



Department:
Community Safety and Transport Management
North West Provincial Government
REPUBLIC OF SOUTH AFRICA

COMPLAINTS COMPLIMENTS AND SUGGESTIONS MANAGEMENT POLICY



We belong



We care



We serve

NORTHWEST PROVINCE:
DEPARTMENT OF COMMUNITY SAFETY AND TRANSPORT MANAGEMENT
HUMAN RESOURCE MANAGEMENT

POLICY NO. : HRM 2022/001/OD & CM
NAME OF POLICY : COMPLAINTS, COMPLIMENTS AND SUGGESTIONS MANAGEMENT POLICY
EFFECTIVE DATE : OCTOBER 2022
DATE OF REVIEW : OCTOBER 2025

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1. INTRODUCTION

As the Department of Community Safety and Transport Management we are committed to service excellence in how we deliver services in our day-to-day operations to the citizens. The Department is committed to deliver services professionally, courteous, efficient and effective which ensures predictable affordable services to all citizens all the time.

However, when challenges arise and citizens' expectations are not met in a timely manner, citizens need to be given a chance to communicate with the Department so as to resolve their complaints. Dissatisfaction with any of the services offered by the Department, the Department can redress and also improve on service delivery processes and systems. Citizens also need to be given an opportunity to compliment employees when they have experienced outstanding service delivery from the employee so as to assist Department in the acknowledgement of outstanding performance and contribute to continuous improvement of services.

1.1 The Purpose and the Objectives of the Policy

- Serve as feedback mechanism whereby citizens can communicate to Department when services are not being delivered in line with the expectations as espoused within the Eight Batho Pele Principles;
- Provide a uniform approach to complaints management within the Department;
- Set standards that should be used to judge whether existing complaint system is sufficient;
- Lay down the manners in which complaints lodged should be handled;
- Highlight the most common causes of complaints about services with a view of creating awareness to the department so as to improve its services;
- Acknowledge employees who have been complimented for exceptional delivery of services.

1.2 Applicability of the Policy

The policy is applicable to employees of the Department of Community Safety and Transport Management who are responsible for the delivery of services to all citizens throughout the province.

2. BACKGROUND AND PROBLEM STATEMENT

The Department of Public Service and Administration (DPSA) has previously embarked on a number of initiatives geared towards giving practical meaning to the eight (8) Batho Pele principles. One of such initiatives was the development of a Batho Pele Handbook – A Service Delivery Improvement Guide which aimed at empowering managers (especially those in service delivery institutions – the coalface of service delivery) in Public Service institutions to address the challenge of service delivery in their work environments.

The guidelines on Complaints Management give practical effect to one of the eight (8) Batho-Pele principles, which is **redress**. However, since the publication of the Batho-Pele Handbook, there have been significant changes in government. Some of the key change interventions in government were:

- The launch of the Batho Pele Gateway in 2004 which served as an information platform for citizens to access information about government services; which has now been revamped to also focus on the monitoring and evaluation role regarding compliance with the *Citizen Complaints and Compliments Management Framework* by departments across the three spheres of government;
- Introduction of the Presidential Hotline in September 2009 which puts more emphasis on the speedy resolution of complaints by government departments across the three spheres of government and not only the public service;
- For the Department of Community Safety and Transport Management there is the Department Call Centre (0800 204 992) and the Provincial Batho-Pele Call Centre (0800 111 700) which operate from the office of the Premier where citizens can direct their complaints, compliments and suggestions for speedy resolution.
- The re-configuration of the DPSA's organizational structure with effect from 1 June 2010; which led to the creation of the Branch: Service Delivery and Organisational Transformation with a specific focus on the transformational aspects of service delivery and the necessary changes, in terms of systems and processes to ensure a speedy delivery of quality services to communities.
- The Minister for Public Service and Administration (MPSA) by then has also, inter alia, indicated at the media briefing on 7 March 2013 that: *"To enhance service delivery the Public Service Charter will regulate the partnership between citizens, the State and public servants to enhance productivity and fast track service delivery consistent with service standards that respond to the needs and aspirations of the citizens."*

The Departmental Service Charter and Service Charter for service points will, inter alia, provide feedback mechanisms that will allow the public to compliment, raise complaint or

suggestion about the conduct and attitudes of public servants and the quality, timeliness and efficacy of the services they provide. Complaints, Compliments and Suggestions Management Policy will provide the platform for the achievement of these objectives.

