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SUB DIRECTORATE: CUSTOMER CARE

CALL CENTRE ENQUIRIES, COMPLAINTS AND CITIZEN REPORTS MANAGEMENT AT REGIONAL AND PROGRAMME LEVEL STANDARD OPERATING PROCEDURES

JULY 2017

TABLE OF CONTENTS

Preamble	3
Approval	3
Introduction	4
Scope of Document	4
Definitions	5
Roles and Responsibilities	6
Summary of Standard Operating Procedure at Regional and Programme Level	8
REGIONS	
Resolving PERM Cases: Regional Level	9
Resolving Generic Escalations: Regional Level	14
PROGRAMMES	
Resolving PERM Cases: Programme Level	19
Resolving Generic Escalations: Programme Level	24
Appendix A: Enquiries and Complaints Management Standard Operating Procedure: 2012	
Appendix B: Standard Operating Procedure for Walk In Clients at the DSD Head Office	

PREAMBLE

Purpose of this document

This document is part of the system for managing complaints and enquiries in the Department at a Regional and Programme Level

REVISION HISTORY

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1.	First Draft	Marion Johnson	14 March 2017
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3.	Third Draft	Marion Johnson	26 May 2017
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APPROVAL

M Johnson: Chief Director: Business Planning
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Date: 7/7/17

C Jordan: Chief Director: Social Welfare

Date: 11/7/17

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Date: 12/07/2017

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Date: 14/07/2017

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Date: 17-07-14

INTRODUCTION

In September 2012 the DSD approved its first Enquiries and Complaints Management Standard Operating Procedure. The scope of the latter was to deal with, “All enquiries and complaints received via fax, email and letter at the Department of Social Development (DSD) from a Citizen or escalated on behalf of the Citizen from: Presidency; Office of the Premier of the Western Cape; Public Protector; Standing Committees; Other Government Departments or Institutions; Political Party; Non-Government Organisations; Community Based Organisations and Faith Based Organisations” (See Appendix A).

The advent of the Department of the Premier’s (DotP) EG4C Call Centre around 2011 and the diversion of enquiries, complaints and reports by citizens directly to regional offices necessitated the development of an additional standard operating procedure to deal with this new customer care intervention. This standard operating procedure results from a need to ensure that the issues, concerns and requests raised by citizens are addressed timeously, that the content of the records so generated are relevant to the issue at hand, that client confidentiality is maintained where and when it matters and, that these records are appropriately safeguarded.

The need for this standard operating procedure was also reinforced by an Internal Audit report in December 2016 that found there were no defined processes to dealing with complaints relating to sub-standard or no service delivery, reports by citizens and/or requests for information and, although a draft standard operating procedure for complaints enquiries management existed, it did not provide sufficient guidance on how to deal with the logging, prioritization and reporting of these issues.

In order to facilitate easy access to the document, the sections for the Regions and Programmes have been colour coded.

SCOPE OF THIS DOCUMENT

The processes described in this document apply to the managing of enquiries, complaints and reports by citizens emanating from the DotP’s EG4C Call Centre. It does not include the procedure for dealing with enquiries or complaints received by the Office of the Head of Department or the Ministry of Social Development. Neither does it include the procedure for dealing with walk in clients at the Department’s Head Office. The standard operating procedures for dealing with these are attached as Appendices A and B respectively. The need to however, to coordinate the three procedures are self-evident.

The safe guarding of evidence relating to the resolution of cases is not dealt with in this standard operating procedure. Current practice is to upload the emails detailing progress with respect to resolving cases onto the EG4C Call Centre System. This evidence is available via the EG4C Directorate in DotP. This practice must continue until the Department develops its solution.

DEFINITIONS

Citizen Reports	The instance where a citizen uses the Call Centre to report a matter considered by the citizen to endanger either the physical or emotional wellbeing of the caller or another person. In the case of the latter, the person can either be known or not known to the caller. All cases of this nature involving children, women and older persons are considered to be potentially life threatening and a priority and require response from the DSD within 36 hours of being reported. Examples include allegations of child, older person and women abuse as well as reports of children on the street.
Complaint	The instance where a citizen expresses dissatisfaction with the quality or standard of a service offered by the Department.
Enquiry	The instance where a citizen requests information about social development related issues.
Generic Escalations	These are calls, emails or letters dealing with issues from Citizens to that the DotP Call Centre are unable to resolve. The issues raised by citizens are however, not deemed to pose a threat to the physical or mental wellbeing of the citizen or any other person. These calls are then directed to the relevant Regional/Programme Office and must be addressed with the citizen, within 10 working days of receipt from the Call Centre. Generic escalations however, automatically become PERM cases if they are not resolved within the 10 working day period.
PERM Escalations	The acronym PERM stands for Priority Escalation and Resolution Management. These are calls, emails or letters from Citizens that are considered by the Call Centre agents to be a potentially life threatening event either to the person calling in or to someone identified by the caller. They involve incidents or perceptions by Citizens that harm could be, or is being inflicted, on children, older persons and women – target groups deemed to be most vulnerable. These calls are not sent directly to Regional Offices. If the Call Centre cannot deal directly with it, these calls are escalated to the DSD Head Office and must be addressed within 36 hours of this escalation.

ROLES AND RESPONSIBILITIES

Chief Director: Business Planning and Strategy

1. Provide strategic guidance with respect to the implementation of the EG4C Call Centre based Enquiries and Complaints at Regional and Programme Level
2. Ensures the development and review the policy related to enquiry and complaints management and the Departmental standard operating procedure for the EG4C Call Centre based Enquiries and Complaints at Head Office, Regional and Programme Level
3. Reports progress on call resolution and any other pertinent issues to the DSD Management Committee as required.

Regional/Programme Director

1. Manage the implementation of the SOP at Regional/Programme Level
2. Monitor and manage the resolution of the Enquiries and Complaints at Regional/ Programme Level
3. Ensure the resolution of complaints, enquiries and citizen reports in accordance with the standard operating procedure

Deputy Director: Customer Care (DD: Customer Care)

1. Reviews and where necessary, proposes amendments to the SOP for the EG4C Call Centre based Enquiries and Complaints at Head Office, Regional and Programme Level.
2. Develops and tests the tools for monitoring call resolution
3. Trains relevant staff in the implementation of the standard operating procedure

Assistant Director: Customer Care (ASD: Customer Care)

1. Escalates PERM cases to the relevant Region or Programme using the standard operating procedure
2. Updates PERM call tickets on the Call Centre System as per the standard operating procedure
3. Tracks and reports on the progress with respect to the resolution of PERM and Generic escalations per regional office.
4. Monitors the implementation of the Enquiries and Complaints at Regional and Programme Level according the Customer Care Norms and Standards across the Department
5. Provides written reports in the approved format on the progress with respect to call resolution at the Regional and Programme Level to the Chief Director: Business Planning & Strategy
6. Attends monthly meetings with the EG4C Call Centre and addresses any challenges relating to system and/or standard operating procedure implementation.

Programme Implementation Coordinator (PIC Manager and CCO supervisor)

1. Manage the enquiries and complaints system at Regional and Service Delivery Area level with the relevant Social Work, Community Development and/or Corporate Services Managers.
2. Ensures that CCO implements the standard operating procedure, tracks and reports on the cases sent to the Region via the EG4C Call Centre system
3. Ensures that written feedback on the progress with respect to the resolution of PERM cases are submitted to the ASD: Customer Care as per the SOP

4. Ensure that Generic cases are resolved and updated timeously on the Call Centre system in accordance with the standard operating procedure

Social Work Manager/Community Development Manager/Corporate Services Manager/Programme Manager (Head Office)

1. Ensure that PERM and Generic calls are resolved
2. Ensure that calls are assigned to the appropriate staff member for resolution.
3. Ensure that calls are followed up with Citizen who reported the issue within the standard operating procedure time frame.
4. Ensure that assigned staff members report on progress with the call within the time frames established by the relevant Customer Care Standard and the standard operating procedure.
5. Ensure that email reports indicating progress with respect to call resolution are timeously submitted to the PIC Manager (CCO's supervisor)/Regional Director/Head Office Programme Director and contain the relevant and pertinent information as set out in the standard operating procedure

Customer Care Officer (CCO)

1. Daily checking of Call Centre System and assessing whether the call can be resolved with or without the intervention of a third party.
2. Resolving calls that do not require third party intervention and updating call tickets as determined by the Customer Care norms and standards and the standard operating procedure.
3. Dispatching calls to the relevant regional or local office official, tracking progress with respect to resolution and updating call tickets as determined by the standard operating procedure
4. Monthly reports to management on the status of call resolution in region.

SUMMARY OF THE STANDARD OPERATING PROCEDURES AT REGIONAL AND PROGRAMME LEVEL

1. A Call Centre system generated email alert will be sent to the relevant regional CCO or the ASD: Customer Care - depending on whether it is a generic or PERM escalation. It is thus imperative that the CCO or ASD: Customer Care check their emails and the system daily, but preferably three times a day to see what call tickets have been assigned.
2. Assess each call centre ticket and either:
 - Resolve the call i.e. make contact with the citizen and provide the necessary information and assistance or;
 - Refer the call via email to the appropriate official (If necessary, telephone the official as well) indicating the due date for response.
3. Update the call ticket by including a summary of the actions taken and whether it was referred. If referred, then include the name and contact details of the staff member to whom it has been referred for resolution.
4. If no feedback is provided by the person to whom the call had been referred within the approved time frames (see time frames in the standard operating procedure hereunder), follow up telephonically and confirm the follow up via email. This process must be followed for all calls that you have not marked as resolved.
5. Update the call ticket, summarizing the actions that you have taken. If the official has responded to your email, include their response in your update and where the issue has been finalized, mark the ticket as resolved.
6. In cases where there is no feedback within the stipulated time frame, escalate the matter to the relevant supervisor via email and include the Regional/Programme/Chief Director. Indicate in this email the number of times (don't send all the emails) and the dates on which contact has been made with the official to whom the call has been referred. Indicate the due date for resolution of the call as stipulated by the time frame in the SOP.
7. Update the call ticket with the feedback received and if it has been resolved, mark the ticket as resolved on the Call Centre System. In cases where the call was sent directly to the Region, the CCO will mark the ticket as resolved.

If it was a PERM case, then the CCO/Sub-Programme Manager must send an email to the ASD: Customer Care at Head Office, indicating whether or not the call has been resolved and, if not resolved, what still needs to be done and by whom. The ASD: Customer Care will, using the information in the email update the system by either marking the ticket as resolved or on hold but updated.

A. RESOLVING PERM¹ CASES: REGIONAL OFFICES

(i.e. Calls considered potentially life threatening by the Call Centre and which the Call Centre Agent could not resolve).

