



Salvation Army International Development (SAID) Complaints and Feedback Categorisation Table (Complaints, Compliments, and Suggestions)



For complaints with content that describes an incident or an allegation of an incident (see below definition) please record the complaint in the incident management system and refer to the Incident Management Procedure and the Incident Categorisation Table.

Examples of incidents include unexpected death, client injury, missing person, any forms of abuse, physical/sexual assault or harassment, theft.

Definition of a Complaint


- An expression of **dissatisfaction** or concern with respect to an **experience** with TSA personnel, or with a service or product provided by TSA.

Definition of an Incident

- An unplanned, undesired event including allegations that results in an **adverse effector near miss** on an individual, TSA or any person engaged with TSA and its operations.

Connection:
When the **experience** has an **adverse effect**

Feedback Group	Feedback Types
Access to services	<ul style="list-style-type: none">▪ Ability to make contact▪ Access to service▪ Operating hours/access▪ Response to request for support/care/assistance
Client behaviour	<ul style="list-style-type: none">▪ Behaviour▪ Personal safety
Communication	<ul style="list-style-type: none">▪ Cultural/language▪ Adequacy of Information or communication
Donations	<ul style="list-style-type: none">▪ Allocation/sorting of donations
Media, marketing, and fundraising	<ul style="list-style-type: none">▪ Accurate/honest▪ Appropriateness▪ Receipting▪ Response time▪ Wanted/requested
Service delivery	<ul style="list-style-type: none">▪ Adequacy of staffing levels▪ Adequacy of support/care/assistance/service▪ Agreed outcomes▪ Availability of staff▪ Experience of goods provided▪ Provision of Service/Voucher/Goods▪ Referral to services▪ Response time to requests
TSA personnel conduct	<ul style="list-style-type: none">▪ Appearance▪ Conduct▪ Dress code/uniform

Notification Key		
I Immediately after incident or awareness of incident	AM Area Manager	DC Divisional Commander
8H Within 8 hours after incident or awareness of incident	AC Assistant Chief Secretary	GM General Manager
24H Within 24 hours of awareness of incident	AO Officer CO Corps Officer	HoD Head of Department
48H Within 48 hours of awareness of incident	ATC Assistant to the Chief	LM Line Manager (Service/Site/Program/Project Ops Manager or Corps Officer)
D At the discretion of the last person notified in the management structure	EM Executive Manager	MR Media Relations
+ Additional notification not within direct line management structure		OPS Officer Personnel Secretary
		PRS Public Relations Secretary
		SM State Manager
 A complaint raised by an external body (e.g. funding, regulatory) must be notified to the GM/AO and HoD/DC level, as per the following notification process: SAID: (I) LM → (I) HoD/DC + HoD → (I) HoD Quality and Safeguarding		

Term	Definition (Can be read as either positive for compliments or negative for complaints)	Notification
Access to Services	Access or availability of services to community members, clients, participants or beneficiaries and the barriers experienced when seeking access.	
Ability to make contact	The ability to contact any service, for example: <ul style="list-style-type: none"> ▪ Availability of contact information. ▪ Variety of contact mediums (i.e. language other than English, multiple formats); ▪ Inability/ability to connect to service via phone lines; ▪ Excessive/short hold periods; and ▪ Calls not being returned or being returned. 	(48H) → LM
Access to service	Complaint: A situation that has resulted in the restriction or the temporary or permanent withdrawal of services due to a range of factors such as: breaking mandatory rules, abusive and/or dangerous behaviour, failure to meet appointments or mandatory obligations, criminal activity, banning notices etc. Compliment: Access to services is straightforward, simple, and quick	(48H) → LM
Operating hours/access	Facilities, building and/or service operating hours either are or are not suited or aligned with the ability to access or attend.	(48H) → LM

Response to request for support/care/assistance	A response to a request for support/care/assistance or service that has either taken an unreasonable/excessive amount of time to respond to, leading to distress or further hardship. Or taken quickly and expediently, leading to a high level of client satisfaction & experience. This includes call bell response time in Aged Care.	(48H) → LM
Client behaviour	The manner in which clients, tenants, neighbours, community members, participants and beneficiaries respond, and conduct themselves.	
Behaviour	Complaint: Behaviour that interferes with the reasonable peace, comfort and privacy of clients and neighbours. It can include: <ul style="list-style-type: none"> ▪ threats and harassment ▪ property damage ▪ vandalism ▪ aggressive and rude ▪ nuisance and disturbance ▪ nuisance from vehicles (e.g. abandonment) ▪ dropping litter and dumping rubbish in public areas ▪ alcohol and solvent abuse ▪ unkempt gardens (those which attract the dumping of goods, creating eyesores) Compliment: Behaviour that enhances peace, comfort and privacy of clients and neighbours.	(48H) → LM
Personal safety	Providing / not providing adequate locks and their maintenance or other security devices necessary to keep the premises 'reasonably' secure.	(48H) → LM
Communication	Providing, receiving or exchanging ideas, information, signals or messages through appropriate media, enabling TSA personnel and clients to effectively communicate with each other.	
Cultural/language	Knowledge or understanding of the culture, background or language leading to either the convenience or difficulties in communication and accessing services.	(48H) → LM
Adequacy of information or communication	Communication or Information was/wasn't available, provided, incorrect, too late or inadequately communicated.	(48H) → LM
Donations	Donations (money or goods) provided to TSA in support of its services and programs to the community.	
Allocation/sorting of donations	Feedback on donations that are or aren't: <ul style="list-style-type: none"> ▪ Allocated to the nominated/communicated program or appeal ▪ Allocated in full (funds) ▪ Adequately accounted for or records kept ▪ Sorted and processed for sale ▪ Sold to customers/team members from back of house ▪ Stealing of physical donations from store 	(24H) LM
Media, marketing, and fundraising	Complaints / Compliments that relate to TSA's media, marketing and fundraising activities.	
Accurate/honest	Complaint: Allegations of inaccurate or misleading communications (including advertising and donor communications) that have the potential to breach the Advertising Code of Practice. Compliment: Praise / acclaim for accurate and honest communications (including advertising and donor communications)	(D) LM