Part 3 section 38 of Public Service Regulations, 2016 as amended, require an Executive Authority to establish and sustain a service delivery improvement programme for his/her department and such a programme is required to (f) stipulate a system or mechanism for, compliments and suggestions.

3. CONSTITUTIONAL AND LEGISLATIVE FRAMEWORK

The development of the Complaints, Compliments and Suggestions Management Policy of the Department is done within the parameters of the *Constitutional and Legislative Framework* and *Citizen Complaints, Compliments Management Framework* designed by DPISA in March 2013.

3.1 Constitutional Framework

The Policy on Complaints, Compliments and Suggestions management is primarily informed by *Chapter 10 of the Constitution, 1996* which deals with public administration. *Section 195(1)* specifically directs that public administration must be governed by the following democratic values and principles:

- a) A high standard of professional ethics must be promoted and maintained;
- b) Efficient, economic and effective use of resources must be promoted;
- c) Public administration must be development oriented;
- d) Services must be provided impartially, fairly, equitably and without bias;
- e) People's needs must be responded to and the public must be encouraged to participate in policymaking;
- f) Public Administration must be accountable;
- g) Transparency must be fostered by providing the public with timely, accessible and accurate information;
- h) Good human resource management and career-development practices, to maximise human potential must be cultivated; and
- i) Public Administration must broadly be representative of South African people with employment and personnel management practices based on ability, objectivity, fairness and need to redress the imbalances of the past.

One of the DPSA's priority performance areas being implemented in compliance with the values and principles governing public administration pertains to managing access to information for citizens to transact their lives which are governed by the following legislation:

- **Promotion of Access to Information Act, No. 2 of 2000;**
- **Promotion of Administrative Justice Act, No. 3 of 2000; and**
- **Promotion of Equality and Prevention of Unfair Discrimination Act, No. 4 of 2000.**

In developing and implementing their Complaints, Compliments and Suggestions Management Policy, the Executive Authorities (EAs) should comply with the letter and spirit of the aforementioned legislation which has its foundations in the Bill of Rights within the Constitution.

3.2 Batho-Pele Principles

The *White Paper on the Transformation of the Public Service, 1995*, as well as, the *White Paper on Transforming Public Service Delivery, 1997*, sets out 8 transformation priorities, which declared that the *Public Service should be people-centric* and that *people must come first* in the delivery of services in order to ensure a **better life for all citizens**. These eight Batho-Pele principles are as follows:

- **Consultation**
Citizens should be consulted about the level and quality of the public services they receive and where possible, should be given a choice about the services that are offered.
- **Service Standards**
Citizens should be told what level and quality of public services they will receive so that they are aware of what to expect.
- **Access**
All citizens should have equal access to the services to which they are entitled.
- **Courtesy**
Citizens should be treated with courtesy and consideration.
- **Information**
Citizens should be given full, accurate information about the public services they are entitled to receive.

- **Openness and Transparency**

Citizens should be told how national and provincial department are run, how much they cost, and who is in charge.

- **Redress**

If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.

- **Value for Money**

Public Services should be provided economically and efficiently in order to give citizens the best possible value for money.

3.3 Public Service Legislative Framework

In terms of the *Public Service Regulations, 2016* (based on the *Public Service Act, 1994* as amended), an executive authority shall establish and sustain a service delivery improvement programme (SDIP) for her or his department. One of the key elements of the service delivery improvement programme (f), is that it should:

- **Stipulate a system or mechanisms for (managing) complaints**

An Executive Authority should develop a Complaints, Compliments and Suggestions Management Policy for his / her Department and at all service points. Such a policy should serve as a strategy and form part of the Service Delivery Improvement Programme as already envisaged in the *Public Service Regulations, 2016*.

4. PEOPLE-CENTRED SERVICE DELIVERY

For the Department of Community Safety and Transport Management to effectively fulfil developmental citizen orientated public service that delivers services effectively and speedily, the Department has to ensure that complaints, compliments and suggestions are managed effectively and that the right to redress is upheld.

