



CUSTOMER SERVICE CODE OF PRACTICE

by

Corporate Services

Sydney Harbour Foreshore Authority

Document Control

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1 GENERAL

1.1 OVERVIEW

Sydney Harbour Foreshore Authority is committed to providing excellent service to its customers and partnering with them to meet their needs and expectations. This document sets out the Authority's customer service standards, which are the promises that we make to our customers and stakeholders about the level and quality of service they can expect.

1.2 PURPOSE

The purpose of this document is to provide information and guidance to employees within the Authority whose role it is to manage our customer relationships and who receive or send correspondence on behalf of the Authority. This includes answering the telephone, taking messages, email etiquette, sending and responding to faxes and the appropriate ways of managing positive feedback, complaints and all other kinds of communications and correspondence with our customers. In addition, all employees need to work within the Sydney Harbour Foreshore Authority Act and Regulations, Code of Conduct, Occupational Health and Safety and Equal Opportunity policies and other applicable laws.

1.3 RESPONSIBILITIES

All employees have a responsibility to adhere to the Customer Service Code of Practice.

1.4 DOCUMENT HISTORY

Date	Author	Modifications
5/3/2007	Learning & Development Manager and Manager, Corporate Affairs (now External Relations)	Create original document.
13/3/2007	Technical Writer	Transfer original document into Corporate template.
20/10/09	Legal Services Manager	Transfer into new corporate template, update positive feedback and complaints, and minor amendments.

1.5 POLICY STATEMENT

We need to understand who our customers are and how to manage our relationships with them. We must ensure that we deal with our customers with integrity and respect for the individual. The Customer Service Code of Practice has been designed to make employees aware of their responsibilities when managing relationships with Authority customers and how to deal with them in a professional, timely and efficient manner.

2 INTRODUCTION

2.1 WHAT IS CUSTOMER SERVICE?

Customer service is ensuring that we give our customers the sort of personal service and response that we would want if we were in their place.

Our customers have a right to expect from us the best possible standards of personal service. They should be treated with equal respect, listened to and responded to in a manner which is polite, helpful and timely.

2.2 WHY DO WE NEED A CODE OF PRACTICE AND STANDARDS?

There is a need to formalise good practice within the Authority to ensure that our ten guiding principles are embedded and adopted by all employees.

The Code of Practice and Standards will allow us to respond to and communicate with our customers in a consistent manner no matter whom they contact and which method they choose to do so.

The Code of Practice sets out the way in which we should deal with our customers whether by letter, telephone, face-to-face, e-mail or another form of communication.

2.3 WHO ARE OUR CUSTOMERS?

Our customers are all the people and organisations for whom we provide a service. They include tenants, other government agencies, visitors and the community. It is important to note that Authority employees – our colleagues – are also our customers.

3 CUSTOMER SERVICE CODE OF PRACTICE

When we communicate with our customers we will:

- be welcoming and courteous
- be fair and respectful
- be helpful and responsive
- provide good quality information suited to their needs
- communicate clearly
- let them know what we can provide, who to contact and how
- let them know how to make suggestions for improvements
- keep them informed
- be accountable.

In addition, all employees need to work within the Sydney Harbour Foreshore Authority Act and Regulations. This Customer Service Code of Practice should also be read in conjunction with the documents outlined in **Appendix A**.

4 TELEPHONE CUSTOMER SERVICE STANDARDS

Here are the **minimum standards** the Authority aims to achieve:

4.1 ANSWERING THE TELEPHONE

When you answer the telephone, you should:

1. Aim to answer within 10 seconds or four (4) rings.

2. Greet the caller in a welcoming manner.
3. Use 'good morning/afternoon' to give the caller the opportunity to get accustomed to your voice and pace, but keep the introduction short and concise.
4. Identify your section and yourself early in the conversation.
5. If appropriate log the call (eg. property matters, media enquiries) on CRMS, Dataworks or as a file note.
6. Use clear, positive language.
7. Listen carefully to what is being said and summarise the conversation for clarification.
8. Thank the customer for their call.

4.2 TRANSFERRING CALLS

When passing callers on to other people, either through referral or wrong number, the caller should:

1. Find out who they need to speak to and make the call for them if they have already been passed on more than once.
2. Explain the need to pass them on.
3. Let them know what you are doing and the person you are passing them on to.
4. Identify yourself to the person you are transferring the call to, making sure that he/she is the person who will deal with the query.
5. Inform them of who is on the telephone and why they are calling.
6. If the line is engaged, inform the caller of the direct line number to call later.
7. Avoid providing employee's personal contact details, such as their private mobile number, unless you have prior approval.

