

Project GTZ TA No: 2000.2208.7  
Project Document No: CM 002  
Edition 01



## **COACHING REPORT ON CUSTOMER COMPLAINT MANAGEMENT**

**Bac Ninh, 18.10 – 17.11.2006**

*Hanoi, December 2006*

**Ministry of Construction – Hanoi**

*in cooperation with*

**Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH**

**Technical Assistance on behalf of GTZ by GFA Consulting Group & Associates**



# Wastewater and Solid Waste Management in Provincial Centers

---

Your contact person  
with GFA Consulting Group GmbH

**Gudrun Krause**

Phone +49 (40) 6 03 06168

Fax +49 (40) 6 03 06169

Email: [gudrun.krause@gfa-group.de](mailto:gudrun.krause@gfa-group.de)

Address

**GFA Consulting Group GmbH**  
**Eulenkrogstraße 82**  
**D-22359 Hamburg**  
**Germany**

This report was prepared by

**Le Thi My Linh**

[lm linh99@yahoo.com](mailto:lm linh99@yahoo.com)



## TABLE OF CONTENTS

1. SUMMARY OF COACHING PROCESS ON CUSTOMER COMPLAINTS IN BAC NINH .....	1
2. THE OUTPUT OF COACHING PROCESS .....	3
2.1. Organization structure of customer care unit.....	3
2.2. Standard of operation procedure on customer complaint solving.....	4
2.3. Job descriptions.....	8
3. ANNEX: LIST OF PARTICIPANTS IN CUSTOMER COMPLAINT COACHING .....	14

## 1. SUMMARY OF COACHING PROCESS ON CUSTOMER COMPLAINTS IN BAC NINH

On the October 10<sup>th</sup> 2006, the Consultant Team consisting of Mr. Roderick H. Chisholm, International Community consultant, Ms. Le Thi My Linh, Ms. Nguyen Thuy Ha and Ms. Vu Thi Lan Huong- local consultant conducted the Workshop to introduce the Coaching process for Customers Care for the Bac Ninh Water Supply and Sewerage Company. The objective is to have staff with knowledge and skills to carry out the customer care activities and will carry out these activities frequently for the company.

As requested by the Consultants, 3 groups were organized, 6 persons per each group to participate the training course with coaching method. (List of participants in [Annex](#)). Ms. Linh was responsible for group on customers' complaints management, while Ms. Hà and Ms. Huong were in charge of group on public awareness campaign and group on customers' satisfaction survey respectively. Each group was trained in one session or one day a week and the training lasted for 5-week period (from 16 October to 17 November 2006).

***The key results of the coaching period on customers' complaints management were as following:***

- Trainees had understood the method to develop Standard Operation Procedure and developed the procedures for the customers' complaints management.
- trainees had understood the job analysis method and developed the job- descriptions for Head of Customer Management Department and for the customers complaints officer
- CCU was established under the customer management department.

***There are some limitations that should be improved:***

- Objective of each coaching section were not clear enough
- Consultants should be more prepared
- Participants should be trained related topics before participating on coaching
- Nominated the right participants for training and coaching

***Plan for follow up activities on customer relations in Bac Ninh Co***

Ms. Linh will visit the Company to provide the guidance to new staff on how to perform the works of the customers' complaints management staff, i.e.:

- Good understanding and knowledge on the procedures to solve the customers' complaints,
- Telecommunication skills and direct communication to the customers
- Preparation of forms to maintain the records on customer's complaints and reporting

It is proposed to continue the training with coaching method in one day a week and within 1 month (December 2006 and January 2007), and then the one day every month training would be carried out for the period of 3 months (from January to April 2007).

In addition, Ms. Linh has planned to carry out the training course for the company's staff that are involving in the customers on:

- Customers communication skills (direct and by telephone)
- Customers services and customer care

In addition, the middle managers also should have one day on customer service so they can support customer care policy and their staff.