OUTPUT	ACTIVITIES	STANDARD	TIME FRAME	RESPONSIBILITY
	<ol style="list-style-type: none"> Check the Call Centre system at least daily, but preferably three times a day to ensure that PERM calls are identified if the system generated email is missed. Summarize the call centre ticket information and email it as high priority/importance to the CCO, CCO's Supervisor with a cc to the Regional Director. 	<p>Call must be sent to responsible officials immediately on becoming aware of the PERM status of the call. System must therefore be checked at least three times per day.</p> <p>Officials generally check emails continually during the course of a working day</p>	<p>The 36 hours commences when the system generated email is sent to ASD: Customer Care</p>	ASD: Customer Care

¹ Acronym for Priority Escalation and Resolution Management Cases i.e. Calls considered to potentially life threatening and that require attention within 36 hours of being dispatched by the Call Centre

OUTPUT	ACTIVITIES	STANDARD	TIME FRAME	RESPONSIBILITY
	<p>3. Where possible, telephonic contact is made with the CCO to alert her/him that the email has been sent and that feedback on actions taken or to be taken is required within 36 hours.</p> <p>4. Call centre ticket is immediately updated to reflect these first actions taken in alerting the relevant regional office.</p> <p>5. Call Centre ticket is again updated when feedback is received from the CCO.</p> <p>Calls with a PERM designation are resolved within 36 hours of being escalated to the Customer Care Subdirecorate</p>	<p>Content of email sent to CCO and CCO supervisor must include the following</p> <ul style="list-style-type: none"> • The subject line of the email must stipulate that it is a PERM CASE and include the call centre ticket number. • An appropriate summary of the issue containing, at least the name and telephone number of the Citizen who reported the issue and the contact details – if available, of the person considered to be at risk. <p>Content of call ticket that has been updated must include the following:</p> <ul style="list-style-type: none"> • The actions taken to ensure that the relevant official was notified as well as the date on which contact was made. • When feedback is received from the region, the name and contact details of the social worker who will be or is dealing with the issue, whether or not she/he has made contact has with the Citizen and the person who was the subject of the call must be included in the comment section of the call ticket. 	<p>Please note: The 36 hours are not working day hours, but rather 36 hours from the time the email is sent by the Call Centre to DSD Head Office.</p>	

OUTPUT	ACTIVITIES	STANDARD	TIME FRAME	RESPONSIBILITY
	<p>6. The case is escalated to the relevant social work manager with a cc to the PIC manager and the Regional Director by an email containing the case details per the ASD: Customer Care's email.</p> <p>7. Citizen must be advised that the matter is being addressed and contact details of official dealing directly with the issue should be provided to the citizen.</p> <p>Calls with a PERM designation are resolved within 36 hours of being escalated to the Customer Care Subdirectorate</p>	<p>Email to ASD: Customer Care must contain the following:</p> <p>The action taken and confirming that contact has been made with the citizen with regard to the matter, the date on which the contact was made. If possible, the date when social worker will visit or has visited the person at risk and whether or not a social work intervention is in process.</p>	<p>The matter is considered resolved if the social worker has made contact with the subject of the Citizen's call – the social work intervention process is considered to be activated.</p>	<p>The citizen must be contacted and notified that the social worker is the point of contact for the issue and that any further personal information regarding the case is confidential. Only a social worker has the discretion to reveal information and to decide what information is released to the Citizen.</p>

OUTPUT	ACTIVITIES	STANDARD	TIME FRAME	RESPONSIBILITY
	<p>9. Call centre ticket is updated immediately on receipt of the email indicating the action taken by the social worker and ticket marked as resolved If the email indicates that the social work intervention process has been activated.</p> <p>10. Where no response is received within 24 hours of the CCO being notified of the PERM case, an email must be sent to PIC Manager/CCO's supervisor with cc to Regional Manager and Chief Director: Business Planning & Strategy indicating the lack of response and the time remaining to action the PERM case.</p>		24 hours after PERM case emailed to Regional office/Head Office programme	ASD: Customer Care
	<p>11. Matter is assessed and emailed feedback is submitted to ASD: Customer Care with cc to Regional Manager and Chief Director: Business Planning & Strategy</p> <p>12. PERM ticket is updated according to emailed feedback from PIC or CCO's supervisor is either marked as updated but on hold or, resolved.</p>		Before end of 36-hour period	PIC Manager or CCO's Supervisor
Calls with a PERM designation are resolved within 36 hours of being escalated to the Customer	13. If it is on hold but updated, email contact must be maintained at least			ASD: Customer Care

OUTPUT	ACTIVITIES	STANDARD	TIME FRAME	RESPONSIBILITY
Care Subdirectorate	weekly with the PIC with cc to the Regional Manager until the matter is resolved. After each contact, the call ticket must be updated.			

B. RESOLVING GENERIC ESCALATIONS AT THE REGIONAL LEVEL

(i.e. calls that are not considered life threatening by the call centre and which the agent could not resolve. These calls are either resolved with or without the intervention of a third party)

OUTPUT	ACTIVITIES	STANDARD	TIME FRAME	RESPONSIBILITY
RESOLVED BY THE CUSTOMER CARE OFFICER				
Calls received from the call centre are resolved within three (3) working days of being escalated to the Regional Office	<p>1. System generated email alert received, call assessed.</p> <p>2. Citizen contacted and provided with the required information and/or any other assistance that was required.</p> <p>3. Comment section of call centre ticket is updated immediately indicating the action taken and whether or not the issue has been resolved.</p> <p>4. Where the call has been resolved, the ticket is marked as such.</p>	<p>Check the Call Centre system at least daily, but preferably three times a day to ensure that calls are identified if the system generated email is missed.</p>	<p>Three days from the date of receipt of the alert</p>	CCO

OUTPUT	ACTIVITIES	STANDARD	TIME FRAME	RESPONSIBILITY
RESOLVED WITH THE INTERVENTION OF A THIRD PARTY²				
Calls received from the call centre are resolved within ten (10) working days of being escalated to the Regional Office	<p>1. System generated email alert received, call assessed and cannot be resolved without the intervention of a third party.</p> <p>2. The matter is referred via email to the relevant supervisor – social work, community development or corporate services manager with a cc to the CCO's supervisor/PLC and the Regional Director.</p> <p>3. The call ticket is updated indicating the action taken by the CCO and includes the name and contact details of the manager/supervisor to whom the call has been referred.</p> <p>4. Contact made with the citizen, latter advised that the matter is being addressed and contact details of official dealing directly with the issue is provided to the citizen.</p>	<p>Resolution within 10 working days from receipt of the email alert</p>	<p>Within 1 working day of receiving the email alert.</p>	cco

² This occurs when the CCO is not able to resolve the call and refers it to the appropriate manager for resolution or where only the intervention of her/his supervisor, manager or the regional director will ensure appropriate resolution of the citizen's issue

OUTPUT	ACTIVITIES	STANDARD	TIME FRAME	RESPONSIBILITY
	5. Email to CCO indicating action. The content of the email must conform to the standard.	<p>Email to the CCO must contain the following information:</p> <p>name and contact details of the staff member who will be dealing or has dealt with the issue and, confirming that contact has been made with the citizen, that citizen has been informed that the matter is being dealt and who will be dealing with it. The email must indicate whether or not the matter is considered to be on hold but updated or resolved.</p>	<p>Preferably the same day as contact with citizen but no later than 3 working days from receipt of email from CCO</p>	
	Calls received from the call centre are resolved within ten (10) working days of being escalated to the Regional Office	<p>6. Call centre ticket updated indicating action taken and whether or not the matter has been resolved. that the matter is considered resolved and the call ticket is marked as resolved.</p>	<p>Content of call ticket must be updated and must indicate whether the call is considered to be on hold but updated or resolved. In the case of the former the comment must indicate what still needs to be done to resolve it and when this will be actioned</p>	<p>CCO</p> <p>Same day as email received from the supervisor but no later than 10 days after the call was dispatched by Call Centre</p>

OUTPUT	ACTIVITIES	STANDARD	TIME FRAME	RESPONSIBILITY
	7. If no response is received from the official to whom the call was referred by the day 3, the original email is forwarded to the CCO's supervisor with a request that s/he obtain a written update on the case/issue from the relevant official. The Regional Director is also cc'd and thereby alerted to the need for a response.		Day 6 of the matter being received from the call centre and 3 days after it was referred to the social work supervisor	cco
Calls received from the call centre are resolved within ten (10) working days of being escalated to the Regional Office	8. Emailed feedback is submitted to CCO's supervisor with cc to the CCO. This must indicate whether the matter has or is being addressed and whether the call can be considered resolved. 9. CCO advised via cc'd email as to the outcome and updates the call ticket on the system. 10. No response is received by the CCO the issue is referred to the Regional Director for resolution with cc to the CCO's supervisor and the relevant SW/Corporate Services manager 11. Matter is resolved and decision emailed to CCO who updates the call ticket and marks ticket as resolved. The CCO's supervisor and relevant social work manager is cc'd on the email		Day 7 of the matter being received from the call centre and 4 th day after it was referred to the social work supervisor Day 7 of the matter being received from the call centre Day 7 of the matter being received from the call centre If the matter is not considered resolved, note must be made in the email together with the plan for resolution.	SW Manager / Corporate Services Manager / PIC Manager (CCO's supervisor) Supervisor of CCO/ PIC Manager cco Regional Director
			Day 8 - 10 of the matter being received from the call centre	

OUTPUT	ACTIVITIES	STANDARD	TIME FRAME	RESPONSIBILITY
	12. Regular emailed updates must be made available to the CCO until the matter is considered resolved			Regional Director
	13. The emailed updates must be used to make notes in the comment section of the call ticket. The ticket must be labelled on hold and updated until such time as it can be marked as resolved			CCO

C. RESOLVING PERM CASES: PROGRAMME LEVEL³
 (i.e. Calls considered potentially life threatening by the Call Centre and which the Call Centre Agent could not resolve).

OUTPUT	ACTIVITIES	STANDARD	TIME FRAME	RESPONSIBILITY
	<p>1. Check the Call Centre system at least daily, but preferably three times a day to ensure that PERM calls are identified if the system generated email is missed.</p> <p>2. The email is sent to the relevant Sub-Programme Manager with a cc to the relevant Programme Director. In the case of facilities, the email is sent to the Director: Facilities and Quality Monitoring</p> <p>3. Where possible, telephonic contact is made with the sub-programme manager/Facilities and Quality Monitoring Director to alert them that the email has been sent and that feedback on actions taken or to be taken is required within 36 hours.</p> <p>4. Call centre ticket is immediately updated to reflect these first</p>	<p>Call must be sent to responsible officials immediately on becoming aware of the PERM status of the call. System must therefore be checked at least three times per day.</p> <p>Officials generally check emails continually during the course of a working day</p> <p>Content of email sent to Sub-Programme Manager and Programme Director must include the following</p> <ul style="list-style-type: none"> • The subject line of the email must stipulate that it is a PERM CASE and include the call centre ticket number. • An appropriate summary of the issue containing, at least the name and telephone number of the Citizen who reported the issue and the contact details of the person considered to be at risk – if available. 	<p>The 36 hours commences when the system generated email is sent to ASD: Customer Care</p> <p>Please note: The 36 hours are not working days, but rather 36 hours from the time the email is sent by the Call Centre to DSD Head Office.</p>	ASD: Customer Care

³ The Facilities and Quality Monitoring Directorate is considered to be a Programme in terms of this standard operating procedure