5. DEFINITIONS

5.1 Complaint

A complaint can be defined as an expression of a grievance to any up-line authority about how an individual is being treated or perceives they are being treated. A commonly expressed general definition of a complaint is as follows:

- An expression of dissatisfaction, however made, about the service, actions or lack of action by an agency or its staff affecting an individual client or group of clients.

In the context of the Public Service, a complaint would typically entail:

- An expression of dissatisfaction by a citizen or a group of citizens about the level of service (including issues of accessibility) or lack thereof, by a department or departments which in the opinion of a complainant requires resolution and redress.

5.2 Compliment

Is any expression of praise, commendation or admiration given by the citizen to an employee or employees of the Department about outstanding services rendered.

5.3 Suggestion

Is any proposal made or an idea that has been put forth by citizen/s to improve the services being rendered by the Department.

6. REASONS THAT LEAD PEOPLE TO COMPLAIN

- **Poor communication and insufficient information**

Complaints often arise because of poor communication or inaccessible media used to communicate between the department and the public. It may also be because information about a department's services is not clearly and widely publicized in the Departmental website, Departmental Service Charter and also in Service Charters for the Service Points.

- **Inappropriate policies and unclear procedures**

Complaints can be minimized if a department has appropriate policies and clear procedures for implementing those policies.

- **Language barriers, Signage and Branding**

It is important to ensure that all communications are in simple and clear language including accessible formats for people with disabilities and the usage of proper signage. Forms should be properly designed so that they are user-friendly. Help should be made readily available for those who have difficulty in understanding procedures or filling in forms.

- **Lack of service delivery according to the expected minimum service standards or no standards have yet being published**

It may be that department is not delivering services to the level that the public expects or that department is inaccessible to people with disabilities.

- **Lack of training of staff dealing with complaints**

Lack of the appropriate training for staff responsible for handling complaints may cause dissatisfaction among the public.

7. MECHANISM FOR LODGING COMPLAINTS

Complaints against line department may be lodged in a variety of ways through mechanisms/platforms such as:

- A complaints/ suggestion box;
- A walk- in by the complainant;
- A telephone to a call centre (0800 204 992) or to local Station Manager as appear on the Service Charter for that service point (office)
- A letter or e-mail to the call centre or office;
- Any other mechanism that is user friendly and that is accessible to people with special needs.

Conversely, the citizens should be encouraged to give credit where credit is due, in the form of a compliment (which is basically a statement of praise or approval) to a department and / or public servant, through the use of the same platforms / mechanisms outlined above.

8. ADVANTAGES OF COMPLAINTS MANAGEMENT SYSTEM

A properly designed complaints, compliments and suggestions management policy can have the following advantages:

- **Financial**

It enables the department to address problems before they become costly disputes. Telephone or other forms of communication with the complainant over the same thing for an extended period can also be very costly.

- **Continuous improvement**

Using the set performance standards, department can measure their citizens' complaints against their performance and service standards. This will enable the department to listen and respond to their citizens' complaints thus providing the opportunity for continuous service improvement.

- **Customer satisfaction**

A proper complaints, compliments and suggestions management policy may result in improved service delivery and citizens' satisfaction thereby enhancing the customer and Department relationship.

- **Rights protection**

A proper complaints, compliments and suggestions management policy recognizes, promotes and protects citizens' rights, including the right to complain.

- **Provide resolution**

It provides an efficient, fair and accessible system for resolving citizens' complaints.

- **Provide Information**

It provides information to citizens on the complaints, compliments and suggestions management processes of the Departments. It also empowers the citizens to know what is expected from the Department and their rights to query deviations. Complaints, compliments and suggestions management policy also serve as useful management tool because management may utilize complaints, compliments and suggestions management information to improve service delivery which is inclusive of all government departments.

- **Serve as a monitoring system**

It serves as a monitoring tool for the department so as to improve the quality and accessibility of services to the citizens.

9. BASIC PRINCIPLES APPLICABLE TO COMPLAINTS MANAGEMENT SYSTEMS

The Batho-Pele principle of *redress* requires department to review and improve its complaints, compliments and suggestions management policy in line with the following principles:

- **Accessibility**

Complaints, compliments and suggestions management policy should be easy to use including accessible formats for people with disabilities, those who are illiterate and should avoid excessive formalities.