Appropriateness	Methods of marketing and/or promotional material that is believed to be wanted or unwanted or appropriate/inappropriate. Examples may include material that does/doesn't reflect TSA Values, beliefs and culture or where clients consider it to be either, offensive/agreeable, distasteful/tasteful, insulting/complimenting or unsuitable/suitable in some way, or images that don't/do meet required standards.	(D) LM
Receipting	Praise or Issues with donation receipts including; sent/not sent, quick/untimely issue, correct/incorrect details or receipt type, etc.	(D) LM
Response time	A complaint or compliment about marketing/fundraising material that has/hasn't been actioned or a response has/hasn't been adequate.	(D) LM
Wanted/requested	Fundraising and Marketing methods applied, or materials sent to the public or donors that are intrusive/welcome, received incorrectly/correctly, repeated, not required/required or unsolicited/requested (calls, mail, advertising material, emails, texts, entered in the donor data base etc.).	(D) LM
Service delivery	The way we deliver services, products and experiences that are consistent, sustainable and holistic and are centred on meeting the needs of clients, participants, beneficiaries, customers and community members. Within Aged Care this refers to Clinical Care.	
Adequacy of staffing levels	Staff levels positively/negatively affect the ability to provide services to meet standards (internal & external) and impacting on staff workload and morale.	(D) LM
Adequacy of support/care/assistance/service	The standard of support, care, assistance or service provided to the satisfaction and/or expectations of the client, participant, participant or beneficiary. In Aged Care both health care and personal care are included.	(D) LM
Agreed outcomes	An assertion that the agreed outcomes have/have not been entirely realised. This can include commitments, promises and reasonable expectations based on material and information provided.	(D) LM
Availability of staff	Staff availability, presence or attendance affecting the ability (positive/negative) to deliver service to the satisfaction and reasonable expectations of clients, participants, beneficiaries and community members.	(D) LM
Experience of goods provided	A positive/negative experience with any goods provided, for example: <ul style="list-style-type: none"> ▪ Goods/products exceed expectations or are faulty ▪ Goods/products are clean or contaminated e.g. bed bugs 	(D) LM
Provision of Service/Voucher/Goods	The ability of TSA to provide a service, voucher or goods as advertised or requested. In Aged Care this applies to services not provided within the Resident Agreement.	(D) LM
Referral to services	Referral to other services has been appropriate/inappropriate in consideration of the individual's circumstances or the referral has been effective/ineffective in addressing needs.	(48H) → LM
Response time to requests	A response to a request/s that has been quick and effective or taken an unreasonable/excessive amount of time to respond to.	(D) LM

TSA personnel conduct	<p>The manner in which TSA personnel, respond, appear and conduct themselves toward clients, community members, participants, beneficiaries and each other, in keeping within the Code of Conduct Policy</p> <p>Dress code and appearance expectations (as per Code of Conduct Standard) applicable to TSA Personnel and Officers to:</p> <ul style="list-style-type: none"> ▪ Provide a consistent professional appearance ▪ Create a positive and favourable impression ▪ Meet health and safety requirements and regulations ▪ Meet uniform requirements as applicable 	
Appearance	<p>Appearances of TSA personnel members reflect on TSA services. It sets expectations on what is appropriate, acceptable and fit for purpose. As a general guide, a positive impression is to be conveyed by:</p> <ul style="list-style-type: none"> ▪ Looking presentable at all times ▪ Wear clothing as appropriate to the role/occasion 	(24H) LM → (D) HoD
Conduct	<p>A single event of unacceptable or esteemed/appreciated behaviour directed towards TSA personnel or clients. This can also include being, insensitive/sensitive, intimidating/friendly, overbearing/supportive, condescending/humble, uncooperative/cooperative, unprofessional/professional, unhelpful/helpful, dishonest/honest, unethical/ethical, uncooperative/cooperative, integrity, display of anger/calm, vulgar/polite or discourteous/courteous behaviour, etc.</p>	(24H) LM → (D) HoD
Dress code/uniform	<p>Dress codes may apply to TSA personnel in their workplace in order to comply with health, safety and sanitation requirements and regulations. This is of particular relevance to services that involve health including; catering, food handling, sanitation or have working environments that require mandatory wearing of personal protective equipment.</p> <p>All officers are to observe dress standards as set out in the Uniform Policy.</p>	(24H) LM → (D) HoD