OUTPUT	ACTIVITIES	STANDARD	TIME FRAME	RESPONSIBILITY
	actions taken in alerting the relevant sub-programme.	Content of call ticket that has been updated must include the following:		
5.	Call Centre ticket is again updated when feedback is received from the programme or facilities official.	<ul style="list-style-type: none"> • The actions taken to ensure that the relevant sub programme official was notified. Name and contact details of this official as well as the date on which contact was made. • When feedback is received from the programme, the name and contact details of the sub programme official who will be or is dealing with the issue, whether or not contact has been made with the Citizen and the person who was the subject of the Citizen's report to the Call Centre; must be included in the comment section of the call ticket. 		
	6. The actions taken by the sub programme manager/Director: Facilities and Quality Monitoring must be summarized and sent to the ASD: Customer Care with a cc to the Programme Director in the case of a sub-programme	Same day as PERM case is escalated to Sub Programme Manager by ASD	Sub Programme Manager/Director: Facilities and Quality Monitoring	
	7. Citizen must be advised that the matter is being addressed and contact details of official dealing directly with the issue should be provided to the citizen.	Within a day of contact being made with citizen. Email to ASD: Customer Care must contain the following:	Sub Programme Manager/Director: Facilities and Quality Monitoring	

OUTPUT	ACTIVITIES	STANDARD	TIME FRAME	RESPONSIBILITY
	<p>8. Report on the contact made with the citizen must be emailed to the ASD: Customer Care. This report can be in the form of an email. The email must be cc'd to the Programme Director</p>	<p>The action taken and confirming that contact has been made with the citizen</p> <p>with regard to the matter, the date on which the contact was made. If possible, the date when the person at risk will be visited and whether or not social worker will visit or has visited the person at risk and whether or not a social work intervention is in process.</p> <p>The matter is considered resolved if the social worker has made contact with the subject of the Citizen's call – the social work intervention process is considered to be activated.</p> <p>If a social worker intervention is in process, citizen is contacted and apprised of this action and notified that the social worker is the point of contact for the issue.</p> <p>Any further personal information regarding the case is confidential. Only the social worker and her/his manager or the Regional or Programme Director has the discretion to reveal information and to decide what information is released to the Citizen.</p>		<p>Sub Programme Manager/Director: Facilities and Quality Monitoring</p>

OUTPUT	ACTIVITIES	STANDARD	TIME FRAME	RESPONSIBILITY
	9. Call centre ticket is updated immediately on receipt of the email indicating the action taken by the sub-programme manager and ticket marked as resolved if the email indicates that a social work intervention process has been activated or on hold and updated if not action has been decided upon.			ASD: Customer Care
	10. Where no response is received within 24 hours of the Sub Programme Manager being notified of the PERM case, an email must be sent to Programme Director with a cc to the Chief Director: Business Planning & Strategy indicating the lack of response and the time remaining to action the PERM case.	24 hours after PERM case emailed to Head Office programme		ASD: Customer Care
	11. Matter is assessed and emailed feedback is submitted to ASD: Customer Care with cc to Chief Director: Business Planning & Strategy		Before end of 36-hour period	Programme Director / Director: Facilities and Quality Monitoring
	12. PERM ticket is updated according to emailed feedback from Programme Director/Director: Facilities and Quality Monitoring and either: updated but on hold or, resolved.	On receipt of email		ASD: Customer Care

OUTPUT	ACTIVITIES	STANDARD	TIME FRAME	RESPONSIBILITY
	13. If it is on hold but updated, email contact must be maintained at least weekly with the sub programme manager with cc to the Programme Director and CD: Business Planning & Strategy until the matter is resolved. After each contact, the call ticket must be updated.			

D. RESOLVING GENERIC ESCALATIONS AT A PROGRAMME LEVEL

OUTPUT	ACTIVITIES	STANDARD	TIME FRAME	RESPONSIBILITY
	RESOLVED BY THE ASSISTANT DIRECTOR: CUSTOMER CARE			
Calls received from the call centre are resolved within three (3) working days of being escalated to DSD Head Office	<p>1. System generated email alert received, call assessed.</p> <p>2. Citizen contacted and provided with the requested information and/or any other assistance that was required.</p> <p>3. Comment section of call centre ticket is updated immediately indicating the action taken and that the issue has been resolved.</p> <p>4. Call ticket marked as resolved</p>	<p>Check the Call Centre system at least daily, but preferably three times a day to ensure that calls are identified if the system generated email is missed.</p> <p>Content of call ticket that has been updated must include the following: Whether or not contact has been made with the Citizen and the action taken by the ASD to resolve the enquiry/request for information or complaint of the Citizen. The call centre ticket must be marked as resolved or on hold but updated. In the case of the latter the comment must indicate what still needs to be done to resolve it and when this will be actioned.</p>	<p>Three days from the date of receipt of the alert</p>	ASD: Customer Care

OUTPUT	ACTIVITIES	STANDARD	TIME FRAME	RESPONSIBILITY
RESOLVED WITH THE INTERVENTION OF A THIRD PARTY⁴				
Calls received from the call centre are resolved within ten (10) working days of being escalated to the Programme	<p>5. System generated email alert received, call assessed and cannot be resolved without the intervention of a third party.</p> <p>6. The matter is referred via email to the relevant sub programme manager cc to the Programme Manager or, in the case of Facilities, the Director: Facilities and Quality Monitoring</p> <p>7. The call ticket is updated indicating the action taken and includes the name and contact details of the sub programme manager to whom the call has been referred.</p> <p>8. Contact made with the citizen, latter advised that the matter is being addressed and contact details of official dealing directly with the issue is provided to the citizen. Alternatively, the responsible official deals with the issue</p> <p>9. Email to ASD: Customer Care indicating action. The content of the email must conform to the standard.</p>	<p>Resolution within 10 working days from receipt of the email alert.</p>	<p>Within 1 working day of receiving the email alert.</p>	ASD: Customer Care

⁴ This occurs when the ASD: Customer Care is not able to resolve the call and refers it to the appropriate sub-programme manager for resolution or where only the intervention of the Programme Director or Chief Director will ensure appropriate resolution of the citizen's issue

OUTPUT	ACTIVITIES	STANDARD	TIME FRAME	RESPONSIBILITY
	<p>10. Call centre ticket updated indicating action taken by the sub-programme, whether or not the matter is considered resolved.</p> <p>Content of call ticket must be updated with the action provided via the sub programme manager's email and indicate whether or not the matter is considered to be on hold but updated or resolved.</p> <p>In the case of "on hold but updated", the comment must indicate what still needs to be done to resolve it and when this will be actioned</p> <p>10. If no response is received from the sub programme manager to whom the call was referred by the day 3, the original email is forwarded to the relevant Programme Director with a request that s/he obtain a written update on the case/issue from the relevant official.</p> <p>11. Emailed feedback is submitted to ASD: Customer Care by the Programme Director. This must indicate whether the matter has or is being addressed and whether the call can be considered resolved.</p>	<p>Content of call ticket must be updated with the action provided via the sub programme manager's email and indicate whether or not the matter is considered to be on hold but updated or resolved.</p> <p>In the case of "on hold but updated", the comment must indicate what still needs to be done to resolve it and when this will be actioned</p> <p>10. If no response is received from the sub programme manager to whom the call was referred by the day 3, the original email is forwarded to the relevant Programme Director with a request that s/he obtain a written update on the case/issue from the relevant official.</p> <p>11. Emailed feedback is submitted to ASD: Customer Care by the Programme Director. This must indicate whether the matter has or is being addressed and whether the call can be considered resolved.</p>	<p>Same day as email received from ASD: Customer Care but no later than 10 days after the call was dispatched by Call Centre</p> <p>Day 5 of the matter being received from the call centre and 3 days after it was referred to the sub programme manager</p> <p>Day 7 of the matter being received from the call centre and 4th day after it was referred to the social work supervisor</p>	<p>ASD: Customer Care</p> <p>ASD: Customer Care</p> <p>Programme Director</p>

OUTPUT	ACTIVITIES	STANDARD	TIME FRAME	RESPONSIBILITY
	<p>12. No response is received by the ASD: Customer Care the issue is referred to the CD: Social Welfare/CD: Community and Partnership Development for resolution with cc to the CD: Business Planning and Strategy</p> <p>13. Matter is resolved and decision emailed to ASD: Customer Care who updates the call ticket and marks ticket as resolved.</p>	<p>Day 7 of the matter being received from the call centre</p> <p>If the matter is not considered resolved, it is so indicated in the email and the plan for resolution must be included. This will be noted in the comment section of the call ticket which must be labelled on hold and updated.</p>	<p>Days 8 - 10 of the matter being received from the call centre</p>	<p>ASD: Customer Care</p> <p>CD: Social Welfare / CD: Community and Partnership Development</p>

Appendix A



**DEPARTMENT OF THE
PREMIER**

Standard Operational Procedure Enquiries/Complaints Management

Department: Social Development

Directorate: Operational Management Support

File Reference Number: 3/1/2/1 (Social Development)

Electronic Reference Number: 20120926-1185

Date: September 2012

DEPARTMENT OF THE PREMIER

SIGN-OFF AND ACCEPTANCE FORM

I, Annemie van Reenen the undersigned, hereby endorse that the attached deliverables are an accurate and true reflection of the following business processes, which were collaboratively developed.

- Enquiries/Complaints Management.

Signed at CAPE TOWN on this, the 1st day of the month of October, 2012.

For and on behalf of the Client:

Process Owner: Director Operations Management Support

(The Process Owner is a Senior Manager at Director level, with the core responsibility to ensure that a specific scope and mandate of the service area is identified, modelled, maintained, implemented, performance monitored and continuously improved.)

NAME: A van Reenen DATE: 1/10/2012

POSITION: Director: Operational Management Support

SIGNATURE: 

Director Process Design and Improvement:

NAME: Jacob Barnard DATE: 1/10/2012

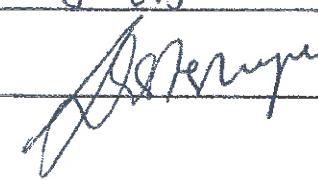
POSITION: Director

SIGNATURE: 

Chief Director Organisation Development

NAME: Louise Erkhuysen DATE: 4/10/12

POSITION: CD:OD

SIGNATURE: 

STANDARD OPERATIONAL PROCEDURE (SOP)

Department of Social Development

STANDARD OPERATIONAL PROCEDURE (SOP):

