

Part 2 A: Qualitative Assessment of Response - Rubric for Complaints Responses

Standard/Element	Best	Good	Reasonable	Poor	Unacceptable
Grade	1	2	3	4	5
<p>1 Conclusion/ Decision Is it clear what conclusion has been reached? Are the concerns raised justified or not?</p>	Decisions are clearly identifiable and identified as such within the document even when reading quickly	Decisions are set out within the document but not marked as such – some careful reading required to find these	Decisions are clear when the document is read in detail (slowly and carefully)	Decisions are unclear without detailed re-reading (slow and careful reading more than once) and interpretation by the reader	Decisions are not clear even with detailed reading (slow and careful reading) and interpretation by the reader
<p>2 Conclusion / Decision Do the conclusions flow clearly and logically from the information and evidence provided?</p>	The document structure clearly highlights the information relevant to and relied on in making the decision and uses this to explain the conclusions reached	The document includes all information relied on in making the decision and links this to the conclusions reached	All information relevant to the decision is included in the document with a broad link to the conclusions reached	Some information relevant to the decision is included and a broad link made to the decision reached	Limited or no information included with little or no link to the decision reached
<p>3 Explanation Customer focussed Does the response demonstrate empathy and real understanding of the impact of the issue raised on the complainant (irrespective of whether 'fault' identified)</p>	Demonstrates a real understanding of the impact of each issue on the complainant. Uses a personalised approach. Explains agreement and disagreement with the complainant with equal clarity	Demonstrates a real understanding of the impact of each issue on the complainant. Uses a personalised approach	Reflects the language of the complainant and recognises the overall emotional impact. Shows a personalised approach and avoids clichés/ standard phrases	Makes some attempt to acknowledge feelings and impact but uses clichés or standard phrases rather than personalised approach	No attempt to reflect the views of the complainant and may even seek to direct blame at them for this or other issues

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4 Explanation Breadth of issues raised. Are all the issues raised identified?	Every issue (including those already dealt with) raised is clearly identified	Every outstanding issue is clearly identified	The main substantive issues are identified	Some issues are responded to but there is a lack of clarity in the structure and/ or incomplete coverage of the main points raised	A substantial number of issues raised are not responded to
5 Explanation Quality of Explanation. Is each point explained in a comprehensive way?	Every issue raised is clearly responded to here or reference made to information provided in previous communications eg telephone calls or meetings	Every issue identified is clearly responded to here	The main substantive issues are clearly responded to	Most (but not all) issues identified are responded to	Limited responses to those issues identified
6 Accuracy	100% accuracy of dates, references, spelling, grammar	One or two minor errors but no substantial errors. A substantial error is one which impacts on the accuracy of the explanation or is on a point of sensitivity eg spelling of a name, key date	Several minor errors but no substantial errors A substantial error is one which impacts on the accuracy of the explanation or is on a point of sensitivity eg spelling of a name, key date)	A substantial error A substantial error is one which impacts on the accuracy of the explanation or is on a point of sensitivity eg spelling of a name, key date	More than one substantial error. A substantial error is one which impacts on the accuracy of the explanation or is on a point of sensitivity eg spelling of a name, key date
7 Action Plan If there is further action	Actions are noted to address all the issues	Actions are noted to address all the issues	Actions are noted to address all the issues	Some actions are noted to address the	Limited or no reference to any

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as a result of the complaint? Is there detail of what this is and when it will happen?	of concern identified at any point during the complaint investigation. There is a clear plan (including timescales) for achieving these actions. The complainant is offered the opportunity for updates on progress and involvement in appropriate aspects of the action plan	of concern identified at any point during the complaint investigation. There is a clear plan (including timescales) for achieving these actions. The Complainant is offered the opportunity to receive updates	of concern identified in the investigation. There is a clear plan (including timescales) for achieving these actions	main issues of concern identified in the investigation	actions to be taken to address concerns identified in the investigation
8 Apology Does the response make a meaningful and sincere apology <u>IF</u> errors or problems have been identified or agreed?	The apology is clear, personalised and comprehensive. It avoids clichés, attributing blame or making excuses (no 'ifs' no 'buts!'). It is linked to the action plan or offers an explanation as to why further remedy is not possible	The apology is clear, personalised and comprehensive. It avoids clichés, attributing blame or making excuses (no 'ifs' no 'buts!')	There is a clear original apology for the problems identified. It avoids clichés, attributing blame or making excuses (no 'ifs' no 'buts!')	There is an apology but this relies on standard phrases and/or attributes blame to the complainant (I am sorry 'if' you felt ...) or makes excuses (I am sorry 'but' ...)	There is no clearly identifiable apology
9 Use of language	Uses plain English	Extensive use of plain	Generally uses plain	Some use of plain	Technical terms are

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How readable is the document?	throughout. All technical terms are clearly explained and used only as necessary. Personalised approach with no unnecessary use of standard phrases. Tone and approach of the document are appropriate to the complainant's communication style and preferences	English. All technical terms are explained and used only as necessary. Personalised approach with no unnecessary use of standard phrases. Tone and approach of the document are appropriate to the complainant's communication style and preferences	English throughout. Technical terms are explained and used only as necessary. Personalised approach with no unnecessary use of standard phrases. Tone and approach of the document are appropriate to the complainant's communication style and preferences	English. Technical terms are generally explained. Personalised approach. Tone and approach of the document are appropriate to the complainant's communication style and preferences	used without explanation. OR No personalised approach. OR Unnecessary use of standard phrases. OR Tone and approach of the document not appropriate to the complainant's communication style and preferences
10 Next Steps An explanation of what further steps (if any) the complainant can take	Clear and complete reference to the next steps (internal and external) open to the complainant on every aspect of their complaint. Clear indications of where there are no further steps available and why	Clear and complete reference to the next steps (internal and external) open to the complainant on every aspect of their complaint	Reference to the next steps open to the complainant (internal and external) on every aspect of their complaint is present within the document	Reference to the external steps available to the complainant on the main aspects of their complaint is present within the document	Limited, inaccurate or no reference to further steps open to the complainant

Please indicate where any sections are not applicable (N/A) and why.