If a telephone number is not known, the person answering should take all reasonable steps to ensure that the caller is transferred appropriately. Options may include:

- transferring the call to reception
- checking the staff directory on the intranet.

4.3 MANAGING ABUSIVE CALLERS

If a caller becomes abusive or aggressive, you should:

1. Never put yourself and the Authority in the wrong by being aggressive.
2. Calmly and clearly tell the caller that their manner is unacceptable and if they continue you will terminate the call.
3. If the caller persists, tell the caller that you are terminating the call and why and end the call politely.
4. Make an immediate note of the details of the call, including the time, date, name of caller, summary of the call, your actions, any recommendations or suggestions.
5. Advise your manager immediately and discuss or email the notes that you made at the time of the call.
6. If the caller made threats, discuss with your manager reporting the incident to the police.

Some tips for dealing with abusive or aggressive callers, suggested by the NSW Ombudsman's Office, are provided in **Appendix B**.

4.4 HANDS FREE TELEPHONES

Hands-free telephones (which have a speaker broadcasting the caller's voice), should ideally only be used for calls to internal customers. Alternatively, headphones could be used to ensure confidentiality.

When using a hands-free telephone with a speaker broadcasting the caller's voice, always:

- confirm that the caller is happy for it to be used at the beginning of the conversation
- let them know who else is present and close the door if you are in an office.

4.5 HANDLING MESSAGES

When someone makes a call, it is frustrating when a telephone is not answered or is answered by someone who cannot deal with the query and asks you to ring back.

If you are going to be away from your usual work area for some time, you should always:

1. Where possible, let team members know where you will be, how you can be contacted, and when you are likely to be back.
2. Make arrangements where possible for calls to be redirected either to you or to someone who can take a message.
3. On your return to work, ensure calls are returned within one (1) working day where practically possible.
4. Remember to use voice mail or call transfer to another employee if available.

If you take a message for someone else:

1. Make sure it is clear and concise. Take a note of the caller's name, location, designation, telephone number, date, time and when the caller is available to receive the return call.
2. Be prepared to slow the caller down and ask for difficult spellings or complex points to be repeated.
3. Check with the caller that the message covers the points at issue.
4. Don't make promises for other people unless you are certain they can keep them.

4.6 VOICEMAIL

If you have access to voice mail, it can be used when you are away from the work area to pick up messages from a different location.

Voice mail should:

- contain a welcoming greeting and a clear message about whose voice mail has been reached and, where possible, when you will be returning
- contain a message where possible informing the caller about when to expect a call back or, where appropriate, an alternative number, or emergency number if appropriate
- be checked as often as possible
- be responded to within one (1) working day where practically possible.

If you are likely to be absent for an extended period, make sure that your voice mail is checked and responded to by someone else.

5 WRITTEN COMMUNICATION CUSTOMER SERVICE STANDARDS

Written communication can take a variety of forms and we need to ensure that we answer appropriately and professionally. Performance standards are set for how quickly we should respond to mail. Where mail can be responded to sooner, all efforts should be made to do so.

When responding to any written communication you should:

1. Reply within 10 working days.
2. Produce the reply and supporting documents in an appropriate format.
3. Reply in plain jargon-free language.
4. Be accurate, especially when using or referring to names.
5. Use a salutation which is appropriate to the degree of formality required and to the ethnic origin of the respondent.
6. Include a subject/heading.
7. Include a 'signature' with the name and job title of the person responding.
8. Check for grammar and spelling before sending.

If a reply requires detailed research or translation:

1. Acknowledge the enquiry within five (5) working days and keep the customer informed about when to expect a full response
2. Send a detailed response within 20 working days.

If this is not possible due to unavailable information or competing priorities, you should:

1. Agree a date by when the customer can expect a response. It is important at all times to keep the customer fully informed about their enquiry.
2. Give the customer as much notice as possible if you are unable to respond within the agreed timeframe.

5.1 ABSENCE

If the addressee is not available to respond to their mail (including email) due to absence, provision should be made to deal with that person's mail for the time they are absent. An acknowledgement should be sent within five (5) working days. If someone is not in a position to deal with the enquiry, a reply should be made to the customer, saying when the enquiry will be dealt with.

Where appropriate, an email 'out of office' message should be used to advise of a person's absence, their date of return and an alternative contact within the Authority.