Department of Social Development

SOP Group(s):	Enquiries/Complaints Management		
Type:	Regulation	Policy	
Relevant Legislation, policies, Documents/Manuals/Handbooks Systems	<ul style="list-style-type: none"> - Constitution of the Republic of South Africa, No 108 of 1996; - The Promotion of Administrative Justice Act, No 3 of 2000; - The Promotion of Access to Information Act, No 2 of 2000; - Public Service Regulations, 2001; - White Paper on the Transformation of the Public Service, 1995; - White Paper on Transforming Public Service Delivery (Batho Pele), 1997 - Code of Conduct for Public Servants, 2002 		
SOP Reference and Version No:	First Draft.		
Certification of Due process:			
Approval Date	Delegated Authority	Date	
		Commencement Date	Review Date
REVISION HISTORY:			
Revision Ref No.	Approved/ Rescinded	Date	Authority
			Resolution Number or Minutes Reference
1.0 Intent	Promoting a standard, uniform and consistent approach to resolve and respond to enquiries and complaints received at the Department of Social Development, within a reasonable turnaround time.		
2.0 Scope	<p>All enquiries and complaints related correspondence received via fax, e-mail and letter at the Department of Social Development from a Citizen or escalated on behalf of the Citizen from:</p> <ul style="list-style-type: none"> • Presidency; • Office of the Premier of the Western Cape; • Public Protector; • Standing Committees; • Other Government departments or institutions; • Political Party; • Non-Governmental Organisations; • Community Based Organisations; and • Faith Based Organisations. 		
3.0 Objective(s)	The implementation of Enquiries/Complaints Management processes to resolve and respond to received enquiries and complaints within a reasonable turnaround time, resulting in Client/Citizen satisfaction.		
4.0 Definitions and Acronyms	<p>4.1 Definitions:</p> <ul style="list-style-type: none"> • Administrative, refers to policy or legislative matters; • Category, refers to the correspondence received, if it is classified as an enquiry or as a complaint; • Complaint, means an expression of discontent, regret or faultfinding; • Correspondence, refers to written communication e.g. letters or complaint forms received via fax, e-mail or hand/post delivered; • Client, refers to the Citizen who is entitled and/or receives the benefits and services from the Department of Social Development; • Delegated Official: Office of the Minister, refers to the official 		

	<p>assigned to deal with enquiries and complaints received;</p> <ul style="list-style-type: none"> • Delegated Official: Office of the Head of Department, refers to the official assigned to deal with enquiries and complaints received; • Delegated Official: Relevant Chief Directorate or Relevant Regional Directorate, refers to the dedicated responsible official assigned to deal with enquiries and complaints received at a Chief Directorate or at the Regional Office; • Enquiry, means a request with the aim of augmenting knowledge, resolving doubt, or solving a problem; • Matter, refers to the written enquiry or complaints received, as well as other supporting documentation and files; • Ministerial correspondence, refers to written communication e.g. letters or complaint forms received and registered at the Office of the Minister of Social Development; • Head of Department correspondence, refers to written communication e.g. letters or complaint forms received and registered at the Office of the Head of the Department of Social Development; • Not relevant enquiry or complaint, is not applicable to the functions and services provided by the Department of Social Development and refers to functions and services provided by other Government departments or institutions e.g. Department of Justice, Department of Health etc. • Operational, refers to service delivery matters; • Relevant enquiry or complaint, is applicable to the functions and services provided by the Department of Social Development; • Staff related, refers to a specific official/s; • Type, refers to the correspondence received, if the enquiry or complaint is administrative referring to policy or legislative matters; operational referring to service delivery matters; or if it is staff related, referring to a specific official/s.
5.0 Principles	<h4>4.2 Acronyms:</h4> <p> EMTS: Electronic Management and Tracking System HOD: Head of Department MEC: Member of Executive Council </p> <h4>5.1 Principles:</h4> <ul style="list-style-type: none"> • All enquiries or complaints correspondence received via fax, e-mail and letter from a Citizen or escalated on behalf of the Citizen from the Presidency; Office of the Premier of the Western Cape; Public Protector; Standing Committees; Other Government departments or institutions; Political Party; Non-Governmental Organisations; Community Based Organisations; and Faith Based Organisations will be registered and attended to. • All enquiries or complaints correspondence received will be captured on the EMTS. • Acknowledgement of receipt on all enquiries or complaints correspondence will be finalised within 24 hours. • First (1st) response or progress report to the Citizen to be finalised and submitted to the Citizen three days after the investigation commences. • Final response (2nd) to the Citizen in terms of complaints received to reach the Office of the HOD or MEC seven days after the investigation commences.

	<ul style="list-style-type: none"> ◦ All officials will ensure the validity and accuracy of information in response to enquiries or complaints. ◦ All information will be treated as confidential. ◦ Correspondence submitted to the Citizen in the format it was received, e.g. via e-mail or letter. Method of fax will only be utilised if confirmed that the response will reach the Citizen directly.
	<p>Delegated Official: Office of the Minister</p> <ul style="list-style-type: none"> ◦ Conduct pre-screening of correspondence (enquiries and complaints) received: - Relevance to the functions of the Department; determine category and type of correspondence. ◦ Ensure that all enquiries or complaints received are captured/ registered on the EMTS. ◦ Ensure that all correspondence received and not relevant to the Department of Social Development be forwarded to the appropriate Government Department or Institution within 24 hours of receipt. ◦ Acknowledgement of receipt is finalised and send to the Citizen within 24 hours of receipt. ◦ All matters relevant to the Department of Social Development will be escalated to the Office of the Head of Social Development within 24 hours of receipt.
6.0 Responsibility	<p>Delegated Official: Office of the Head of Department</p> <ul style="list-style-type: none"> ◦ Conduct screening of correspondence (enquiries and complaints) received: - Relevance to the functions of the Department; determine category and type of correspondence. ◦ Ensure that all enquiries or complaints received/ escalated are acknowledged on the EMTS. ◦ Ensure distribution list in place to assist in identifying appropriate component/respondent/dedicated official to attend to enquiries or complaints received. ◦ Determine the 1st and 2nd response dates and upload information on the EMTS. ◦ Escalate matter to the relevant component/ respondent/ dedicated official. ◦ Collating, presenting and distributing EMTS information for reporting and trends analysis purposes. <p>Registry</p> <ul style="list-style-type: none"> ◦ Open file in accordance with Records Management policies

BUSINESS PROCESS TABLE

Business Process Name	Maintain Ministerial Office Enquiries/Complaints System																		
Process Scope	To coordinate and facilitate responses to enquiries/complaints received via the Minister's Office.																		
Governance	Constitution of the Republic of South Africa, 108 of 1996 The Promotion of Administrative Justice Act, 3 of 2000 The Promotion of Access of Information Act, 2 of 2000 Public Service Regulations, 2001 White Paper on the Transformation of the Public Service, 1995 White Paper on Transforming Public Service Delivery (Batho Pele), 1997 Code of Conduct for Public Servants, 2002																		
Process Beneficiary	Employees of the Department of Social Development																		
Process Trigger /Input	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; padding: 2px;">Step</th> <th style="text-align: left; padding: 2px;">Activity</th> <th style="text-align: left; padding: 2px;">Control</th> <th style="text-align: left; padding: 2px;">Who</th> <th style="text-align: left; padding: 2px;">Throughput/ Time</th> <th style="text-align: left; padding: 2px;">Activity Output</th> </tr> </thead> <tbody> <tr> <td style="padding: 2px;">Enquiries and Complaints related Correspondence received via:-</td><td style="padding: 2px;"></td><td style="padding: 2px;"></td><td style="padding: 2px;"></td><td style="padding: 2px;"></td><td style="padding: 2px;"></td></tr> <tr> <td style="padding: 2px;"></td><td style="padding: 2px;"> <ul style="list-style-type: none"> - Fax - E-mail - Letter - (Telephone/personal enquiries/complaint to be registered on standard complaint forms) </td><td style="padding: 2px;"></td><td style="padding: 2px;"></td><td style="padding: 2px;"></td><td style="padding: 2px;"></td></tr> </tbody> </table>	Step	Activity	Control	Who	Throughput/ Time	Activity Output	Enquiries and Complaints related Correspondence received via:-							<ul style="list-style-type: none"> - Fax - E-mail - Letter - (Telephone/personal enquiries/complaint to be registered on standard complaint forms) 				
Step	Activity	Control	Who	Throughput/ Time	Activity Output														
Enquiries and Complaints related Correspondence received via:-																			
	<ul style="list-style-type: none"> - Fax - E-mail - Letter - (Telephone/personal enquiries/complaint to be registered on standard complaint forms) 																		

Step	Activity	Control	Who	Throughput/ Time	Activity Output
1.	Pre-screen correspondence	<ul style="list-style-type: none"> • Relevance to Department's functions or services <ul style="list-style-type: none"> ◦ Category ◦ Enquiry ◦ Complaint • Type <ul style="list-style-type: none"> ◦ Administrative (Policy/ Legislation) ◦ Operational (Service Delivery) ◦ Staff Related 	<ul style="list-style-type: none"> Delegated Official: Office of Minister 	Within 24hours of receipt	<ul style="list-style-type: none"> Correspondence Pre-Screened ◦ Not Relevant, proceed to next step. ◦ Relevant, proceed to step 6.
2.	Capture matter on EMTS	<ul style="list-style-type: none"> ◦ Allocated System ◦ Reference number ◦ Correspondence to be scanned and uploaded onto System 	<ul style="list-style-type: none"> Delegated Official: Office of Minister 		Matter captured
3.	Forward correspondence to relevant Department	◦ Uploaded correspondence	Delegated Official: Office of Minister		Correspondence forwarded to relevant Department
4.	Send Acknowledgment to Citizen	<ul style="list-style-type: none"> ◦ Standard letter (Acknowledgment of Receipt) on EMTS ◦ Within 24hours 	Delegated Official: Office of Minister		Acknowledgement sent
5.	File correspondence	<ul style="list-style-type: none"> ◦ Printed correspondence documentation 	Registry		Correspondence filed
6.	Capture matter on EMTS	<ul style="list-style-type: none"> ◦ Allocated System ◦ Reference number ◦ Correspondence to be scanned and uploaded onto System ◦ Escalate on EMTS 	Delegated Official: Office of Minister		Correspondence registered
7.	Screen correspondence	<ul style="list-style-type: none"> ◦ Category <ul style="list-style-type: none"> ◦ Enquiry ◦ Complaint ◦ Type 	Dedicated Official: Office of HOD		Correspondence screened

	<ul style="list-style-type: none"> <input type="radio"/> Administrative (Policy/ Legislation) <input type="radio"/> Operational (Service Delivery) <input type="radio"/> Staff Related 		
8.	Forward matter to relevant component	<ul style="list-style-type: none"> <input type="radio"/> 1st and 2nd response dates determined <input type="radio"/> EMITS updated 	Dedicated Official: Office of HOD
9.	Send Acknowledgement to Citizen	<ul style="list-style-type: none"> <input type="radio"/> Standard letter (Acknowledgement of Receipt) on EMITS <input type="radio"/> EMITS updated <input type="radio"/> Within 24hours 	Dedicated Official: Office of HOD
10.	Screen correspondence	<ul style="list-style-type: none"> <input type="radio"/> Category <ul style="list-style-type: none"> <input type="radio"/> Enquiry <input type="radio"/> Complaint <input type="radio"/> Type <input type="radio"/> Administrative (Policy/ Legislation) <input type="radio"/> Operational (Service Delivery) <input type="radio"/> Staff Related 	<p>Delegated Official: Chief Directorate or Regional Directorate</p> <p>Within 24hours</p>
11.	Refer matter to relevant component	<ul style="list-style-type: none"> <input type="radio"/> E-mail notification received via EMITS <input type="radio"/> EMITS updated 	<p>Delegated Official: Chief Directorate or Regional Directorate</p> <p>Matter referred</p>
12.	Investigate matter	<ul style="list-style-type: none"> <input type="radio"/> Investigation request <input type="radio"/> Interviews <input type="radio"/> Meetings <input type="radio"/> Site visits 	<p>Relevant Component</p> <p>Within 3-5days</p>
13.	Compile Report	<ul style="list-style-type: none"> <input type="radio"/> Case Notes <input type="radio"/> Case Report <input type="radio"/> Attach Formal Response Letter for signature 	<p>Delegated Official: Relevant Component</p> <p>Report compiled</p>
14.	Scrutinise Report	<ul style="list-style-type: none"> <input type="radio"/> Signed Case Report <input type="radio"/> Formal Response Letter 	<p>Director : Relevant Component</p> <p>Within 24 hours</p> <p>Report Scrutinised</p> <ul style="list-style-type: none"> <input type="radio"/> Approved, proceed

