Client Care Manual

Client Care Policy

Document Custodian	Chief Executive
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1. INTRODUCTION

1.1   Governance Framework.

SAIPA's governance framework defines the corporate governance practices established by the Board, which aim to achieve good governance and effective control of SAIPA for the enhancement of stakeholder value and the achievement of its purpose, strategic objectives, and business goals. In support of this, the Board has resolved to subscribe to the principles of good governance, such as espoused in the IoDSA's King IV Report on Corporate Governance and other related sources. The governance framework is the primary source of reference and guidance on all aspects of governance within SAIPA. All policies in SAIPA, whether governance related or operational, must be principally aligned to and adhere to the minimum standards in the governance framework.

1.2   Client Care Manual

This policy forms part of SAIPA's Client Care Manual, which also includes the following related documents:

1.2.1   SAIPA Values

1.2.2   Client Care Processes and Procedures Manual

1.2.3   CRM Processes and Procedures

1.2.4   Communication Policy; and

1.2.5   Code of Ethics

2. PURPOSE

2.1   The purpose of this policy is to –

2.1.1   regulate the provision of services to all SAIPA stakeholders.

3. SCOPE

3.1   This policy applies to –

3.1.1   all employees appointed by SAIPA irrespective of whether they are permanent or temporary.

4. POLICY STATEMENT

4.1 Policy Statement

SAIPA is committed to ensuring that every stakeholder receives Excellent and Professional service from the Institute, within the set turnaround times.

SAIPA endeavours to resolve received complaints to ensure continuously improved customer satisfaction levels.

4.2 Policy Objectives

The objectives of this policy are to:

4.2.1 Set the standard turnaround time (service delivery standards as per **4.2.3**) on all service requests; enquiries and queries submitted to SAIPA.

Task	Standard Turnaround Time (working days)
Acknowledgment of a request for service or a complaint	1
Updates on a request for service or client care complaint	2
Updates on case escalation to departmental manager	2
Updates on case escalation to COE	2

    a The Functional Executive and Manager can apply in writing to the Chief Operations Executive (COE) to increase the turnaround time over an unplanned period for up to three months.

    b After COE approval, Marketing and Communications are responsible for communicating the increase in the turnaround time to all stakeholders and members. The Functional Executive and Manager are responsible for communicating the increase in the turnaround time to internal staff.

4.2.2 Communicate the available channels for stakeholders to submit complaints.

    a All complaints must be lodged through one of the following formal SAIPA channels:

        i Dedicated e-mail addresses:

- info@saipa.co.za for general enquiries and to request a service;

- clientcare@saipa.co.za for all complaints and compliments.

    ii CRM, with options for stakeholders to submit a:

- compliment about the service received;

- complaint about the service received, or

- query

b Where a stakeholder lodges a complaint through the National Consumer Commission or any other legal channel, it will be escalated to the Chief Operations Executive and the Chief Executive and given the highest resolution priority.

4.2.3 Communicate the set service delivery standards (as per **4.2.1**) to be upheld by SAIPA employees with the highest level of excellence and professionalism:

a SAIPA expects all employees to deliver the service in accordance with:

    i   responsibilities in their job description;

    ii   client care manual, including e-mail templates and telephone etiquette;

    iii all SAIPA policies and processes; and

    iv legislation.

b Stakeholders will be requested to rate the service that they have received. The aggregated ratings will be used in the Client Care Report compiled monthly, sent to departmental managers and MANCO quarterly.

c A biannual email audit against member-facing employees will be undertaken by Client Care in respect of the service delivery provided to members. Training recommendations can be made by Client Care, via the COE and in conjunction with the Human Resources Administrator, to the respective line managers.

d An annual complaints related customer survey will be undertaken by Client Care and Marketing to determine member needs, satisfaction

with SAIPA offerings and service delivery. The results will be used in the Client Care Report.

    e   If a staff member or manager is for any reason not reachable or not at their workstation, reception should be notified well ahead of time and in all cases.

    f   If a staff member is absent from work (planned or unplanned), an out-of-office reply should be applied on their emails.

4.2.4   Ensure adequate monitoring and improvement of customer satisfaction levels through

    a   quarterly client care report presented to MANCO, including:

        i   "Rate my service" reports from email signatures and CRM portal,

        ii   Telephone statistics (number of calls received and number of unanswered calls)

        iii   Member satisfaction survey,

        iv   Reports from the Member portal regarding requests, complaints, and compliments,

        v   audit findings information

    b   The data per **(4.2.4)** shall be analysed by MANCO to identify problem areas that requires improvement.

    c   A "root cause analysis" shall be done by Client Care on problem areas and then an action plan should be compiled to address problem areas. All of this should be documented and reported on in the Client Care Report, so that it is consolidated, and action plans can be aligned and so that it is easy to monitor progress.

4.3   Legal and Regulatory Requirements and Adopted Codes and Standards

4.3.1   Legal and Regulatory Requirements

All legal and regulatory requirements relating to this policy are included in SAIPA's regulatory universe and must at all times be adhered to. Any person that identifies a shortcoming in SAIPA's regulatory universe relating to this policy is obliged to report such shortcoming to his/her line manager and the COE, who is obliged to include it in SAIPA's compliance process without delay.

4.3.2   Adopted Codes and Standards

In addition to legal and regulatory requirements, it is SAIPA's policy that its Client Care efforts and activities be guided by:

a) SAIPA Values; and

b) Code of Conduct

4.4   Accountabilities, Roles and Responsibilities

The accountabilities, roles and responsibilities for good governance is clearly defined in SAIPA's governance framework and it is SAIPA's policy that these accountabilities, roles, and responsibilities must always be strictly executed by the relevant role players. Any deviation from the defined accountabilities, roles and responsibilities will be considered and treated as a breach of this policy. Compliance with this policy is monitored by the Chief Operations Executive, Chief Executive; Client Care Administrator and QMS and Risk Officer.

5.   POLICY REVIEW

5.1   As part of SAIPA's governance framework, this policy, together with all related documents and instruments, must remain aligned to SAIPA's governance framework, so to ensure that there is no misalignment that could expose SAIPA to any risk of governance failure over time.

5.2   The evolving nature of client care and the dynamic character of the profession necessitates regular review of this policy for it to remain relevant, efficient, and effective for its intended purpose. Therefore, Chief Executive; Chief Operations Executive Client Care Administrator, QMS and Risk Officer and MANCO shall monitor its effectiveness in context of the legal and regulatory environment as well as developments within the profession, that could have an impact on this policy.

5.3   This policy will be reviewed at least annually, but immediately in the event that a deficiency or inadequacy is identified that requires immediate rectification in SAIPA's best interest, on condition that no such changes will be implemented prior to such approval having been obtained.

6.   POLICY APPROVAL

6.1   This policy is hereby adopted and approved for implementation and takes effect upon signature by Chief Operations Executive and Chief Executive

Signed on this ……………… day of …………........................ 2020 at ……..........................

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Chief Operations Executive   Chief Executive