5.2 REDIRECTING MAIL

Sometimes it is necessary to redirect correspondence as customers may be unsure where to send mail. It is poor customer service to move documents or emails around the Authority without dealing with them effectively.

If mail needs to be redirected:

1. Check to see if the mail has already been forwarded to you and make all efforts to find the right addressee.
2. Aim to do so within one (1) working day where practically possible.
3. Check that the person is the correct recipient and that you have their correct contact information.
4. Include an explanation saying from where and to whom the redirected correspondence has been sent.

Where appropriate, an explanation should be sent to the customer stating what action you have taken, together with the name and contact details of the person who is dealing with the enquiry.

5.3 LETTERS AND EMAILS

Letters and emails should be passed on to the addressee or appropriate person within one (1) working day where practically possible. Letters should also be date stamped when received.

Responses should:

- contain a telephone contact number
- be typed using the font Helvetica for clarity and be 11 point
- quote any references
- contain the position and title of the sender
- letters should be printed on standard Authority letterhead. A template for Authority letters is available under the 'Add-Ins' tab on the MS Word toolbar by clicking the 'New' menu and selecting the 'Letter' option.

5.4 CONFIDENTIAL LETTERS AND EMAILS

If an item of correspondence is confidential, then this must be written on the letter and the envelope when responding. If the mail is for the addressee only, then the letter and envelope should be marked personal.

Although email is often seen as an informal form of communication, all emails are considered a corporate record and should be treated with the same attention to customer service as other forms of communication.

5.5 EMAIL SECURITY

Information regarding email security can be found in the *Electronic Communications Policy* which should be read in association with the *Code of Conduct for Staff Members*.

A disclaimer is automatically added to the bottom of all emails sent outside Sydney Harbour Foreshore Authority.

5.6 LEGAL ISSUES REGARDING EMAIL

Although email can often be considered a very informal way of communicating, it is important to note the legal implications. For example, emails can be obtained under Freedom of Information. Additional information can be found in the *Electronic Communications Policy*.

5.7 FACSIMILE (FAX)

When sending a fax, you should:

- send a cover sheet containing the Sydney Harbour Foreshore Authority logo, date, address, telephone number and fax number
- include the name, organisation, department and fax number of the person sending and receiving it
- state the number of pages being faxed (including the front sheet) and any message or action to be taken
- if necessary, the fax front sheet should be signed.

A facsimile template is available under the 'Add-Ins' tab on the MS Word toolbar by clicking the 'New' menu and selecting the 'Fax' option.

6 FACE-TO-FACE CUSTOMER SERVICE STANDARDS

Across the Authority we have a range of different internal and external contact points.

6.1 FIRST POINT OF CONTACT

When dealing with customers at the first point of contact, you should:

- aim to greet, or at least acknowledge, customers as soon as they enter the building or approach an enquiry desk
- speak clearly and face the customer. Where possible address the customer by name. If the customer needs an interpreter, contact the Sydney Visitor Centre to recommend a suitable interpreter service or suggest a member of staff who may be able to assist
- make customers feel welcome and find out how they can be helped
- not keep customers waiting for more than 10 minutes once they have made initial contact at a reception point. If this is not possible, they should be given the option of waiting until they can be seen (and told how long this will be) or making a specific appointment
- ensure you are dressed and groomed appropriately to represent the Authority.

6.2 EXTERNAL MEETINGS

If the customer has an appointment with you, you should:

- be on time.

If the customer has an appointment with someone else, you should:

- let the member of staff know that they have arrived.

If for any reason, you are unable to keep an appointment, you should:

- make arrangements for the customer to be seen by someone else, or
- make another appointment with as much notice as possible.

If you are visiting the person's business or place of work, you should:

- make sure you have an appointment
- fully explain the reason for the visit
- treat them and members of the business with respect.

6.3 INTERNAL MEETINGS

If you have organised an internal meeting, you should:

- have a meeting room pre-booked
- clean up the room, including pushing in chairs, removing handouts, cups and glasses, taking water jugs and food to the kitchen, wiping spills and crumbs from tables
- vacate the room within the scheduled meeting time.

6.4 DRIVING

When driving on Authority business, you should:

- drive in a safe and responsible manner, within the legal requirements, and in accordance with the Authority's Motor Vehicle Policy.

6.5 VIDEO CONFERENCING

Video conferencing is increasingly used as an alternative way of providing face-to-face contact with a customer who would find it difficult or expensive to travel to meet you.