			<ul style="list-style-type: none"> ◦ to next step ◦ Not approved, refer back to step 12
15.	Send Formal Letter to Citizen	<ul style="list-style-type: none"> ◦ Approved report ◦ Signed Formal Response Letter 	Delegated Official: Relevant Component
16.	Update EMITS	<ul style="list-style-type: none"> ◦ All relevant documents to be uploaded on EMITS ◦ Escalate to all relevant stakeholders 	Delegated Official: Relevant Component
17.	Compile Letter Response	Case Notes	Delegated Official: Chief Directorate or Regional Directorate
18.	Sign Formal Letter	<ul style="list-style-type: none"> ◦ Case Notes ◦ Formal Letter ◦ EMITS information 	Chief Director
19.	Upload signed Formal Letter on EMITS	Signed Formal Letter	Delegated Official: Chief Directorate or Regional Directorate
20.	Send Formal Letter to Citizen	Signed Formal Letter	Delegated Official: Chief Directorate or Regional Directorate
21.	Update EMITS	All relevant documents uploaded on EMITS	Delegated Official: Chief Directorate or Regional Directorate
22.	Close matter on EMITS	Relevant system fields update	Delegated Official: Office of the Minister
		Within 1 day	Matter closed

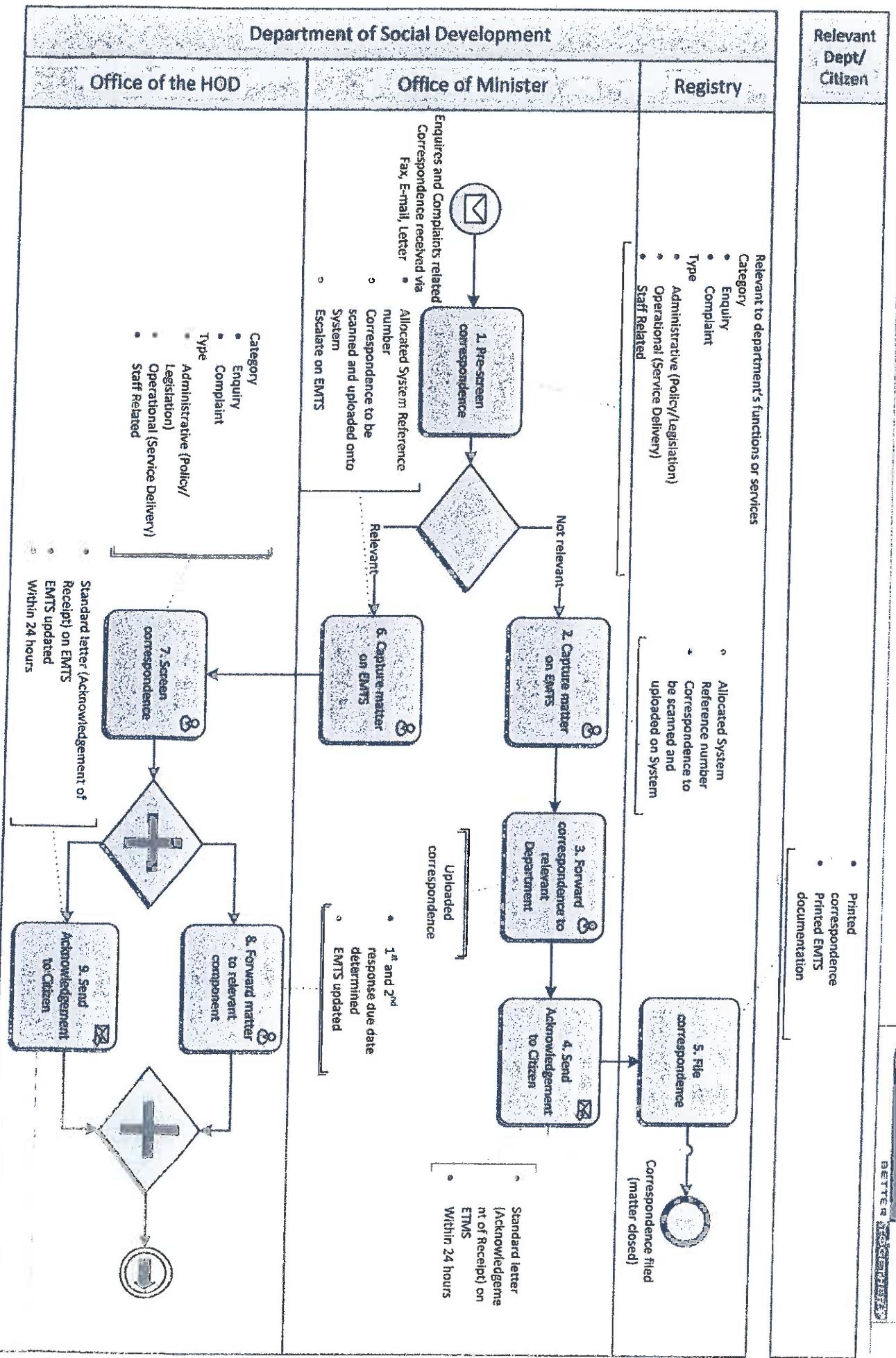
Process
Output

Enquiries and Complaints correspondence resolved.

Maintain Ministerial Office Enquiries/Complaints System

-14-

DIRECTORATE PROCESS DESIGN AND IMPROVEMENT	September 2012	Version 1.00
 Ministry of Care Government BETTER PROCESSES		



Maintain Ministerial Office Enquiries/Complaints System

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The flowchart illustrates the Complaint Handling Process across three main stages: Departmental Development, Relevant Component, and Citizen.

Departmental Development Stage:

- Initial Input:** Enquiry, Complaint, Administrative (Policy/Legislation), Operational (Service Delivery), Staff Related.
- Screen Correspondence:** This step involves reviewing correspondence. If it is not escalated, it leads to Step 10. If escalated, it leads to Step 11 (Refer matter to relevant Component).
- Step 10: Screen correspondence** (Case Notes, Case Report template, Attach Formal Response Letter for signature)
- Step 11: Refer matter to relevant Component** (Email notification received via EMTS, EMTS updated, Signed Case Report, Formal Response Letter)
- Step 12: Investigate matter (Investigating Official)** (Investigation request, Interviews, Meetings, Site visits)
- Step 13: Compile Report (Investigating Official)**
- Step 14: Scrutinise Report (Director)**
- Decision Point:** The Director's decision leads to either Step 15 or Step 16.
 - If Not approved, it leads to Step 17 (Compile Formal Letter).
 - If Approved, it leads to Step 15 (Send Formal Letter to Citizen (Delegated Officer)).
- Step 15: Send Formal Letter to Citizen (Delegated Officer)** (Approved report, Signed Formal Response Letter)
- Step 16: Update EMTS (Delegated Officer)** (Documents downloaded, Printed and filed)
- Step 17: Compile Formal Letter** (Signed Formal Letter)
- Step 18: Update EMTS** (All relevant documents uploaded on EMTS)
- Step 19: Update signed Formal Letter on EMTS** (All relevant documents uploaded on EMTS)
- Step 20: Send Formal Letter to Citizen** (Signed Formal Letter)
- Step 21: Update EMTS** (All relevant documents uploaded on EMTS)
- Step 22: Close matter on EMTS** (Filing done, matter closed)

Relevant System fields updated: Case Notes, Formal Letter, EMTS information.

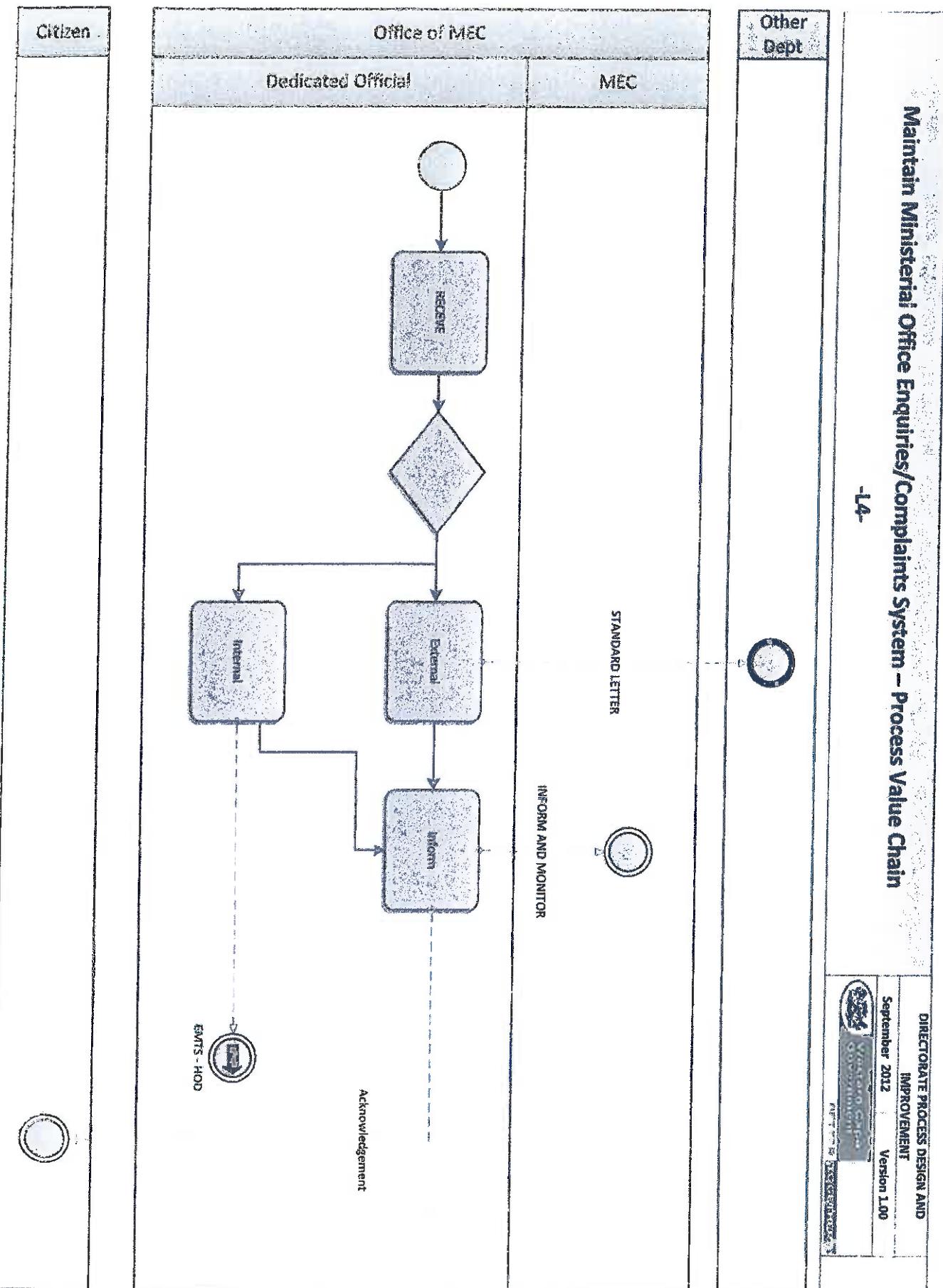
Citizen Stage:

- Rellevant Component (Regional/Local) / Head Office / Chief Directorate (Head Office) / Office of the Minister.
- Departmental Development.
- Citizen.

