaints that have a significant impact on HIAPL.
- A climate which encourages the lodgment of complaints and a commitment to dealing with them effectively.
- Training on complaints handling /customer service.
- Ongoing monitoring and auditing of the system.
- Evidence of continuous improvement to the complaints handling process and improvement to products and services arising from complaints.
- A positive view of complaints throughout HIAPL.
- Sufficient staffing.
- Staff receiving and responding to complaints who have authority to settle complaints.
- Effective complaints handling and customer focused suggestions for improvement which are rewarded and adopted respectively.

5.2 Visibility

The HIAPL policy for the resolution of complaints will be publicised in such a way that people are encouraged to make complaints and provide feedback to the business. This policy will be promoted internally for staff and also externally for customer, members of the public, agents, providers and other third parties. The policy will be reflected prominently in HIAPL printed material such as brochures and HIAPL our web site.

HIAPL has complaints and information centre entry with phone, postal address, website and email contact details (with a complaints handling form see CIR form ISO 9001:2000 ref. AMF801A at Appendix 2). Easily understood information about the complaints and information centre including contact details in printed materials such as:

- prominent signage about how and where to complain at the service delivery point
- providing contact details of the complaints and information centre on product labels.

HIAPL's complaints and information centre is at its registered office.

The contact details for lodging complains are:

*Hobart International Airport Pty Ltd
Box 1 Strachan Street
Hobart Airport
Cambridge, TAS 7170*

Telephone: 03 62 16 16 00

Fascimile: 03 62 48 55 40

Email: info@hiapl.com.au

Website: <http://www.hiapl.com.au/contact.php>

5.3 Accessibility

Individuals or groups wanting to make a complaint will have access to all levels of staff within HIAPL. In the first instance a complainant will have contact with administration staff either by telephone, email, post, fax or face-to-face interactions. The staff member will attempt to resolve the complaint immediately. If the complaint cannot be resolved at this point the staff member will refer the complaint to Management and the escalation process will continue (if required) to the Chief Executive Officer (CEO).

If the complaint is still unresolved at this point, the complainant shall be made aware of their right to access the Airport board or other relevant authority dependent on the circumstances, however all contact should first made with HIAPL with the intention to seek resolution promptly and satisfactorily.

Complaints may be submitted in the format that is most appropriate and comfortable for the complainant, e.g. letter, fax, email, face-to-face or by telephone (refer to contact details at 5.2).

HIAPL recognises the diversity of our clientele and endeavours to resolve complaints by appropriately addressing each individual's particular needs. HIAPL will engage specialised services appropriate to the individual in order to achieve a satisfactory resolution for all parties e.g. language or interpreting services.

5.4 Structuring the system

HIAPL has a centralised system because:

- HIAPL has an interest in rectifying and addressing all complaints received.

- The complaints handling system is located where a body of expertise can keep abreast of developments in complaints handling: i.e. centre of information.
- The centre contains people with the right people-handling skills.
- There is the appropriate assessment capacity.
- It can serve as a reference to appropriate areas/conduit to other areas and manage dealing with the complaint.
- Advisory skills can be made available.
- The data collection facility and its quality control can be managed.
- Consistency in responses can be managed.
- It allows better quality control of the complaints-handling system itself.
- It provides management/oversight of rectification of systemic issues

5.5 Responsiveness

HIAPL will respond to complaints in a timely manner following the guidelines below:

5.6 Objectivity

This Policy recognises the need to be fair to the individual or group raising the complaint, the business and also the person against whom the complaint is raised. Each complaint will be addressed in an equitable and unbiased manner through the complaints handling process.

The complainant has the right to:

1. Be heard;
2. Know whether HIAPL's relevant product and service guidelines have been followed;
3. Provide and request all relevant material to support the complaint where this does not breach privacy regulations;
4. Be informed of the response to their complaint;
5. Be informed of HIAPL's decision and the reason for this decision;
6. Know that their complaint is being reviewed independently where appropriate, e.g. reviewed by the HIAPL Board of Directors in the case of a serious complaint.

