

What are the golden rules of managing multi-channel complaints, or those about services being provided through a contract with a third party?

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# What do we mean by 'multi-channel'?



# The implications of a multi-channel world

- complaints can come through any of these channels (or others)
- the complainant thinks you are instantly available
- we think of the channels as discrete, they think of them as one
- expectations arising from this

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# Integration

- identifying and linking up complaints that arrive more than one way
- recording complaint interactions that happen across more than one channel
- Integration between teams: the 'single voice'

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# Training

- is there consistency of first-line response?
- do first-line responders know how/when to escalate?
- who has the helicopter view?



# Managing the complaints

- Beware cut and paste responses
- Let complainants know the route it's now gone into
- Ensure that authority levels are understood
- Whatever the channel, ensure that complaints are closed off and feedback given



# Caution!

- if a channel is NOT for complaints, be explicit about that (but know what you're going to do when it happens anyway)
- route things into the proper process asap
- think about how you'd deal with complainants who want to keep it public
- how do you deal with unacceptable complainant behaviour?





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# Perceptions of Justice

- Procedural: how complainant perceives the process
- Interactional: behavior of employees during the process
- Distributive: the complainant's perception of the efforts to correct the problem

*Praveen Sugathan, Alexander Rossmann, Kumar Rakesh Ranjan, (2018)*

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# Contracts with third parties

- All about the contract/SLA: clarity is vital
- Be aware complainants may still see it as you
- Be clear about limits and boundaries
- Try and not sound like: “it’s not our problem”



# Contracts with third parties

- Be clear about routes of appeal or review
- Don't get drawn in where you have no power to resolve
- GDPR!
- What leverage do you have with the third party?



Thank you, and good luck  
with your own cases

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