Maintain Ministerial Office Enquiries/Complaints System – Process Value Chain

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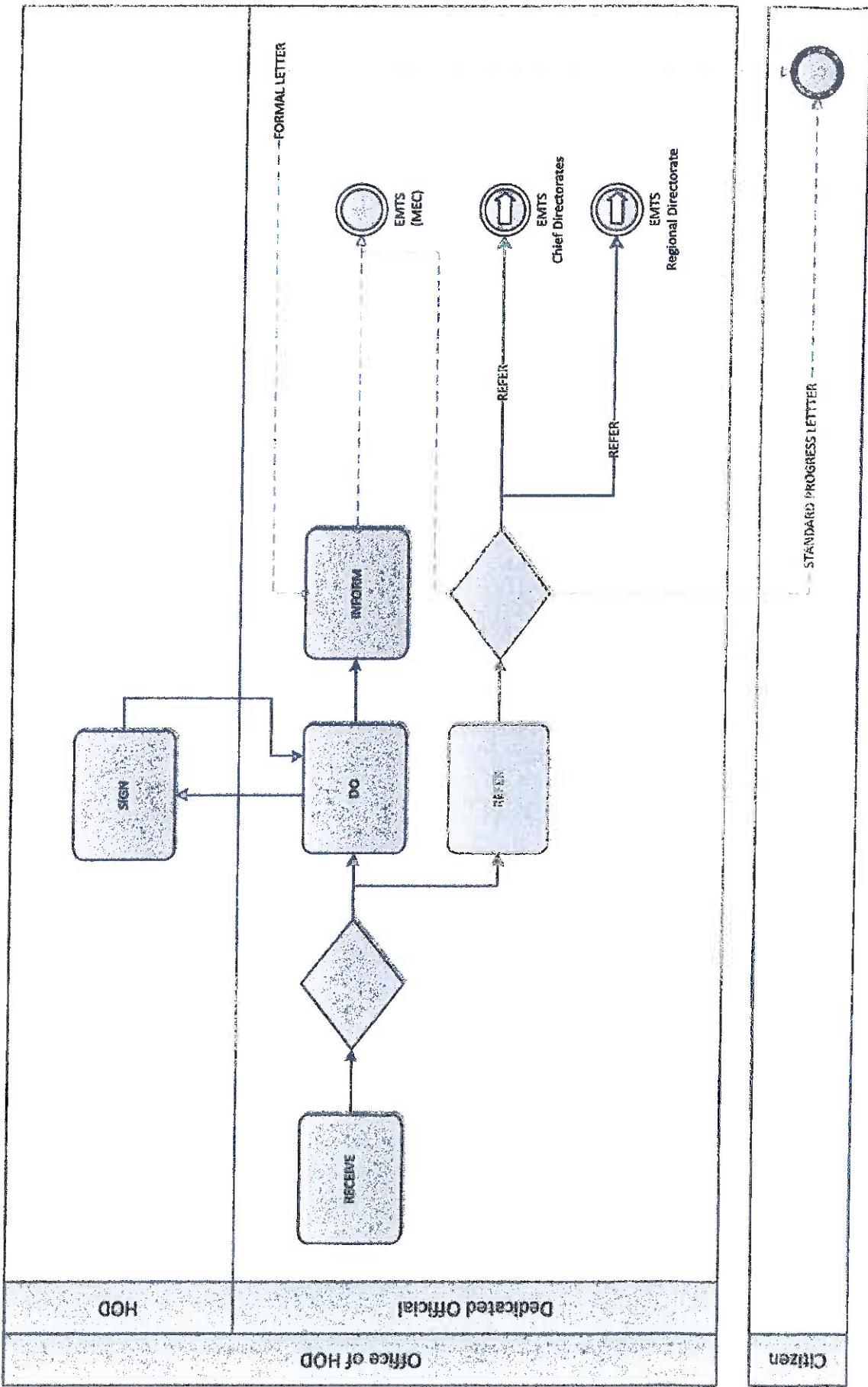
DIRECTORATE PROCESS DESIGN AND IMPROVEMENT	
September 2012	Version 1.00
Ministry of Government	Excellence
<i>Excellence in Governance</i>	



Maintain Ministerial Office Enquiries/Complaints System – Process Value Chain

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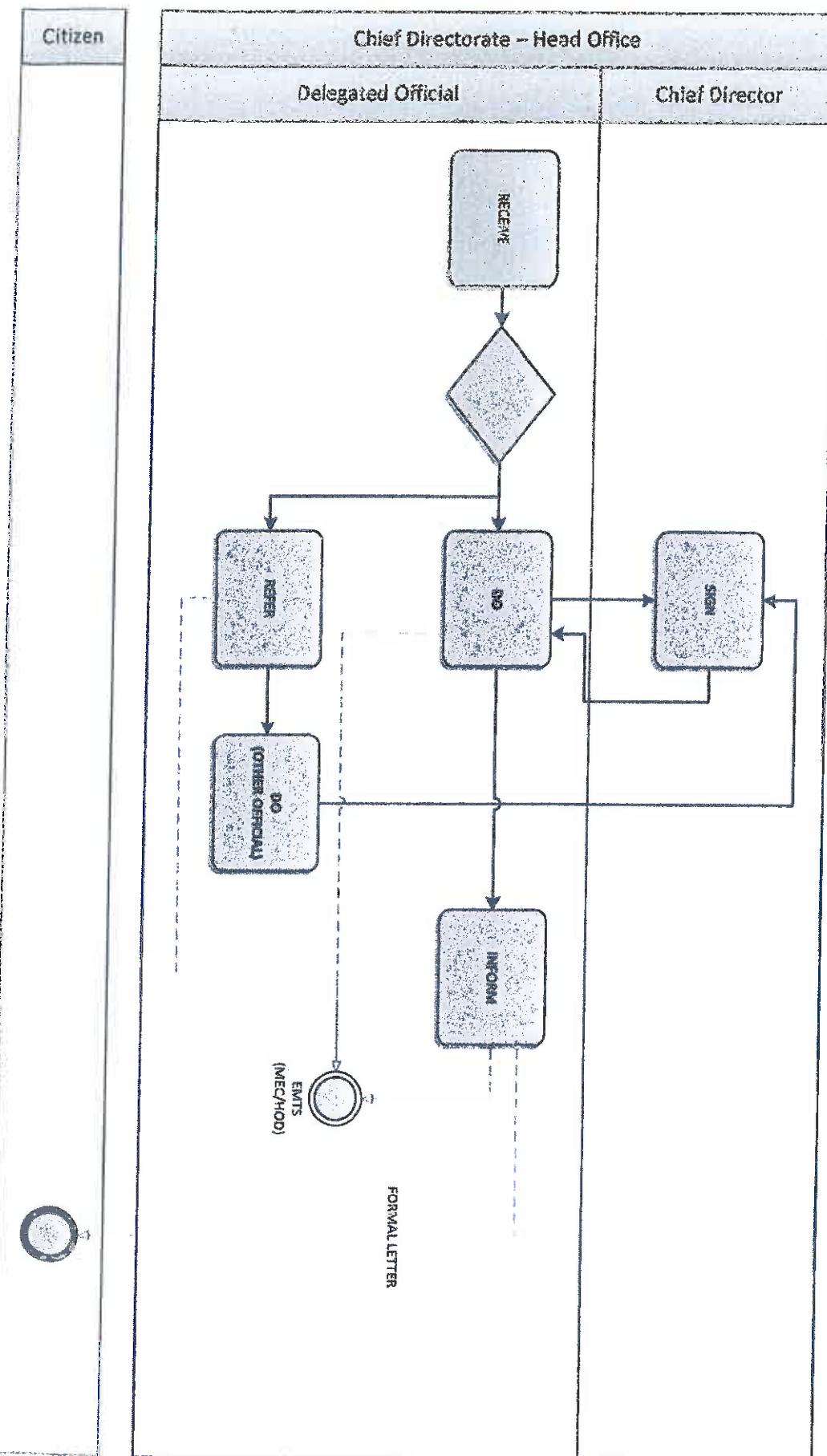
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September 2012 Version 1.00
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Maintain Ministerial Office Enquiries/Complaints System – Process Value Chain

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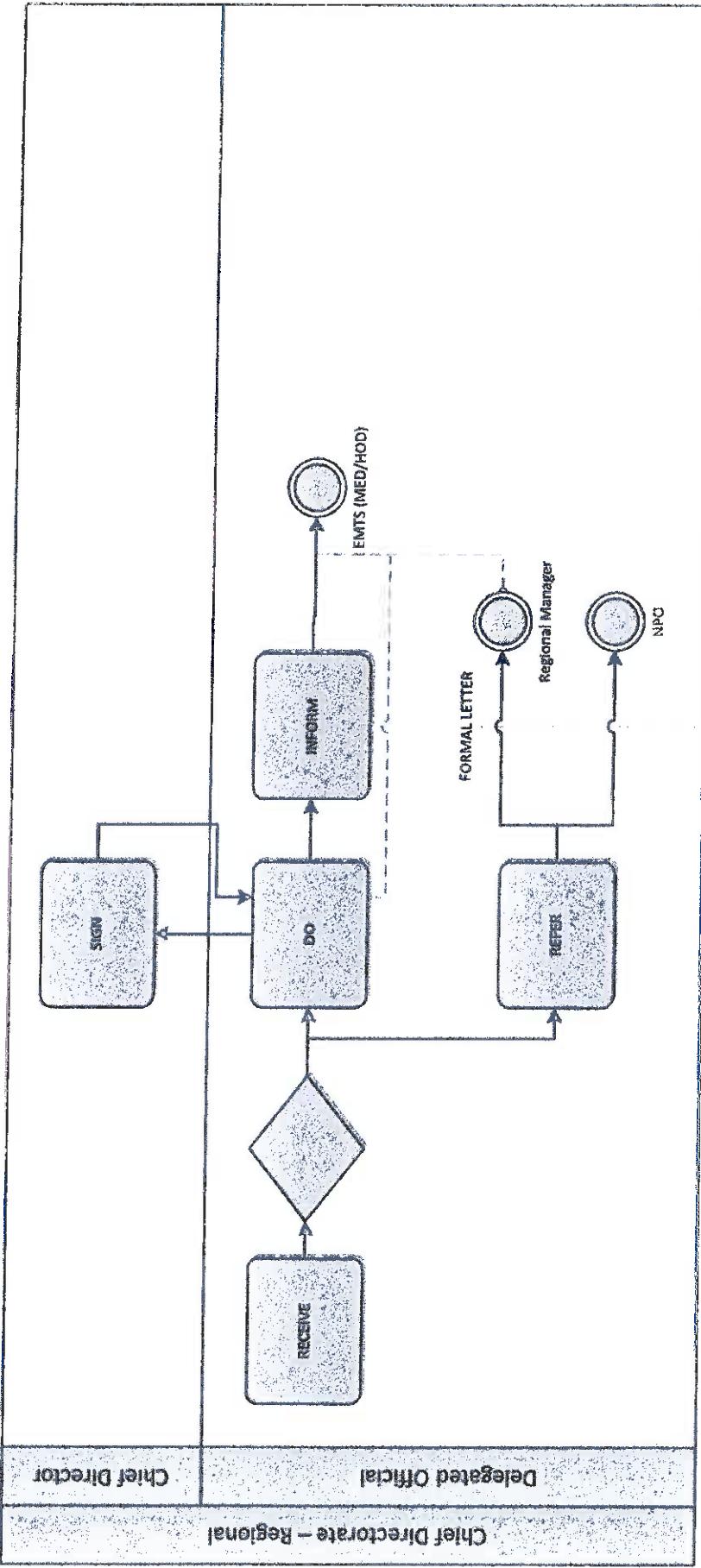
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September 2012	Version 1.00
 Ministry of Communications	REGISTRATION NO. 77714