- **Speed**

Citizens tend to become more dissatisfied when a response to a complaint takes a long time to be resolved. A complaints, compliments and suggestions management policy should provide opportunities for a quick response. When a response cannot be given within the expected time, the complainant should be kept informed of the progress and told when an outcome can be expected.

- **Fairness**

Complaints should be fairly and impartially handled.

- **Confidentiality**

In order to encourage complainants to complain, the complainant's confidentiality should be protected. This will make the citizens feel that they will be protected to even lodge future complaints.

- **Responsiveness**

The response to a complaint should take full account of the complainant's concerns and feelings. Where a mistake has been made regarding the provision of a service, an apology with the full explanation and assurance that the occurrence will not be repeated, should be given to a complainant.

10. TURNAROUND TIME FOR RESOLVING COMPLAINTS

In line with the above principles the department will ensure that citizens' complaints are resolved within:

- **45 working days** from the time that complex complaints were lodged at service points. Received complaints should be acknowledged telephonically to the customer within **05 working days**. Once **45** working days within which a department has to resolve a complaint has lapsed, then the complainant becomes entitled to:

- *Approach an independent statutory institution such as the Public Protector; or*
- *The Public Service Commission; or*
- *Any statutory prescribed mediatory institution based on the nature of the complaint.*

10.1 Administrative elements in managing complaint

The system should, as a minimum, include the following elements as part of the process for managing complaints:

- **Screening and logging**

This is the initial step where important information such as the name of the complainant; the nature of complaint; the action taken; the customer's response; place and date are captured. This will allow departmental officials to exercise control and ensure proper follow-up. A reference number and contact details must be supplied to the customer.

- **Investigating**

This is a step whereby SDI Representatives are engaged in a research activity to ascertain the legitimacy of the problem. The complainant interacts with the complaints handling officers (Complaints and Compliments Committee) and requested to give full details of the problem. This will provide more facts that will help in making the decision to resolve the problem.

- **Acknowledging Progress or Additional Information Request**

When the complaint cannot be resolved immediately, it is important to let the complainant know that the matter is receiving attention. Prompt acknowledgment will set the complainant at ease, demonstrate that care is being given and begin the process of preserving goodwill. Whenever possible, complainant should be told how long it will take to complete the response on the complaint. If there is further delay, feedback should be given to the complainant on why and when it is expected to have an answer. Procedures should always have time limits.

- **Formulating a solution**

A solution must be consistent with the constitutional mandate of the department and the Batho-Pele principles.

When formulating a solution, department will consider the following:

- The citizen's expectations;
- Department's expectations of the citizen;
- The comprehensiveness and fairness of the solution;
- The suggested solution by the citizen.

- **Responding**

A response should be clear and appropriate. The complainant must understand the response, and it must address the issues raised in the complainant's original complaint.

11. COMPLAINTS, COMPLIMENTS AND SUGGESTIONS COMMITTEE

There will be Departmental Complaints, Compliments and Suggestions Committee (CCSC) at all service points, appointed by the Head of Department which will be chaired by SDI Coordinators from Head Office. Responsibilities of committee members should be clearly stipulated in their appointment letters.

11.1 Structured Complaints, Compliments and Suggestions Committee (CCSC)

Head Office

- SDI Champion (Director HRM)
- SDI Coordinator/s (Head Office)
- 02 Local SDI Representatives (Scholar Transport and Traffic Law Enforcement)
- 01 Representative from CFO's Office
- Chief Directorate Corporate Service

Registering Authorities (RA's)

- Motor Vehicle Administration Manager / Supervisor
- SDI Coordinator (Head Office)
- District SDI Coordinator
- Local SDI Representative/s

Drivers' and Learners' Testing Centres (DLTC)

- Station Manager / Supervisor
- SDI Coordinator (Head Office)
- District SDI Coordinator
- Local SDI Representative/s

Operator License and Permits Office (OLP)

- Office Manager / Supervisor
- SDI Coordinator (Head Office)
- District SDI Coordinator
- Local SDI Representative/s