*(This plan based on the preliminary assessment on the training needs to staff of the Customer Management Department and Network Management Department in the Workshop held in October 10 2006 and discussions with Heads of two these Department)*

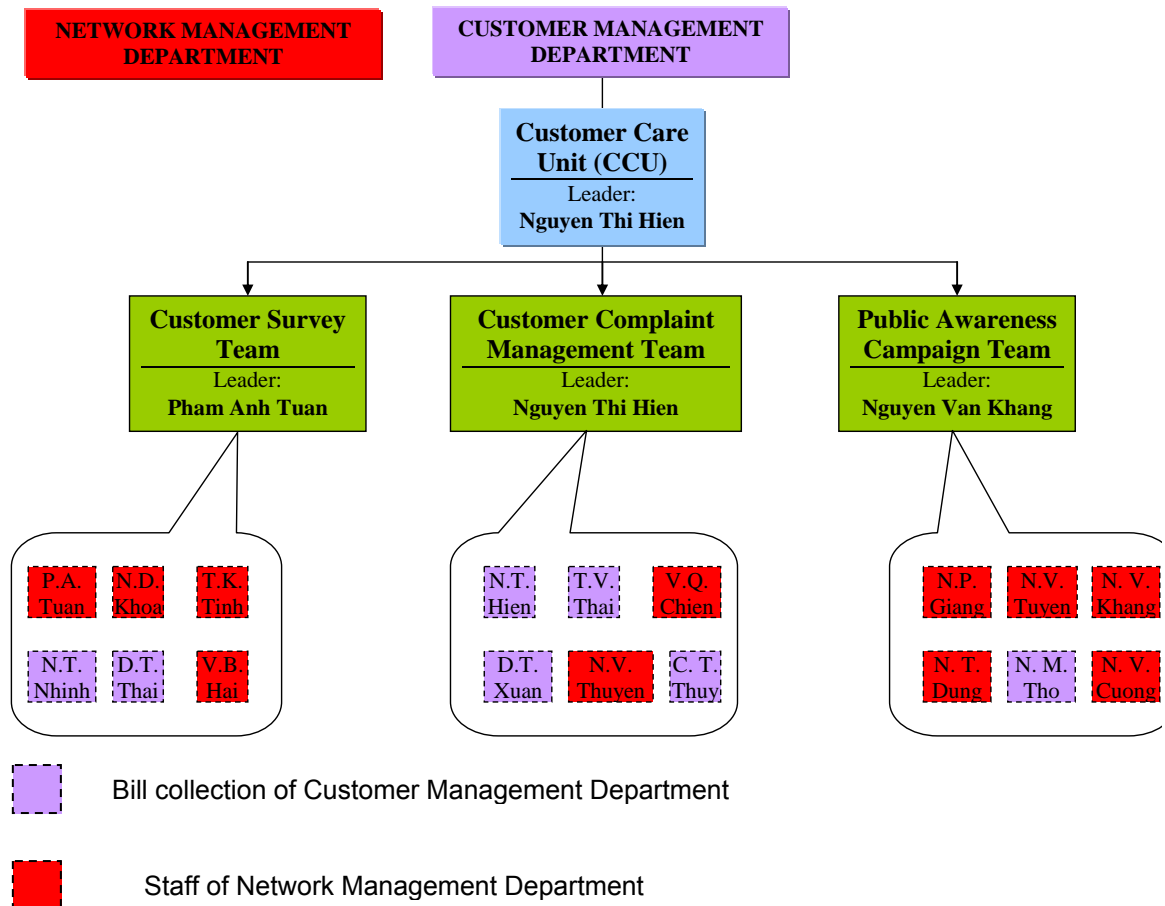


*Note: the Consultant Team has also discussed With Company's Director on the necessity of the establishment of the Customer Care Unit (CCU) which will be provided with staff and the office that most conveniently would be the correspondent office of the company. Due to the limited office space the Company's Director has decided to establish the CCU within the Customer Management Department (CMD) and assigned one staff Ms. Nhang who is Accountant of the CMD, responsible for customer's complaints management. However, Ms. Nhang is not nominated to attend this training course, she should be guided to get better understanding and to implement the procedures how to solve the customers' complaints. On the last day of closing workshop the director informed that the company is going to recruit new staff for this position. This show the commitment of the company for customer care activities.*