HIAPL or the person about whom the complaint is made has the right to:

1. Provide sufficient detail about the complaint to enable a thorough investigation of the complaint;
2. Be informed of the decision and the reason for this decision.

In summary, all parties involved in the transaction will remain informed as the complaint progresses and will also be informed of the outcome of the complaint and the reason for this outcome.

5.7 Charges

Any individual or group may register a complaint with HIAPL free of charge.

5.8 Confidentiality

Personally identifiable information concerning a complainant will be used for the purposes of addressing and resolving the complaint only.

5.9 Customer-Focused Approach and Continual Improvement

HIAPL will foster a customer-focused approach, recognising that complaints and feedback provide the business with an opportunity for improvement.

5.10 Accountability

Each HIAPL employee accepts responsibility for effective complaints handling. The employee with whom a complainant first has contact which has the authority to resolve a complaint and to remedy the situation within HIAPL's documented company Delegations Policy will keep the complainant informed during the process. Each employee will follow the guidelines set in this policy when handling complaints.

6 Complaints Handling Framework

6.1 Commitment

Commitment is a concept that is implied rather than measurable. Strong leadership from the management team is a key sign of real commitment, and is indicated by a genuine interest to see complaints satisfactorily resolved.

The existence, documentation and dissemination of a complaints handling process provides strong evidence of commitment, as would the orientation of all new staff, in these procedures.

Complaints handling procedures are compliant with the essential element 'commitment' if the following criteria are met:

Relevant staff receive training in effective complaints handling, including the use of relevant policies and procedures from HIAPL and other agencies as appropriate.
New staff are oriented in complaints handling procedures.
Complaints handling processes are listed in relevant system documents.
Complaints handling processes are promoted within HIAPL and its staff.

HIAPL is committed to the efficient and fair resolution of all complaints. All levels of staff within the business will acknowledge a complainant's right to comment and

complain. Complaints provide HIAPL with an opportunity to improve the quality of our products, services and processes. With this in mind all levels of staff will actively seek feedback during interactions with members of the public, tenants and other third parties

6.2 Complaints Handling Policy

6.2.1 Purpose

The purpose of this document is to outline the HIAPL policy in relation to the process of resolving complaints. This document is to be used as a guideline for staff and management when handling problems, grievances, and disputes.

In doing this HIAPL will:

1. achieve increased satisfaction in the delivery of HIAPL products and services for member of the public, tenants and third parties;
2. recognise, promote and protect people's rights including the right to comment and complain;
3. ensure that our framework for resolving complaints is efficient, fair and easily accessible both internally and externally;
4. provide relevant, timely and accurate information on HIAPL's complaint handling process;
5. monitor and report on all complaints with the intention of improving the quality of our products and services.

In using this policy HIAPL will act in accordance with:

Anti-Discrimination Act 1977

Trade Practices Act 1974

Any other relevant legislation / regulation

National Privacy Principles

International Standard AS ISO 10002:2006 Customer Satisfaction – Guidelines for Complaints Handling in Organisations

6.2.2 Responsibility and Authority

All HIAPL employees will:

1. Be trained in complaints handling;
2. Comply with any complaints handling reporting requirements determined by HIAPL;

3. Treat customers in a courteous manner and promptly respond to their complaints or direct them to the appropriate individual to handle their complaint;
4. Show good interpersonal and good communication skills;
5. Be aware of their roles, responsibilities and authorities in respect of complaints;
6. Be aware of what procedures to follow and what information to give to complainants;
7. Notify management of any significant complaints by immediately referring complaints to any management representative via the Complaints Register (CR);
8. Report complaints which have a significant impact on HIAPL immediately to the CEO.

6.2.3 Planning and Design

6.2.3.1 Objectives

The HIAPL has established the following complaints handling objectives:

1. Complaints are resolved by the complaints-handling 'manager' at the first point of contact in the majority of cases;
2. The need for the escalation of complaints is kept to a minimum and done on an as needed basis (e.g. CEO Referrals are kept to a minimum);
3. Where a complainant requests consideration by a management representative this will be a mandatory requirement;
4. Complainants are responded to in a timely manner;
5. A target of zero complaints relating to HIAPL staff member.

