

## DEFINITIONS

complaint	Expression of dissatisfaction made to or about us, related to our services, staff, or the handling of a complaint where a response or resolution is explicitly or implicitly expected or legally required. A complaint covered by this policy can be distinguished from: <ul style="list-style-type: none"> <li>• staff grievances</li> <li>• public interest disclosures made by our staff</li> <li>• responses to requests for feedback about the standard of our service provision</li> <li>• reports of problems or wrongdoing merely intended to bring a problem to our notice with no expectation of a response</li> <li>• service requests</li> <li>• requests for information</li> <li>• an expression of concern or opinion, where a response or resolution is not explicitly or implicitly expected</li> </ul>
disputes	means an unresolved complaint escalated either within or outside of our organisation.

## PURPOSE

Feedback assists us to improve our offering and the relationships we have with our customers and other stakeholders. This policy is to ensure all customer complaints received by Directions are managed in a consistent, confidential and meaningful manner, in accordance with all applicable legislation and good business practice.

## SCOPE

This policy applies to all activities and at all facilities of Directions Workforce Solutions, in relation to customer complaints. Complaints from internal sources should be managed in accordance with the Directions Employee Grievance Process.

## POLICY STATEMENT

Directions Workforce Solutions considers its relationships with its customers to be central to its function and objectives. We encourage feedback from all stakeholders and use that feedback to recognise excellence and to improve and enhance what we do and how we do it.

Customers are encouraged to provide both formal and informal feedback to their primary Directions contacts in the first instance, including for minor complaints which can be resolved directly with the customer simply.

Customers may also provide feedback via our website, social media and via a dedicated confidential email address which is provided solely for that purpose ([feedback@directionswa.com.au](mailto:feedback@directionswa.com.au)). The recipients of this email box are limited to the Chief Executive and the Quality & Compliance Coordinator to provide confidentiality and privacy to customers.

This policy focuses on feedback in the form of customer complaints. Directions wants to resolve customer complaints in a fair, impartial, and timely fashion wherever possible. To ensure complaints are addressed in a consistent, fair and unbiased manner they are managed in accordance with the **Directions Customer Complaints Process**.

There are a number of key principles we apply when handling customer complaints.

- Acknowledgment
- Advice (explaining the process)
- Listening (with empathy, without judgment)
- Understanding the customer's expectations
- Investigating thoroughly
- Solutions focussed
- Follow up & follow through (continuous improvement)

Directions employees also have the right to appropriate feedback and communication on work performance, fair and consistent treatment and reasonable avenues of redress. These rights are to be respected at all times where members of staff are cited in customer complaints.

### **Confidentiality**

We protect the identity of people making complaints where it is practical and appropriate to do so. The identity of the complainant may be revealed (or become apparent) where we need to provide information about the complaint to investigate and resolve it.

Personal information that identifies individuals will only be disclosed or used by Directions as permitted under the relevant privacy laws, and any relevant confidentiality obligations.

**Disputes**

The Customer Complaints Process documents the steps taken to record, respond, action, and report customer complaints, including the escalation process should a customer not be happy with the decision(s) or resolution(s) in relation to their complaint.

**Complaints to external bodies**

If any person makes a complaint about Directions to an external body (including but not limited to Fair Work, relevant State government departments, police), the Chief Executive Officer shall be responsible for liaising with the body responsible for investigating the issue and all public comment in relation to such a complaint.

**ROLES & RESPONSIBILITIES****All employees**

- are responsible for receiving customer feedback in a receptive and professional manner and informing customers of their options
- are to give priority to assist in the resolution of customer complaints when required.
- will report the details of minor verbal complaints received and resolved to their manager.
- will forward any unresolved or serious complaints to the Quality and Compliance Coordinator for investigation and recording.

**Managers/team leaders**

- are responsible to ensure that this policy is understood and implemented in their respective section(s).
- shall direct any serious complaints to the appropriate person.
- will give priority to and assist in any investigations as required.
- will review the outcomes of investigations and implement such improvements within their sections as are likely to prevent further occurrence.

**Quality and Compliance Coordinator**

- has operational responsibility for managing the complaints management process, monitoring any investigations, and reporting to senior management and/or the Board of Management as appropriate.

**Chief Executive Officer**

- has executive responsibility for the complaints management policy and process, and reporting to the Board of Management as appropriate.

**REFERENCES****Legislation**

- Privacy Act 1988 (Cth)
- Competition and Consumer Act 2010 (Cth)

**Other**

- Directions Customer Complaints Process

**DOCUMENT DETAILS**

This policy is to be reviewed at a minimum every three (3) years, or as required, as part of Directions' commitment to continual improvement.

Version	Action	Date	Approved by	Date	Review Due
Directions Policy & Procedures Manual – Section 6	Issued		CEO	Jan 2006	
Revision 1 of above	Issued		GTO Manager	Feb 2007	
Revision 2 of above	Issued		GTO Manager	Feb 2008	
HR007 v1	Issued		CEO		
HR007 v2	Reviewed		K Taylforth	05/11/2013	05/11/2016
SOP016 v1	Full review & update	14/10/2014	I Eardley	22/10/2014	22/10/2017
SOP016 v2	Reviewed for currency	21/10/2017	I Eardley	21/10/2017	21/10/2020
V2	Reviewed for currency; republished w/out change	30/03/2021	I Eardley	30/03/2021	30/03/2024
V2	Redesignated CORP09	13/08/2024	n/a	-	-
V3	Reviewed and updated	31/03/2025	I Eardley	24/04/2025	24/04/2028