## 2. THE OUTPUT OF COACHING PROCESS

### 2.1. Organization structure of customer care unit

#### Bac Ninh Water Supply & Sewerage Company Organization structure of customer care unit



## 2.2. Standard of operation procedure on customer complaint solving

<b>STANDARD OPERATION PROCEDURE (SOP)</b>
---

<b>Name of Procedure</b>	<b>PROCEDURE FOR CUSTOMER COMPLAINT SOLVING</b>		
<b>No.</b>			
<b>Completed by</b>		Date	
<b>Final edited by</b>		Date	

<b>Name of staff who implement the procedure:</b>	Position
<b>Name of person who guide how to implement the procedure:</b>	Position
<b>Department/unit:</b>	Customer Management Department
<b>Starting time for procedure implementation</b>	

<b>Policy</b>

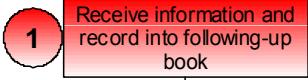

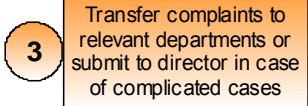
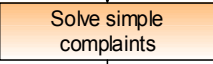
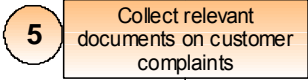
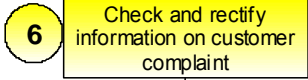
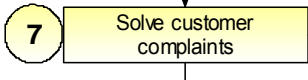
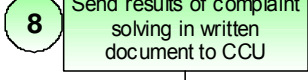
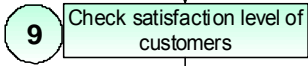
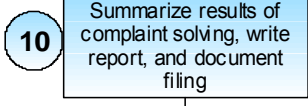

<b>Scope of implementation:</b> CMD, Network management Dept., sewerage team
--

<b>Purpose of work</b>
Ensure customers' satisfaction to the company's water supply and wastewater management services.

<b>Performance target</b>
90% of customers satisfy with the company's services

<b>Basis of procedure</b>

**Table 1: Procedure for customer complaint solving**

Step	Explanation of task by each step of procedure	Flow chart
1.	CCU staff greet and receive customers in an attitude of hospitality, friendliness, politeness, listen customer, conversation with customer to understand the problem (meet directly or contact by telephone). Record information on following-up book.	
2.	CCU staff classifies types of complaints by urgency levels (see Table 2: Classification of complaints in water supply service and Table 3: Classification of complaints in wastewater management services).	
3.	Transfer complaints to relevant unit/departments for solving (See Table 2 & 3) or consult director for complain solving in complicated cases	
4.	CCU staff deal with simple complaints within their responsibility	
5.	CCU staff collects documents related to customer complaints to facilitate complaint solving.	
6.	The staff of the department that is responsible for solving complaint rectify complaint information	
7.	The staff of the department that is responsible for solving complaint need to undertake assignments within allowed timeframe.	
8.	Complaint solver writes report on complaint handling and forward to CCU staff for filing and information analyzing.	
9.	CCU staff contact with customers by telephone or coordinate with relevant department to ask customers about their satisfaction to solutions. If customers don't satisfy with solutions, reporting to the head of Customer management department is required.	
10.	Staffs of CCU summarize results of complaint solving, put into file, prepare periodic report (report on handing work over to the next shift, on monthly, quarterly and annual basis) and send it to CMD's head.	
11.	The Head of CMD submit to the director for reporting on complaint solving summary.	