Maintain Ministerial Office Enquiries/Complaints System – Process Value Chain

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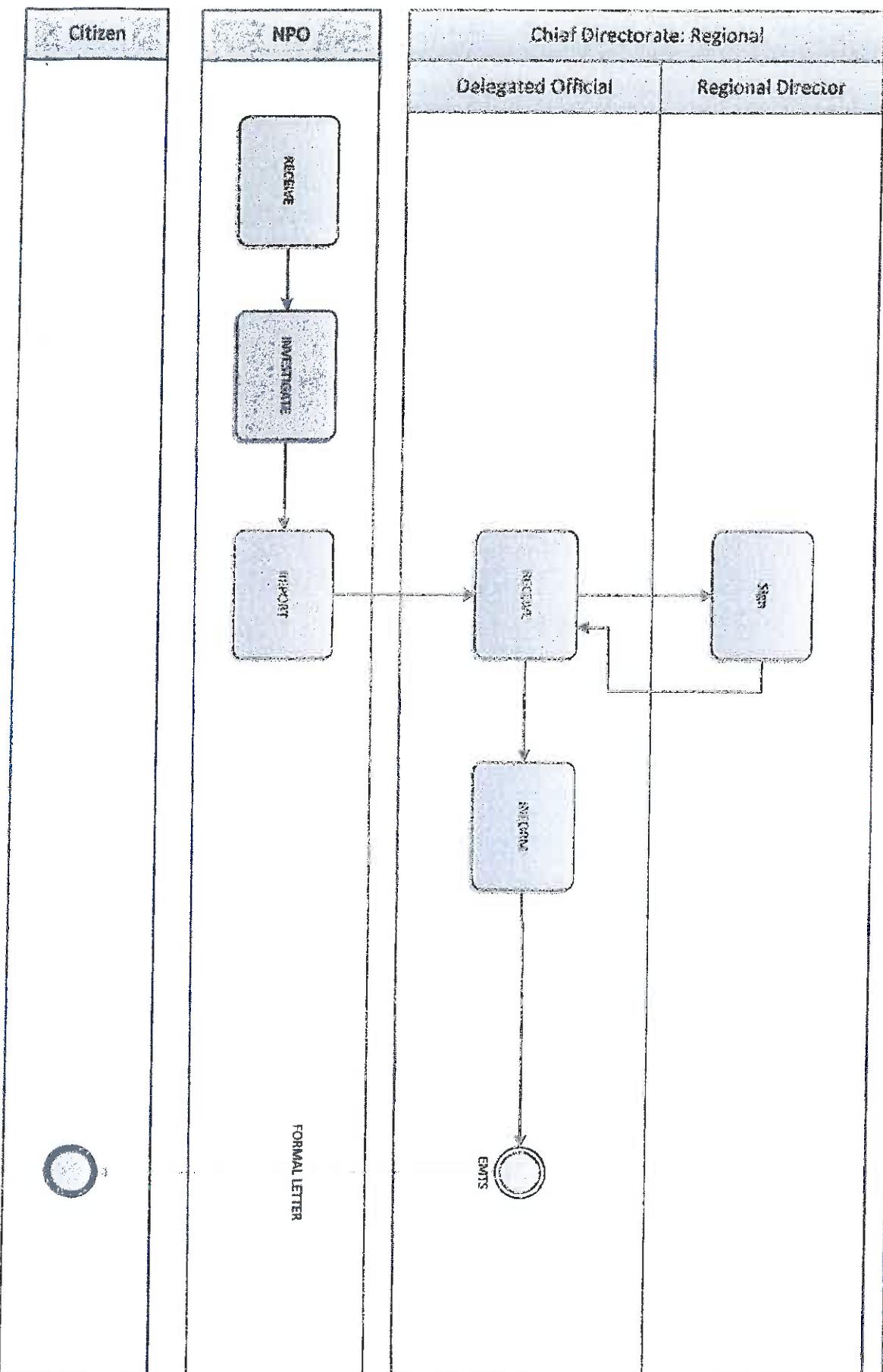
DIRECTORATE PROCESS DESIGN AND
IMPROVEMENT
September 2012 Version 1.00
Western Cape Government
FCTT&P PROJECT TEAM



Maintain Ministerial Office Enquiries/Complaints System – Process Value Chain

-14-

DIRECTORATE PROCESS DESIGN AND IMPROVEMENT	
September 2012	Version 1.00
 GOVERNMENT OF CANADA MINISTRY OF ENVIRONMENT	



Maintain Ministerial Office Enquiries/Complaints System – Process Value Chain

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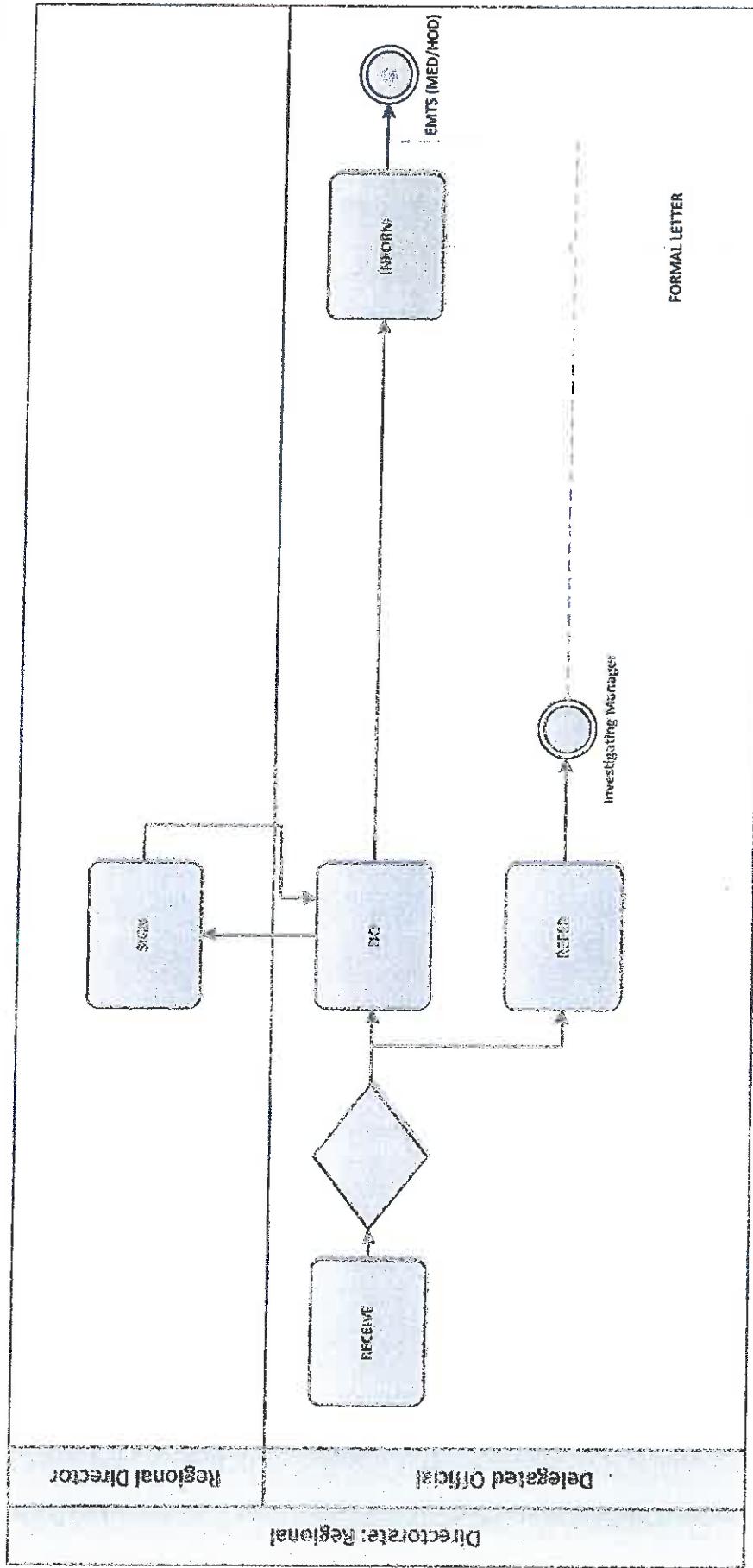
DIRECTORATE PROCESS DESIGN AND
IMPROVEMENT
September 2012 Version 1.00