11.2 Functions of Complaints, Compliments and Suggestions Committee

- The committee's main objective is to oversee the effective management of complaints, compliments and suggestions lodged by customers.
- **The SDI Coordinator (from Head Office)** will be responsible for the safe keeping of the keys for the Complaints, Compliments and Suggestions Boxes. (*The Complaints, Compliments and Suggestions Boxes to be kept locked at all times*).
- **The SDI Coordinator (from Head Office)** will ensure the safe keeping of Complaints, Compliments and Suggestions registers (records).
- **The SDI Coordinator (from Head Office), the District SDI Coordinator, the SDI representative and the Station Manager / Supervisor of the responsible service point** will open the suggestion boxes, count and record all the completed forms received in relevant Annexure. The CCSC will then attend to the complaint/s received and thereafter telephonically acknowledge receipt of same to the complainant within **05** working days.

12. ANNEXURES (FORMS)

The following Annexure were designed in a form and are listed as follows:

Annexure "A"	-	Complaints Register
Annexure "B"	-	Statistical Data on Complaints
Annexure "C"	-	Compliments Register
Annexure "D"	-	Statistical Data on Compliments
Annexure "E"	-	Suggestions Register
Annexure "F"	-	Statistical Data on Suggestions
Annexure "G"	-	Form to Lodge Complaint or Record Compliment or Suggestion

- Annexure "H" - Summary Form on Outcome of Complaint Investigation
Annexure "I" - Categories for Complaints, Compliments or Suggestion

12.1 REFERENCING OF COMPLAINTS, COMPLIMENTS AND SUGGESTIONS

The reference number will be as characterized by the Letter (**Alphabet**) of the Annexure as listed in the Table of Contents (page 3) followed by **001**, the month (**07**) and the year in full (2020).

Full reference number will be as follows (for example)

- **For Complaint** - **A001/07/2020**
- **For Compliment** - **C001/07/2020**
- **For Suggestion** - **E001/07/2020**

NB: *All Annexure ("A" – "F" and "H") are to be completed by Complaints, Compliments and Suggestion Committee (CCSC). Annexure "G" to be completed by the Citizens (customers).*

13. COMMENCEMENT DATE OF THE POLICY

The Complaints, Compliments and Suggestions Management Policy will be effective upon the date of approval by the Acting Head of Department.

14. CONCLUSION

The proper management of complaints will potentially lead to improved service delivery and customer satisfaction. Department has to ensure that it has adequate complaints management systems that make it easy for citizens to complain. The commitment and continuous buy-in of departmental management is critical to the successful customer complaint resolution and to the optimum use of a complaint management system as a management tool.

APPROVED BY:



**MR MOLEFI MORULE
ACTING HEAD OF DEPARTMENT**

30.09.2022
DATE



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Annexure "B" – Statistical Data on Complaints

Office: _____

Month and Year: _____

Column Name	INDICATOR		CATEGORIES												Total Per Month
	A	B	C	D	E	F	G	H	I	J	K	L	M		
Month	Complaints Received	Complaints Resolved	Staff Attitude	Access to Information	Physical Access	Office Hours	Waiting Times	Availability of Resources	Hygiene and Cleanliness	Office Space	Waiting Area	Public Parking			
April															
May															
June															
Tot Q1															

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Column Name	INDICATOR		CATEGORIES										
	A	B	C	D	E	F	G	H	I	J	K	L	M
Month	Complaints Received	Complaints Resolved	Staff Attitude	Access to Information	Physical Access	Office Hours	Waiting Times	Availability of Resources	Hygiene and Cleanliness	Office Space	Waiting Area	Public Parking	Total Per Month
July													
August													
September													
Tot Q2													
October													
November													
December													
Tot Q3													
January													
February													
March													
Tot Q4													



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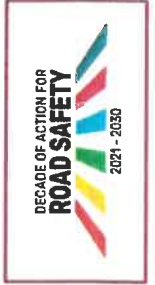
Annexure "D" -- Statistical Data on Compliments

Office: _____

Month and Year: _____

Column Name	CATEGORIES											
	A	B	C	D	E	F	G	H	I	J	K	L
Month	Compliments Received	Staff Attitude	Access to Information	Physical Access	Office Hours	Waiting Times	Availability of Resources	Hygiene and Cleanliness	Office Space	Waiting Area	Public Parking	Total Per Month
April												
May												
June												
Tot Q1												