6.2.3.2 Resources

HIAPL recognises that employees are the most important resource in the complaints handling process. HIAPL will ensure that staff are adequately trained and provided with sufficient support to handle complaints appropriately.

Training will be provided at the induction stage for all employees and will be updated and reinforced as necessary. All employees will also receive training at the implementation of this policy.

Employees will have authority relevant to their knowledge, experience and capabilities to make decisions in the complaints handling process. Employees will take ownership of the complaint when it is received by HIAPL.

HIAPL will maintain a comprehensive system that will allow for the efficient recording, of all complaints. Employees will also use this policy as a resource to follow when handling complaints.

HIAPL will assess the need for other resources such as computer hardware and software, specialist support and finances as required.

Complaints handling needs to be well resourced to be effective.

The complaints-handling manager is responsible for:

- training of appropriate personnel in complaints handling;
- technology requirements;
- developing complaint minimization strategies;
- preparation of reports including trend analysis;
- reporting to the Board as required;
- process reviews and audits.

As complaints handling can be a sensitive issue, it is important that HIAPL staff are:

- appropriately trained; and
- provided with adequate support and guidance.

Supervisors may have complaints-handling responsibilities as well.

These may include:

- ensuring the complaints-handling process is implemented within their area of responsibility; and
- liaising with the complaints-handling manager.

Staff in contact with customers and complainants should:

- be trained in complaints handling;
- comply with any complaints-handling reporting requirements determined by HIAPL;
- have good interpersonal and good communication skills.

All staff should:

- be aware of their roles, responsibilities and authorities in respect of complaints;
- be aware of what procedures to follow and what information to give to complainants; and
- immediately report complaints which may have a significant impact on the HIAPL.

7 Operations of Complaints Handling Process

7.1 Communication

Information relating to the complaints handling process at HIAPL will be made available to all complainants in plain language and, as much as possible, in formats accessible to all.

The information will include:

1. Where and how complaints can be made (i.e. at our HIAPL Offices by letter, fax, email, phone or face-to-face); (refer to contact details at 5.2);
2. The information required from the complainant (i.e. details of the complaint);
3. The process for handling complaints as stated in this policy;
4. Time periods associated with various stages of the complaint (i.e. our commitment to acknowledge complaints within 3 business days and then respond as soon as the complaint matter has been investigated and resolved);
5. The complainant's options for remedy such as
 - a) Adjustment – complainant has an adjustment made to a claim that was previously processed in error;
 - b) Apology - complainant is tendered an apology due to an error or lack of service, however no compensation / adjustment is required. The apology may be oral or in writing. If an adjustment or other action is taken this will take precedence in coding the action step;
 - c) Compensation – complainant is offered compensation for a wrong doing by the airport e.g. Incorrect pin issued;
 - d) Other assistance - complainant is offered non financial assistance;
 - e) Information - complainant is provided with information that satisfies the request e.g. sent a brochure / clarified an entitlement;
 - f) Other - any other remedy that is not covered above.
6. How the complainant can obtain feedback on the status of the complaint (i.e. the complainant may contact our offices any time by any method for information about the status of their complaint).

7.2 Receipt of Complaints

Complaints will be immediately recorded in the CIR and thereby given a unique identifier code (CIR Entry Number). The record will include the following information:

1. Description of the complaint;
2. Requested remedy;
3. The product, service, policy, procedure or process complained about;
4. Due date for a response (if a due date is not recorded, a response will be required as soon as the complaint matter has been investigated and resolved);
5. Data relating to the complaint
6. Any immediate action that has been taken.

7.3 Tracking Complaints

The complaint is tracked through the CIR from the initial receipt to the final resolution. The complainant may contact HIAPL at any time to obtain an update as to the status of the complaint.