When using video conferencing:

- decide the nature and content of the call
- check the link and technical set up before making the call
- check the person is sitting in the correct place and that their head and shoulders can be seen
- check sound level
- make a telephone call first to arrange the link
- wear clothing which contrasts with the physical background to ensure clarity of picture
- make the call
- introduce yourself and anybody else in the room especially those who may not be on camera
- ensure that the quality and sound is acceptable to the other party(ies).

7 MANAGING COMPLAINTS AND POSITIVE FEEDBACK

Positive feedback is an expression of satisfaction by a customer or stakeholder and a complaint is any expression of dissatisfaction received by the Authority.

Positive feedback or complaints can be received as:

- written correspondence, including emails
- telephone calls
- face-to-face contact

- requests directed to the 24-hour Customer Request Management System (CRMS) line 1300 655 995
- requests lodged at info@shfa.nsw.gov.au or crms@shfa.nsw.gov.au
- applications under the Freedom of Information Act 1989 and Privacy and Personal Information Protection Act 1998.

Through its positive feedback and complaints management process, the Authority aims to:

- maintain an effective process for responding to and resolving complaints
- ensure customers and stakeholders are satisfied with the outcome of their complaint and that they have been considered fairly
- improve customer service through information obtained from complaints.

A list of key contacts for positive feedback and complaints is included in **Appendix C**.

7.1 COMPLAINT MANAGEMENT RESPONSIBILITIES

When managing a complaint, you should:

- always remain professional in your demeanour
- wherever possible, work with customers and stakeholders to find a joint resolution
- use complaints and advice as opportunities to improve existing processes and business practices
- respond to complaints in a prompt, efficient and fair manner to ensure customer and stakeholder satisfaction
- where appropriate, provide feedback on the outcome of the complaint to the Authority employee who first received the complaint.

Ensure that a person making a complaint is aware that they should:

- provide a clear idea of the problem and the solution they want
- provide all the relevant information they have, or know about, from the start
- provide any new information or facts as they arise
- advise the Authority if no additional assistance is required
- be cooperative and treat Authority employees with respect.

7.2 RESPONDING TO COMPLAINTS

If you receive a complaint by phone or face-to-face, you should:

1. Ask the customer to provide as much information as they can to support their complaint, and what they would like the Authority to do in response.
2. Document the complaint in a file note as soon as practicable. Clearly record the date and time of the complaint, the complainant's name and their contact details.
3. Tell your manager about the complaint and discuss what may need to be done to resolve the matter.
4. Once a resolution or course of action has been decided, respond to the customer within the timelines for written correspondence (see Section 5).

5. Where appropriate, confirm your conversation in writing.
6. If you feel the resolution or course of action may not be accepted by the customer or that they may escalate the complaint to an external party, advise the External Relations Team (refer to the Authority's Issues, Communications and Media Management Protocols and Procedures).
7. Any complaints that have potential legal implications should be sent to the Legal Services Manager. The Legal Services manager will coordinate a response and manage the complaint in association with other employees where required.

If you receive a complaint in writing, you should:

1. Tell your manager about the complaint and discuss what may need to be done to resolve the matter.
2. Once a resolution or course of action has been decided, respond to the customer within the timelines for written correspondence (see Section 5).
3. If you feel the resolution or course of action may not be accepted by the customer or that they may escalate the complaint to an external party, advise the External Relations Team (refer to the Issues, Communications and Media Management Protocols and Procedures).
4. Any complaints that have potential legal implications should be sent to the Legal Services Manager. The Legal Services Manager will coordinate a response and manage the complaint in association with other employees where required.

Complaints received through CRMS are:

- given a unique receipt number
- allocated a priority by the CRMS administrator and forwarded to the appropriate person within the Authority for action
- tracked by the CRMS administrator to ensure they are resolved within the appropriate timeframe
- reported back to the customer or stakeholder once completed or reviewed.

7.3 UNREASONABLE COMPLAINANT CONDUCT

The Authority may occasionally receive ongoing or unreasonable complaints or demands for information from a single customer or stakeholder. The *Managing Unreasonable Complainant Conduct Practice Manual* issued by the NSW Ombudsman (1st edition, June 2009) can assist in recognising an unreasonable complaint and provides useful guidelines on dealing with unreasonable complainant conduct.

Key elements for managing unreasonable complainant conduct, suggested by the NSW Ombudsman's Office, are provided in **Appendix D**. You should familiarise yourself with the manual and discuss with your manager any further training on managing unreasonable complainant conduct that you may require.

