



## YMCA Customer Complaints and Feedback Policy

Complaints are suggestions and should be regarded as an invaluable source of customer feedback. This allows the YMCA to use the feedback to assess the customer expectations and initiate improvements and to build stronger relationships and loyalty with customers.

Inviting feedback through initiatives such as customer feedback forms or customer surveys, will assist in identifying problem areas within your centre. The value that this feedback enables us to correct the issue where necessary and will aid in the retention of members in the long term.

It costs your centre five times as much to win over a new customer than to keep a current one. Connecting with our customers and delivering outstanding customer service every single time will ensure a stronger chance that our members will be here for the longer term.

It is our duty to not only provide a service however also to provide a unique customer experience and by achieving service excellence will require an attitude engrained into every staff member employed by YMCA GW

In order to achieve excellence, below are the top tips that will help us focus on the most important elements of Customer Service.

- ✓ Always focus on service before anything else.
- ✓ Give the best unique experience possible.
- ✓ Always strive to improve your communication delivery.
- ✓ Always respect the customer
- ✓ Solve problems quickly to turn complainers into advocates.
- ✓ Always remember the core values of our organisation - Honesty, Caring, Respect and Responsibility.

It is not a right, but a privilege to be able to spread the YMCA mission to many more communities through the use of assets not owned by the YMCA. It is imperative that we are cautious and considerate in our response to customers with regards to issues relating to the assets. Our relationship is a partnership and therefore we need to act in the best interests of each other to achieve the common goal of providing access and programming for our communities.

# Customer Feedback Received

## Onsite

## Website

### Verbal

Empower staff to resolve issue immediately

- Thank them
- Listen
- Provide a solution
- Follow up

Solution found

Yes  
Congratulations!!  
Document for  
Manager

No  
Forward to Manager  
or supervisor on Duty

Log on intranet

### Written Form

Forms collected daily and handed to appropriate department to for response

Respond by phone call with in 48 hrs

Follow up with a written response

Log on intranet

### Web/Email to HO

Web inquiry/complaint forwarded to CM, cc BM

Manager to arrange a phone response with in 48 hrs

A written response to follow up immediately CC BM and BCC Marketing Manager

Log on intranet

NB—both verbal and written responses should be discussed



## Some useful guidance when handling customer feedback

C = Commit

A = Accept

R = Respond

E = Execute

### Commit

- ✓ Your primary objective as a YMCA staff member is to serve and satisfy customers
- ✓ When you receive a complaint you should have a positive attitude and most importantly listen to the comments being made.
- ✓ Members don't care what you know, they want to know that you CARE about the problem.

### Accept

- ✓ Do not get defensive
- ✓ Avoid judging the member
- ✓ Maintain positive body language. Do not roll your eyes, look away, frown or fold your arms.
- ✓ We need to listen to what the member is saying.
- ✓ Eliminate distractions and listen carefully, it is too easy for us to jump ahead and start wondering how we are going to resolve the problem before we've heard everything they have to say.
- ✓ Use silence.
- ✓ Do not interrupt the customer.
- ✓ The customer is entitled to display their complaint in the manner they know how, unless it is offensive, abusive and derogatory to you. In which case call your manager

### Respond

- ✓ Repeat back to them their concern to clarify you understand and to acknowledge you have listened.
- ✓ Apologise (if appropriate)
- ✓ Show the member that you understand why they are so upset. Never downplay their feelings or the anger that they have.

#### *Example - Empathy*

- *"I can imagine you must be upset"*
- *"I totally understand that..."*
- *"Can I ask you a few more questions about that and take some notes?"*



*Example - Respect*

- *“I am concerned to hear that”*
- *“I respect you coming up to tell us that”*
- *“Can I ask you a few more questions about that and take some notes?”*

Execute

- ✓ We need to let the member see that there is a solution. Inform them of what actions you may take in order to resolve their problem.
- ✓ If you do not have the authorisation to ‘solve’ their problem or they continue to get upset with you, notify the DM immediately, and pass on feedback from the member to a relevant manager and follow up within 24 hours.

*Example*

*“Ok. I have a good understanding of your concern, now I will pass on the information to my manager so the issue can be addressed appropriately. What would be the best way for the manager to get back to you?”*

- ✓ Members want to hear about what you can do about the situation, not what you can’t do about the situation.
- ✓ Make sure the Duty Manager is aware of the customers concern (when required).
- ✓ Make notes on the members account.
- ✓ Follow up with an email to relevant department or manager (if required)
- ✓ Check afterwards that the problem has been resolved.
- ✓ Take initiative to make sure that the problem does not happen again.

## **Handling Customer Complaints with C A R E**

By handling YMCA customers with C A R E, you will show the customer that you care enough to do your very best.

Why do people complain?