7.4 Acknowledgement and Initial Assessment of Complaints

Complaints will be acknowledged within 3 business days of receipt. At this point an initial assessment of the complaint will be made to determine its severity taking into account factors such as the impact on the business, safety implications or the need for immediate action.

The employee will:

1. Identify themselves;
2. Actively listen;
3. Record the details of the complaint in the CR;
4. Determine what the complainant wants;
5. Show empathy and be courteous without laying blame on any individual, group or the business;
6. Explain the proposed course of action and seek agreement.

7.5 Investigation of Complaints

All complaints are taken seriously and will be investigated thoroughly through the ISO 9001:2000 certified system. It will include some or all of the following processes depending on the severity of the complaint.

1. Check to see if there are any previous complaints from this person or about the issue/s concerned.
2. Contact the complainant to:
 - Clarify the complaint.
 - Clarify the outcome sought.
 - Check whether they need support of any kind, whether they have poor sight, hearing or a language difficulty, and what they need in order to understand the discussion properly.
 - Explain the investigation procedure.
3. Brief yourself on the relevant background (e.g. legal, administrative) to the complaint.
4. Assess whether HIAPL's complaint procedure is the most appropriate way of handling this complaint. If not, discuss alternatives with the complainant.
5. Consider whether the complaint can be resolved without further investigation.
6. If the complaint is about proposed action by HIAPL, consider whether the action should be deferred while the complaint is investigated.
7. Obtain all relevant documents (ensuring that you see originals, not copies). Get copies of all relevant documents you need.
8. Establish the relevant sequence of events from the files and also the names of staff most directly involved in the complaint.
9. Prepare a line of questioning for each person to be interviewed:
 - Use open not leading questions.

- Do not express opinions in words or by your body language.
 - Ask single, not multiple questions.
10. Arrange the order of interviews so that where you need to establish formal procedures, you do this first from more senior officers and end with the officers most directly involved with the complaint.
 11. Inform those to be interviewed that a friend or other assistant can accompany them, provided that the friend is not in a supervisory position over the interviewee. Explain the complaint clearly to them.
 12. Consider whether you need a witness if you are expecting a particularly difficult interview.
 13. Interviews should be conducted in an informal and relaxed manner, but persist in your questions if necessary. Don't be afraid to ask the same question twice. Make notes of each answer.
 14. Try to separate hearsay evidence from fact by asking interviewees how they know a particular fact.
 15. Deal with conflicts of evidence by seeking corroborative evidence. If this is not available, then as an exceptional measure, consideration can be given to organising a confrontation between the conflicting witnesses.
 16. At the end of the interview, summarise the main points made by the interviewee and ask if he or she has anything to add.
 17. If appropriate, make a formal record of interview from the written notes as soon as possible after the interview while your memory is fresh. Never leave it longer than the next day.
 18. Draft a report setting out the evidence obtained, preferably without including your own opinions. You may circulate this for comment to all those interviewed, if appropriate.
 19. Consider comments and amend the report as necessary, adding conclusions, and if appropriate, a suggested remedy for the complainant.

7.6 Response to Complaints

Following the investigation of the complaint, HIAPL will provide the complainant with a response and remedy as outlined in section 7.1 part (5) of this policy. The complaints-handling manager is responsible for providing a response within the agreed timeframe between themselves and the complainant.

7.7 Communicating the decision

Once a decision has been made, the complainant will be contacted immediately by the most appropriate means for their complaint e.g. letter, fax, email or telephone.

7.8 Closing the Complaint

If the complainant accepts HIAPL's decision, the agreed action will be carried out and the CIR records updated. If the complainant does not accept HIAPL's decision, the

complaint will remain open and the complainant will be made aware of other internal or external forms of recourse available to them (eg escalation to CEO or HIAPL board level).

8 Maintenance and Improvement

8.1 Collection of Information

HIAPL uses an appropriate complaints system (CIR) for the collection of data. The complaints system captures information about complaints or suggestions for improvement received from staff, members of the public, contractors, tenants and any other third parties.