**Table 2: Classification of complaints in water supply service**

No.	Level of urgency	Solving time	Responsible unit/department
1	No water supply	Responsible staff will come the field site after 1 hours	Network management Dept.
2	Broken pipeline due to construction		
3	Broken pipeline		
4	Pipeline leakage		
5	Water meter runs incorrectly, no tariff payment from customer	Responsible staff will comes to meet customer within 24 hours	Network management Dept. and CMD
6	Complaint on turbid water	Taking sample 1 hour after receiving complaint, deal with problem within 1 day	Water supply plant
7	Stinking smell water		
8	Watermeter run fast	Dealing with problem within 2 days	Network management Dept
9	Leakage in watermeter group		
10	Watermeter makes noise		
11	Require for pipeline move		
12	Watermeter is broken		
13	Incorrect recording on water consumption data	Dealing with problem within 2 days	CMD
14	Weak water running	Dealing with problem within 3 days	Network management Dept
15	There is a difference of installation and repairing costs among households with the same condition of connection	Dealing with problem within 3 days	Technical-Planning Department
16	Not good attitude of the company's staff	Meet customers and deal with customers' requirements within 3 days	Network management Dept. and CMD
17	Don't keep promise to customer		
18	Untimely solving customer's complaint		

**Table 3: Classification of complaints on wastewater management service**

	<b>Level of urgency</b>	<b>Solving time</b>	<b>Responsible unit/department</b>
1	Stagnancy in sewers	Responsible staff will come the field site after 1 hours and deal with problem within 1 day	Sewerage team
2	Stagnancy in manholes		
3	Broken wastewater disposal facilities	Responsible staff will come the field site after 1 hours and deal with problem within 2-7 days, depending on actual situation	Sewerage team, Technical-Planning Department
4	Smell emitting from manholes	Dealing with problem within 2 days	Sewerage team
5	Smell emitting from canals		
6	Flooding in streets when raining	Dealing with problem within 1 days	Sewerage team
7	Local flooding	Dealing with problem within 2 -15 days, depending on serious levels of problems	Sewerage team, Technical-Planning Department
8	No wastewater payment	Dealing with problem within 1 -5 days	Network management Dept. and CMD
9	Influence on trees, plants	Come to check field site 1 day, report to relevant stakeholders within 5 days	Sewerage team, Technical-Planning Department & CMD
10	Water environment effect (domestic animals)		
11	No construction of wastewater disposal system	Come to check field site 1 - 2 days and inform customers of construction plan	CMD, Project Management Unit

## 2.3. Job descriptions

### 2.3.1. Job description for head of customer management department

#### Coding

Group Code	Position code	Type code	Sub Code
TR	DRV	LAB	

#### Job Title

**Head of Customer Management Department (CMD)**

#### Relationships

Report to

Director of Bac Ninh WS & S Company

Who responsible for

Fee collectors
Customer Care Staff
Technical staff in CMD

#### Purpose of Job

Manage all activities of CMD to ensure the company meet customer's demand in water supply, collect water tariff at a high revenue, reduce water tariff unpaid rate.
Customer management, good customer care for the customer satisfaction on the company services.

#### Job specification

<i>Education:</i> University degree or equivalent in business administration, or relevant field.
<p><i>Knowledge of:</i></p> <ul style="list-style-type: none"> <li>• Water supply and sewerage and drainage</li> <li>• Customer service.</li> <li>• Provincial and Municipal ordinances, policies and procedures relating to water supply and wastewater services.</li> </ul> <p>Specialized laws related to area of assignment</p> <p><i>Ability to:</i></p> <ul style="list-style-type: none"> <li>• Assist the director in developing the cooperate</li> <li>• Develop work plan in the customer management department included CCU</li> <li>• Master all tasks on the department and act as a stand-in for absent staff,</li> <li>• Operate a variety of modern office equipment, including a computer.</li> <li>• Communicate clearly and concisely, both orally and in writing.</li> <li>• Coach, supervise staff, monitoring and evaluate staff's performance</li> </ul> <p><i>Experience:</i> 2 year experience in business; 2 year working in office management and/or administration; 2 year working in the field of customer service.</p>