In order to ensure security of its staff and to guarantee that unreasonable complainants do not significantly reduce the Authority's ability to operate and deal with other complaints properly, the Authority may place specific limits on the manner or degree of contact with a complainant.

These limits may relate to:

- the form of future contact. For example, contact may only be in writing, no telephone calls will be taken and no access to the Authority's premises by the complainant will be permitted
- the times the complainant may contact the Authority
- the employees the complainant may contact.

A decision to apply limits should only be made following discussions with the Legal Services Manager, who will consult with other staff members as required.

These limits will not restrict a customer's right to request information under the *Freedom of Information Act 1989*.

7.4 RESPONDING TO POSITIVE FEEDBACK

If you receive positive feedback for yourself or another staff member by phone, face-to-face or email:

1. Thank the customer or stakeholder for recognising the high level of service provided.
2. Make a file note and send this, or the email, to your manager and other staff members as appropriate.
3. Advise the External Relations Team so that they can tell others about the high level of service provided.

If you receive positive feedback by mail:

1. Respond briefly, thanking the customer or stakeholder for recognising the high level of service provided.
2. Send the customer's letter to your manager and other staff members as appropriate.
3. Advise the External Relations Team so that they can tell others about the high level of service provided.

8 CONSULTATION

In order to check how good our customer service is from the user's point of view, it is possible to gain feedback using consultation and research. The Authority consults regularly with external stakeholders on a variety of matters and conducts regular customer service and performance research.

9 APPENDICES

- A. Related documents for additional information.
- B. Ten ground rules for talking to complainants.
- C. Positive feedback and complaints contacts.
- D. The 20 key elements for managing unreasonable complainant conduct.

9.1 APPENDIX A: RELATED DOCUMENTS FOR ADDITIONAL INFORMATION

Australian Standard for Complaints Handling (AS4269-1995)*
Bullying and Harassment Policy*
Grievance Policy*
Issues, Communications and Media Management Protocols and Procedures*
Managing your Email Checklist*
NSW Ombudsman, Guidelines for Making Apologies
NSW Ombudsman, Managing Unreasonable Complainant Conduct Practice Manual
NSW Premier's Circular 1999-09 Use of Employer Communications Devices
NSW Premier's Memorandum 2002-04 Acceptable Use of the Internet and Email
NSW Premier's Memorandum 2004-14 Use and Retention of Email for Government Communications
Sydney Harbour Foreshore Authority Code of Conduct for Staff Members*
Sydney Harbour Foreshore Authority Electronic Communications Policy*
Sydney Harbour Foreshore Authority Motor Vehicle Policy*

*Available on the Authority's intranet.



9.2 APPENDIX B: TEN GROUND RULES FOR TALKING TO COMPLAINANTS

Use a non-confronting, non-resistant communication style.

-
- 1 Find something to agree with, without necessarily agreeing with the complainant's point of view:
 - 'I agree that \$2,000 is a lot of money to lose'.
 - 'I agree that not hearing back from the department would be very annoying'.
 - 'I agree that having your pension reinstated would be a great help'.

 - 2 Acknowledge the complainants feelings and actions:
 - 'I can hear that you are very upset about this'.
 - 'In your position I would be pretty angry too about losing all that money'.
 - 'I can see that you've gone to a lot of trouble to get all this material together'.

 - 3 Be careful about saying 'I understand'. Saying 'I understand' about the information conveyed by the complainant is ok. Saying 'I understand' about the complainant's situation or experience is probably not ok.

 - 4 Listen with interest. Engage. Repeat the complainant's key words back to them. If face-to-face, make eye contact.

 - 5 Clarify. Get more information. Do not interpret and do not assume.

 - 6 Check understanding:
 - 'As I understand it, the situation is ... Is this correct?'
 - 'From what you tell me it seems ... Is this the case?'

 - 7 Do not argue or debate. Acknowledge the complainant's position or understanding and state that your or your agency's position or understanding is different.
 - 'I can see that you believe ... We have come to a different conclusion'.
 - 'I do understand that your position is ... Our position is a little different'.

 - 8 Be careful about justifying or denying. Only do this if it is necessary to clarify the agency's position or action. Do not do this simply in defence of the agency or yourself.

 - 9 Apologise if there has been a mistake, omission or delay and tell the complainant how the situation will be rectified.

 - 10 Remain calm, no matter how the complainant behaves. Set limits when rudeness, anger and aggression transgress your personal boundaries.
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Taken from the *NSW Ombudsman, Managing Unreasonable Complainant Conduct Practice Manual*.