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Column Name	CATEGORIES											
	A	B	C	D	E	F	G	H	I	J	K	L
Month	Compliments Received	Staff Attitude	Access to Information	Physical Access	Office Hours	Waiting Times	Availability of Resources	Hygiene and Cleanliness	Office Space	Waiting Area	Public Parking	Total Per Month
July												
August												
September												
Tot Q2												
October												
November												
December												
Tot Q3												
January												
February												
March												
Tot Q4												



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Annexure "F" – Statistical Data on Suggestions

Office: _____ Month and Year: _____

Column Name	CATEGORIES											Total Per Month
	A	B	C	D	E	F	G	H	I	J	K	
Month	Suggestions Received	Staff Attitude	Office Hours	Access to Information	Physical Access	Waiting Times	Availability of Resources	Hygiene and Cleanliness	Office Space	Waiting Area		
April												
May												
June												
Tot Q1												



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Column Name	CATEGORIES										
	INDICATOR	A	B	C	D	E	F	G	H	I	J
Month	Suggestions received	Staff Attitude	Office Hours	Access to Information	Physical Access	Waiting Times	Availability of Resources	Hygiene and Cleanliness	Office Space	Waiting Area	Total Per Month
July											
August											
September											
Tot Q2											
October											
November											
December											
Tot Q3											
January											
February											
March											
Tot Q4											



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ANNEXURE "H"

SUMMARY FORM ON OUTCOME OF COMPLAINT INVESTIGATION

<i>Ref No.</i>	<i>Office</i>
----------------	---------------

Manner in which complaint was lodged (mark with an "x")	Written	
	Verbal	
	Telephone	

Date complaint lodged		Date of acknowledgement		Number of days to acknowledge complaint	
Date complaint resolved		No. of working days to resolve complaint			

Information on (i) action taken, (ii) outcome (iii) remedial

Category of Complaint (mark with "X")	Staff Attitude	Access to Information	Physical Access	Waiting Times	Reschedule (Postponement)
	Office Hours	Shortage of Resources	Conducive Environment	Hygiene and Cleanliness	Other
Date of Redress					

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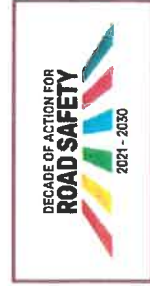


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ANNEXURE "I": CATEGORIES FOR COMPLAINTS, COMPLIMENTS OR SUGGESTIONS

Category	Description Example of the type of complaints Complaints/compliments/ suggestions relating to;	Example of the type of complaints that could fall under the category	Example of the type of compliments that could fall under the category	Example of the type of suggestions that could fall under the category
1. Staff attitude	<ul style="list-style-type: none"> The attitude and behaviour that staff display towards customers. 	<ul style="list-style-type: none"> Staff that are rude towards do not greet or show recognition of presence of the citizen (customer) do not respond to question or enquiry of citizen (customers). 	<ul style="list-style-type: none"> Staff that were friendly answered all questions of citizens (customers) 	<ul style="list-style-type: none"> Improve the attitude of staff by: <ul style="list-style-type: none"> training on Batho Pele courses in provide courtesy
2. Access to information	<ul style="list-style-type: none"> Citizens (customers) having access and are provided with information upon request. 	<ul style="list-style-type: none"> Citizens (customers) not allowed see their answer sheet. Inability to get interpreter for people with speech impairment 	<ul style="list-style-type: none"> Staff that gave clear information on services provided. 	<ul style="list-style-type: none"> Staff that gave clear information on services provided



"Let's Grow North West Together"