Ministerial Office Complaints System

Directorate: Regional
Delegated Officer
Regional Director

Delegated Officer



Maintain Ministerial Office Enquiries/Complaints System – Process Value Chain

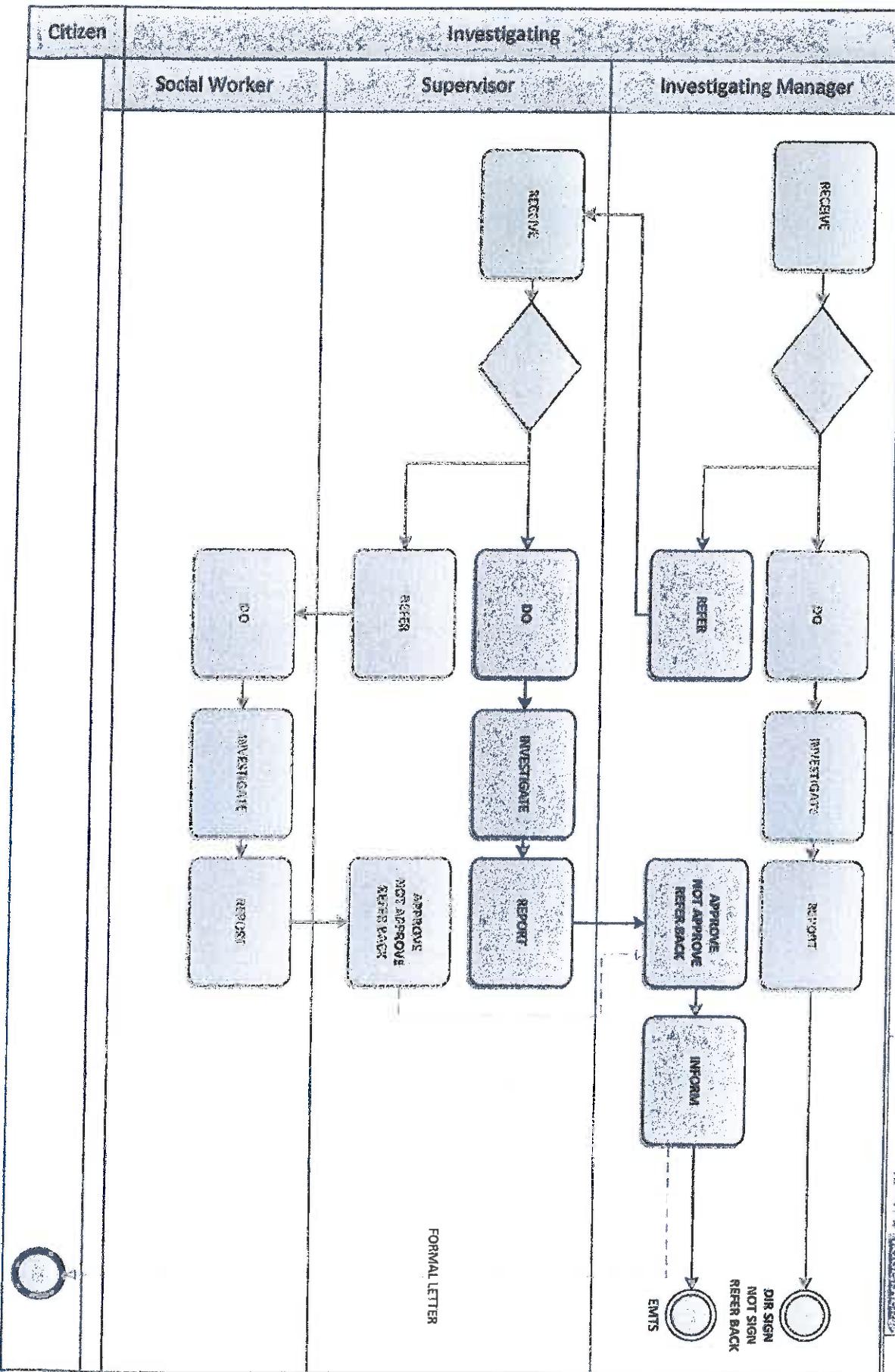
-14-

DIRECTORATE PROCESS DESIGN AND
IMPROVEMENT

September 2012 Version 1.00



Formal Letter
Indicates



Appendix B



Western Cape
Government

SOCIAL DEVELOPMENT

Chief Directorate: Business Planning and Strategy

Marion.Johnson@westerncape.gov.za

Tel: +27 21 483 8273

Fax: +27 21 483 3912

10th Floor

14 Queen Victoria Street

Cape Town

B001

STANDARD OPERATING PROCEDURE FOR WALK IN CLIENTS AT THE DSD HEAD OFFICE

Introduction

It has become necessary to adapt the existing procedures to deal with client enquiries and/or complaints that arrive either physically or telephonically at the Department's head office at 14 Queen Victoria Street, Cape Town with respect to service delivery and other social development related matters. This is especially the case with respect to clients who arrive at the offices without bona fida appointments with staff housed in the building.

Where clients indicate that they have appointments, the Customer Care Assistant (security??) contacts the relevant staff member who will then come down to the foyer and escorts the client to the meeting. On no account are members of the public allowed to enter through the turnstiles without the relevant staff member in accompaniment.

Where clients present with complaints, but no scheduled appointment with the Minister or Ministry officials, the DD: Customer Care and/or the ASD: Customer Care must be contacted by the Customer Care Assistant to deal with the issue if the last mentioned cannot. Where issues of social security are concerned, the DD and/or ASD must make contact with the relevant ministry officials, obtain the information from said officials – if such information is available - and pass this onto the client.

On no account must any clients be sent to the Ministry if they do not have a bona fida appointment with the Minister and/or Ministry officials.

The attached Annexure A outlines the process to be followed by the Customer Care Sub-Programme in dealing with walk in clients requiring services from the DSD. Annexure B contains the enquiry template that currently is in electronic form, but will be loaded onto ECM so that one template can be populated by all four staff members who have been identified as integral to this process - Customer Care Assistant; DD: Customer Care; Assistant Director: Customer Care; Deputy Director: Customer Care and the Assistant Director: Office of Chief Director: Business Planning & Strategy



Dr R Macdonald

Head of Department

Date: 2016 -08- 19



Western Cape
Government

Local Government

Chief Directorate: Business Planning and Strategy
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Tel: +27 21 483 8273
Fax: +27 21 483 3912
10th Floor
14 Queen Victoria Street
Cape Town
8001

Annexure A

STANDARD OPERATING PROCEDURE FOR WALK IN CLIENTS AT DSD HEAD OFFICE		IMPORTANT ISSUES TO NOTE AND IMPLEMENT
1. Client is received by the Customer Care Assistant (CCA) who assesses the enquiry and enters the client's name, nature of enquiry and where required, contact details of the client into the complaints/enquiry management system.		All enquiries must be added. On a weekly basis the DD: Customer must analyze the information. For example, if we find that people do not know how to find our offices, we must look into a way to advertise this. Also this gives one a very quick idea of the customer care / reception workload of the H/O CCA compared to the local/regional office CCAs
Where the CCA is not on duty, the call must be put through to the head office customer care ASD or DD who will then deal with the issue as indicated hereunder from point 3.		It will be advisable that these two officials as far as possible, plan their programmes in such a manner that one of them is always in office.
2. CCA deals with the enquiry and provides the client with the required information. The outcome of the engagement is recorded on the enquiry form/template or the complaints management system		The ASD in the office of the CD will use the enquiry template to capture the information regarding the enquiry and submit it to the DD who will obtain the necessary information and deal with it in terms of point 4 – 6.
3. e Where the CCA is not able to deal with the enquiry (i.e. the CCA is not on duty at the front desk), it is referred to the ASD: Customer Care (ASD) for resolution.	<ul style="list-style-type: none"> o If the ASD: CC is out of office, the enquiry is referred to the DD: Customer Care (DD). e In the cases where both ASD and/or DD are not in office, the ASD in the office of the Chief Directorate: Business Planning and Strategy will take the client's contact details, nature of the issue and indicate that the Department will make contact within 2-3 	

STANDARD OPERATING PROCEDURE FOR WALK IN CLIENTS AT DSD HEAD OFFICE days of the call.	IMPORTANT ISSUES TO NOTE AND IMPLEMENT With respect to a venue to deal with the issues, the DD and/or ASD must see if one of the following are available: 1. The old ground floor cash office 2. The ground floor board room 3. The 11 th Floor conference room 4. The customer care official's office - should the relevant official have an office	If necessary the DD must delegate the issue to the ASD who will deal with the issue as per point 4-6. Where necessary, the head office customer care officials must call the client if they feel that they need more information than was provided by the ASD in the office of the chief director. Information must be collected for the client as quickly as possible and if possible in the presence of the client. The DD or ASD assess the client's enquiry and obtains the necessary information for the client by: <ul style="list-style-type: none">• Making the calls to the relevant programme or regional/SDA office officials in the presence of the client and either getting the information required or;• Accessing advice on where to get the required information, all the while working towards ensuring that when the client leaves head office s/he leaves with the required information.• In cases where the information must be collected and is not readily available from programme or regional office, the ASD or DD must obtain the information from the former and send it to the client. DD and ASD must complete the Enquiry template for each case s/he deals with. Where Enquiry is an obvious complaint, it must be registered as per current process onto the complaints management system The head office customer care officials are responsible to track each of the cases they deal with. It is envisaged that the Enquiry template will be loaded onto ECM and the necessary permissions will be awarded to these officials to access and enter the necessary information. Until such time as this is done, the ASD and CCA will submit their completed Enquiry templates – detailing all the cases dealt with during the course of the week namely from the previous Friday to Thursday - to the DD by close of business each Thursday afternoon. The DD will analyze the information in terms of number of cases for the week, number of cases finalized in terms of satisfied customer, information sent to customer, length of time taken for information to be obtained by customer care
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STANDARD OPERATING PROCEDURE FOR WALK IN CLIENTS AT DSD HEAD OFFICE	IMPORTANT ISSUES TO NOTE AND IMPLEMENT official and challenges by customer care in accessing information for clients.
	<p>6. Should the client need to be referred to a local or regional office, the head office customer care official must in the presence of the client where possible:</p> <ul style="list-style-type: none"> ◦ Make contact with the relevant local or regional office customer care officer (CCO) or CCA telephonically and make an appointment for the client to visit the local or regional office. If the client requires a social welfare service, the client will then in effect be part of the intake services on the day of the appointment – the client will in fact then have an appointment for services at said office. ◦ The DD or ASD must record this information – who the client will meet at the local or regional office and the date of the appointment with the regional/local office – as per the Enquiry template and must follow up with the regional/local office CCA or CCO and the client at least three days after the appointment to ensure that the issue was dealt with to the satisfaction of the client. ◦ The outcome must be entered into the Enquiry template and/or complaints management system

CUSTOMER CARE TEMPLATE - AUGUST 2016

Customer Care Official:

Signature:

Date:

Natterer

Signature: _____

Date: _____



Western Cape
Government

Social Development

Head of Department

Email: Robert.Macdonald@westerncape.gov.za
tel: +27 21 4834762/3083 fax: +27 21 483 8379

ENQUIRIES: M Johnson

AMENDMENT TO THE HEAD OF DEPARTMENT APPROVED STANDARD OPERATING PROCEDURE (sop) FOR WALK IN CLIENTS AT DSD HEAD OFFICE

ADDITION TO POINT 3 OF THE SOP

"Where the customer care assistant assess that a complaint is best handled by the Customer Care Unit, the former will make contact with either the ASD: Customer Care or the DD: Customer Care and request assistance in dealing with the issue at hand. The first respondent in this instance will be the ASD: Customer Care. Where the ASD: Customer Care is not in office or in a meeting, the matter will be dealt with by the DD: Customer Care."

Dr Robert Macdonald
Head of Department

Date: 2016 -11- 08



REFERENCE: 3/3/2/4/4 & PN: 50042238

ENQUIRIES: Ms Lusanda Boo

Mr D Holley

Director: Finance

Through the Chief Financial Officer: Financial Management

APPOINTMENT: ACTING CHIEF FINANCIAL OFFICER DIRECTOR

1. In terms of section 32 of the Public Service Act, 1994 (as amended), you are hereby directed to temporarily perform the duties attached to the post of Chief Financial Officer, with effect from 13 July 2017 until 18 July 2017.
2. You are herewith mandated to perform all the management functions, duties and responsibilities, attached to the post of Chief Financial Officer for the above-mentioned period.
3. Please indicate in writing whether you accept the appointment as indicated above by completion of the attached annexure. On completion kindly return to the Directorate Operational Management Support, attention Ms Lusanda Boo, for further processing.
4. You are reminded that the appointment to this acting position does not assign you the legitimate right to either the full term of the acting assignment or that of the permanent post, which eliminates any legal disputes against the department.
5. It should also be noted that this acting will be without remuneration.

Yours faithfully

Adv Albert Fritz

Minister for Social Development

Date: 11/07/2017