**9.3 APPENDIX C: POSITIVE FEEDBACK
AND COMPLAINTS CONTACTS**

Corporate Office

Chief Executive Officer
Sydney Harbour Foreshore Authority
Level 6, Foreshore House
66 Harrington Street
The Rocks NSW 2000
Office hours: 8.00am to 6.00pm, Monday
to Friday
Phone: 02 9240 8500
Fax: 02 9240 8899
Email: info@shfa.nsw.gov.au

**Postal address for all Authority
matters:**

PO Box N408
Grosvenor Place NSW 1220

The Rocks and Circular Quay

General Manager, The Rocks and Circular
Quay
Level 3, The Rocks Centre
Cnr Argyle and Playfair Streets
The Rocks NSW 2000
Phone: 02 9240 8761
Fax: 02 9271 5177

Darling Harbour

General Manager, Darling Harbour
Level 1, 43 Murray Street
Pyrmont NSW 2009
Phone: 02 9240 8600
Fax: 02 9660 9342

Sydney Visitor Centres

The Rocks
1st Floor, The Rocks Centre
Cnr Argyle and Playfair Streets
The Rocks NSW 2000
Phone: 02 9240 8788
Fax: 02 9252 8738
Email: info@shfa.nsw.gov.au
Office hours: 8.00am to 6.00pm, Monday
to Friday

Freedom of Information

Legal Services Manager
Sydney Harbour Foreshore Authority
PO Box N408
Grosvenor Place NSW 1220
Phone: 02 9240 8823
Fax: 02 9271 5050

Privacy, Legal and Corruption

Legal Services Manager
Sydney Harbour Foreshore Authority
PO Box N408
Grosvenor Place NSW 1220
Phone: 02 9240 8823
Fax: 02 9271 5050

Media and publicity

Manager, External Relations
Phone: 02 9240 8770
Fax: 02 9271 5394

Senior Publicist

Phone: 02 9240 8517
Fax: 02 9271 512

**Customer Request Management
System (CRMS)**

CRMS Administrator
Level 6, Foreshore House
66 Harrington Street
The Rocks NSW 2000
Phone: 1300 655 995
Email: info@shfa.nsw.gov.au

Records Team

Records Coordinator
Level 4, Foreshore House
66 Harrington Street
The Rocks NSW 2000
Phone: 9240 8865
Email: paul.norris@shfa.nsw.gov.

9.4 APPENDIX D: THE 20 KEY ELEMENTS FOR MANAGING UNREASONABLE COMPLAINANT CONDUCT

Objectives

- 1 Ensure equity and fairness.
- 2 Improve efficiency in the use of resources.
- 3 Ensure staff safety and comply with OH&S and duty of care obligations.

Managing unreasonable conduct

- 4 Recognise that dealing with unreasonable complainant conduct is part of the agency's core work.
- 5 Exercise ownership and control over the complaint. The agency decides how the complaint will be dealt with, by whom, how quickly, with what priority, what resources will be given to it and what will be the outcome – not the complainant.
- 6 Focus on specific, observable conduct – the problem not the person.
- 7 Use clear terminology that focuses on the conduct of the complainant, not the person – 'unreasonable conduct' not 'difficult complainant'.
- 8 Apply the relevant management strategies:
 - unreasonable persistence
 - unreasonable demands
 - unreasonable lack of cooperation
 - unreasonable arguments and unreasonable behaviour
 - saying 'no'
 - setting limits
 - setting conditions
 - saying 'no', setting limits/conditions, invoking risk management protocols.
- 9 Respond with consistency to individual complainants and across complaints.
- 10 Respond to the complainant with clear, timely and firm communication.

Preventing unreasonable conduct

- 11 Manage complainant expectations from the beginning.
- 12 Insist that the complainant shows respect. Set boundaries by not tolerating rudeness, anger or aggression.

Organisational responsibilities

- 13 Maintain commitment to this approach for dealing with unreasonable conduct.
- 14 Provide staff with adequate supervision and support in their dealings with unreasonable conduct.
- 15 Give staff sufficient time and resources to deal with unreasonable conduct.
- 16 Provide staff with adequate training and guidance in how to deal with unreasonable conduct.

Staff responsibilities

- 17 Remain calm in the face of unreasonable conduct.
- 18 Show respect for all complainants, those acting reasonably and those not.
- 19 Act impartially in all matters.
- 20 Demonstrate professionalism in dealing with all complainants, those acting reasonably and those not.

Taken from the *NSW Ombudsman, Managing Unreasonable Complainant Conduct Practice Manual*.