Category	Description Example of the type of complaints	Example of the type of complaints that could fall under the category	Example of the type of compliments that could fall under the category	Example of the type of suggestions that could fall under the category
3. Physical access	<ul style="list-style-type: none"> ❖ Citizens (customers) having access to services. 	<ul style="list-style-type: none"> ❖ Establishments that closes before operating times, Citizens (customers) being turned away because the number to be taken per day reached, without insufficient information of documents required. 	<ul style="list-style-type: none"> ❖ Offices that stays open even after closing times to ensure that all citizens (customers) have been served. 	<ul style="list-style-type: none"> ❖ Improve processes within the offices to ensure that all citizens (customers) have access by including overtime and operate on weekends and on public holidays.
4. Waiting times	<ul style="list-style-type: none"> ❖ Ensure that waiting times at service points are managed efficiently. 	<ul style="list-style-type: none"> ❖ Long waiting times in queues at service points. Elderly, pregnant mothers and disabled persons not given priority. 	<ul style="list-style-type: none"> ❖ Short waiting times in queues at service points. Elderly, pregnant mothers and disabled persons are given priority. 	<ul style="list-style-type: none"> ❖ Reduce waiting times by procuring adequate equipments and appointing more personnel. Fill all vacancies and appoint queue marshals.
5. Rescheduling (postponement)	<ul style="list-style-type: none"> ❖ Rescheduled or postponement of writing or testing of citizens (customers) due to unavailability of resources, power failure etc. 	<ul style="list-style-type: none"> ❖ Rescheduled citizens (customers) not given preference. 	<ul style="list-style-type: none"> ❖ Rescheduled citizens being given preference as soon as the office commence with its operations. 	<ul style="list-style-type: none"> ❖ Procurement of sufficient resources and back-up equipments. Emergency procurement plan to be prioritize for matters that need urgent solution e.g (maintenance of leaking taps/drainage systems).
6. Availability of Resources	<ul style="list-style-type: none"> ❖ Insufficient resources for efficient and effective service delivery. ❖ No electricity 	<ul style="list-style-type: none"> ❖ Unavailability of red-tape ❖ No toner for printers and photocopier machines ❖ Poor quality (invisible) forms ❖ No electricity 	<ul style="list-style-type: none"> ❖ Purchasing of sufficient resources ❖ Timely payment of electricity supplier 	<ul style="list-style-type: none"> ❖ Procurement Plan to be done on time. ❖ Sufficient budget to be allocated for purchasing of adequate resources. ❖ Procurement of generators to be used as backup system during load-shedding.

Category	Description Example of the type of complaints	Example of the type of complaints that could fall under the category	Example of the type of compliments that could fall under the category	Example of the type of suggestions that could fall under the category
7. Office Space / Waiting Area	<ul style="list-style-type: none"> ❖ Congestion in offices ❖ No tables and chairs for customer to complete the forms. ❖ No information desks in the offices. ❖ No drinking water (aqua coolers) for customers. 	<ul style="list-style-type: none"> ❖ No social distancing ❖ No tables and chairs for customer to complete the forms. ❖ No information desk where the forms may be kept. ❖ No drinking water for customers. 	<ul style="list-style-type: none"> ❖ Visible markings on the floor indicating following distance between customers. ❖ Enough chairs available for customers to sit. ❖ Information desk with forms properly arranged. ❖ Drinking water available especially at the reception for customers. 	<ul style="list-style-type: none"> ❖ Renovated offices to be used immediately after been renovated. ❖ Information desks to be made available in all offices. ❖ Aqua coolers to be procured for all offices.
8. Hygiene and Cleanliness	<ul style="list-style-type: none"> ❖ Ablution facilities not working. ❖ No water in the rest rooms. ❖ No tissue papers and hand wash in the rest rooms. ❖ No cleaning materials for the rest rooms. 	<ul style="list-style-type: none"> ❖ Closed ablution facilities because not working. ❖ No water in the rest rooms. ❖ No tissue papers and hand wash in the rest rooms. ❖ No cleaning materials for the rest rooms. 	<ul style="list-style-type: none"> ❖ Clean rest rooms at all times. ❖ Water always available in the rest rooms. ❖ Tissue papers and hand wash for customers always available. 	<ul style="list-style-type: none"> ❖ Bore-holes to be considered as the second option especially during water cut. ❖ Installation of water tanks in all offices to be used when there is no running water.
9. Public Parking	<ul style="list-style-type: none"> ❖ No parking area reserved for customers. ❖ No security officials in the public parking area. 	<ul style="list-style-type: none"> ❖ No parking area reserved for customers. ❖ No security officials in the public parking area. 	<ul style="list-style-type: none"> ❖ Reserved and secured parking area for customers. 	<ul style="list-style-type: none"> ❖ Security officials to be visible at the parking areas at all times.
10. Other				