8.2 Analysis and Evaluation of Complaints

HIAPL use the data collected for regular monitoring and reporting. The system tracks these interactions and summaries are maintain for review on a regular basis and to assist in the identification of improvement initiatives (see Continual Improvement Report Register)

8.3 Monitoring the Complaints Handling Process

The HIAPL Complaints Handling Policy will be reviewed on an annual basis as part of the standard annual Management Review programme.

8.4 Auditing of the Complaints Handling Process

HIAPL will regularly perform audits in relation to the complaints handling process and provide information about conformity with the guidelines set out in this policy and the ability of HIAPL to achieve its objectives. This will be part of the ISO 9001:2000 existing internal audit programme.

8.5 Management Review of the Complaints Handling Process

The HIAPL management team will review the complaints handling process on a regular basis to:

1. Ensure its continuing suitability, adequacy, effectiveness and efficiency;
2. Identify and address instances of non-conformity with health, safety, environmental, customer, regulatory and other legal requirements;
3. Identify and correct product, process and service deficiencies;
4. Assess opportunities for improvement and the need for changes to the complaints handling process;
5. Evaluate potential changes to the Complaints Handling Policy and objectives.

The input to Management Review should include information on:

1. Internal factors such as changes in the policy, objectives, organisational structure, resources available, and products offered or provided;
2. External factors such as changes in legislation, competitive practices or technological innovations;
3. The overall performance of the complaints handling process, including customer satisfaction surveys and the results of the continual monitoring of the process;
4. The results of audits;
5. The status of corrective and preventive actions;
6. Follow up actions from previous Management Reviews;
7. Recommendations for improvement.

The output from the Management Review should include:

1. Decisions and actions related to improvement of the effectiveness and efficiency of the complaints handling process;
2. Proposals on product/service improvement;
3. Decisions and actions related to identified resource needs (e.g. training programmes).
4. Records from Management Review should be maintained and used to identify opportunities for improvement and resource requirements.
5. This Management Review will be included in the review conducted with regards to the certified Management System under ISO 9001:2000.

8.6 *Continual Improvement*

HIAPL will continually improve the effectiveness and efficiency of the complaints handling process. In doing so HIAPL will:

1. Explore, identify and apply best practices in complaints handling;
2. Foster a customer-focused approach within HIAPL;
3. Encourage innovation in complaints handling development;
4. Recognise exemplary complaints handling behaviour.

Appendix 1

Handling Oral Complaints

1. Identify yourself, listen, record details and determine what the complainant wants.
2. Provide a CIR number and clarify that the information recorded is correct.
3. Empathize with the complainant in a courteous manner.
4. Explain the courses of action available.
5. Do not attempt to lay blame or be defensive.
6. Resolve the complaint if possible or commit to doing something immediately, take ownership of the complaint irrespective of who will ultimately handle the complaint.
7. Ensure the consumer is informed that the complaint is receiving attention, without creating false expectations.
8. Clarify whether the consumer is satisfied with the proposed action and, if not, advise alternative courses of action.
9. Provide acknowledgment; e.g. a thank you letter, a telephone call.
10. Follow up as appropriate and monitor to ensure the consumer remains satisfied as well as receives feedback.

Appendix 2

CONTINUAL IMPROVEMENT REPORT

CIR No. _____

1. *To be completed by Initiator:*

NAME: _____ DATE: _____

Customer Complaint

HIAPL Product/Service

Suggested Improvements

Other Product/Service

Product/Service name: _____

2. Customer/Supplier Details: *complete as appropriate*

Customer: _____ Supplier: _____

Address: _____ Address: _____

Phone: _____ Phone: _____

Fax: _____ Fax: _____

Contact Name: _____ Contact Name: _____

3. Complaint Details or Description of Suggested Improvement:

Sighted by relevant section, Signed: _____ Date: _____

4. Disposition: *complete as appropriate*

No action required or Details of Corrective Action: _____

Signed: _____ (For Section) Approved: _____

Date: _____ Date: _____

5. *To be completed by Management Representative:*

Have all persons affected by this report been notified? Y N N/A

Further action required? Y_(PTO) N Signed: _____ Date: _____