*Training:*

**Hours of work**


**Tasks / Duties / Responsibilities and performance standards**

No.	Tasks / Duties / Responsibilities of head of CMD	Performance standards		
		Output	Quantity	Quality
1	Develop the operation plan of CMD			
2	Assignment and monitoring tasks and activities done by CMD staff			
3	Check letter for water pipe installation before submit to leader for signature and approval; transfer work to installation team			
4	Coordinate with planning-technical department to supervise and speed up water pipe installation and connection to customers.			
5	Check customer's contract on water supply, submit to leader for signature.			
6	Coordinate with planning-technical department to establish a customer development plan			
7	Answer and solve complicated customer complaints and requirements			
8	Write report on analysis of water volume, revenue, water loss rate, water tariff unpaid rate.			
9	Coordinate with network management unit and other relevant departments, teams in meeting customer's requirement and complaints on repairing or dealing with contract violation by customers.			
10	Establish SOPs for CMD and revise it when necessary			
11	Organize the surveys on customer satisfaction			
12	Coordinate with other units to organize the public awareness campaign			
13	Conduct training (or cooperation in training), coaching, guide staff to perform their tasks.			
14	Evaluate the staff's performance, discuss with staff to identify shortcomings and find out solutions and opportunities for improvement.			
15	Manage and monitor a network of collaborators			
16	Coordinate with the company' leaders to disseminate policy and regulations on water supply system to representatives of organizations at ward and commune levels.			



17	Further study to improve knowledge		
----	------------------------------------	--	--

Completed by	Date:
Signature	Dept.
Name	Position



### 2.3.2. Job description for customer complaint management officer

#### Coding

Group Code	Position Code	Type Code	Sub Code
TR	DRV	LAB	

#### Job Title

**Customer complaint management officer**

#### Relationships

Report to

Head of Customer Management Department

Who responsible for

#### Purpose of Job

Undertake tasks related to customer complaint solving

#### Job specification

*Education:* equivalent to 12 grade level, participating in customer care training courses

*Knowledge on:*

- Water supply and sewerage and drainage
- Customer service.
- Provincial and municipal ordinances, policies and procedures relating to water supply and wastewater services.
- Specialized laws related to area of assignment

*Ability:*

- Communicate clearly and politely to customers by phone and directly
- Deal with difficult customers
- Analyze situations and problems, identify solutions
- Solve the simple customer complaints as procedure
- Operate a variety of modern office equipment, including a computer.

*Experience:* 2 year experience in community communication in public services and even better customer services.

*Training:*

#### Hours of work

--

**Tasks /responsibilities and performance standards**

No.	Tasks / Duties / Responsibilities of Customer complaint management officer	Performance standards		
		Output	Quantity	Quality
1	Implement procedures related to customer services			
2	Understand well and implement SOPs for customer complaint management			
3	Receive, classify complaints and transfer to relevant departments/units to solve customer complaints in their responsibilities			
4	Supervise and monitor complaints that were transferred to other relevant departments/units.			
5	Report to CMD's head on complaints which are complicated and difficult to deal with			
6	Receive and give advice to queries from customers by mail			
7	Check the satisfaction levels of customers on the company way of customer complaint solving			
8	Collect and analyse data and information on customer complaints and send to CMD's head in regular basis.			
9	Support to prepare leaflets on clean water and wastewater service for dissemination and education to current and future customers			
10	Support to prepare and implement surveys on customer satisfaction			
11	Support to supervise the implementation of public awareness information campaigns			
12	Support in monitoring the implementation of public awareness education campaigns, school based programs			
13	Report on-going progress to CMD's Head as required			
14	Study to improve knowledge			

Completed by	Date:
Signature	Dept.
Name	Position



### **3. ANNEX: LIST OF PARTICIPANTS IN CUSTOMER COMPLAINT COACHING**

There are approved staff who should attend coaching on customer complaint management as follows:

1. Nguyen Thi Hien (head of customer complaint team; head of customer management department)
2. Tran Van Thai
3. Cai Thi Thuy
4. Dao Thi Xuan
5. Nguyen Van Thuyen
6. Vu Quang Chien

Two other managers who are head of community awareness and customer survey teams are encouraged to attend this coaching:

1. Nguyen Van Khang (head of community awareness team; head of network management department)
2. Pham Anh Tuan (head of customer survey team; deputy head of network management department )