A customer could feel the need to complain for any number of reasons. It could be that they have had a bad day, they want things sorted or they may just be tired and/or stressed. Below are some common complaints:

- ✓ Kept waiting at reception.
- ✓ Promised something that hasn’t arrived.
- ✓ Membership card not received yet.
- ✓ Wrong amount taken from their bank account.
- ✓ Double booking



All customers are different and will have different priorities whether regarding their membership, swimming/gymnastics enrolment, casual booking or the amount of public space in the swimming pool. Members and Guests will have different values, needs, expectations, experiences and lead different lives.

#### Seven “no-nos’ when dealing with complaints

##### **1. Broken Promises**

If you promise to call someone back or you are going to find out something for them - DO IT!

##### **2. Impatience**

Do not be impatient with customers if they disrupt your work. They are the reason as to why we are working.

##### **3. Arguments**

Do not argue with the customer. The customer may not always be right but you will always be wrong if you are arguing with them.

##### **4. Rudeness**

The customer is the highest ranking person to deal with in our service based industry. Treat them as you would your manager. No matter what the circumstances, never, ever be rude to them.

##### **5. Misinformation**

If for some reason you do not know the information they require, please let them know and find out for them. Do not provide misinformation which will only spark a complaint later down the track.

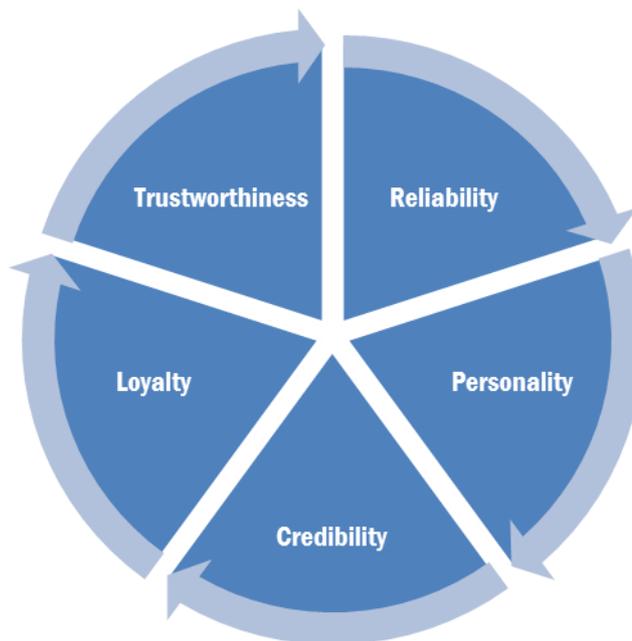
##### **6. Indifference**

If your customer has a problem, act as if it is a problem of your own. Caring keeps customers, indifference of opinion will drive the customer away.

##### **7. Gloom and Doom**

Customers are turned off when they witness a negative attitude rather than a bright and bubbly one. Responding in a cheerful and upbeat way encourages them to keep returning.

**No matter what your job title is, you are a customer service representative of the YMCA:**



*“Remember, the customer may not always be right; but the customer is always the customer...”*

Stay in control at all times - we are judged by our actions, not our intentions:

By using the S - O - A - R technique, we can derive maximum benefit from customer feedback.

1. Customer wants to be heard and valued when they provide feedback.
2. They are giving us the opportunity to improve and to keep them as a customer.
3. They want to hear a solution to the problem.
4. Never pass blame on to anyone, just provide solutions.

### Feedback

#### **S - Solicit feedback at every opportunity**

- ✓ Always ask your members and guests how you could improve your service process.

#### **O - Open the communication channels**

- ✓ Let the member or guest know that you value their input.
- ✓ Sincerely show that you want to know their comments.
- ✓ Thank them for their feedback.
- ✓ Tell them you value their opinion.



#### **A - Appreciate what you hear**

- ✓ Even if you have heard bad news, thank the member or guest for being honest and helpful. We can only improve our service and behaviour if we know what our members or guests don't like.

#### **R - Reward the behaviour**

- ✓ Demonstrate your appreciation by following up with a quick note or call back advising what action you have taken in response to the feedback that you have received. (Always check with your manager before responding to member feedback).

*"Customers just want to know you value their opinion"*

#### Staff Welfare

- ✓ If the customer wishes to make a formal complaint or asks to speak to the 'manager', you should always attempt to contact the Duty Manager or the Coordinator relevant to the nature of the complaint.
- ✓ If no one is available all details of the complaint should be recorded with the person's name and contact details and forwarded to the appropriate manager and responded to within 24 hours.
- ✓ Any member who verbally abuses a staff member should be directed to a manager immediately.
- ✓ If a member verbally abuses a staff member, an incident report should be filled in by the staff member and then passed on to the Centre Manager. This information should be entered onto the members account and then proceeded further at a management level.
- ✓ We are a team who support our fellow employees. If you see a fellow employee being verbally abused then please notify a manager immediately so that they can assist in calming down the irate customer.