

Chartered Banker

Module Specification: Complaint Handling

Title:	Complaint Handling
Level:	SCQF Level 8/EQF Level 5
Credits:	10
Qualifications to which module contributes:	Certificate in Complaint Handling Professional Banker Diploma
Audience:	Current or aspiring bank employees; although not essential, prior banking qualifications, for example the Institute's <i>Professional Banker Certificate</i> , would be an advantage.
Aim:	To develop the learner's knowledge, understanding and skills relating to the effective handling and management of complaints in accordance with the complaint handling procedures recommended by the Financial Conduct Authority. The learner will also develop their ability to interact with customers on a personal level to ensure the effective resolution of complaints from a customer perspective as well as the bank's.
Learning outcomes:	On completion of this module, the learner will be able to: <ol style="list-style-type: none">1) explain what is meant by, and the significance and impact of, customer complaints2) describe the structure of, and key organisations in, the financial services industry3) explain the principles that underpin the fair treatment of customers, and the ways in which vulnerable customers can be identified and supported4) describe aspects of legislation and regulation that relate to complaint handling5) describe the interpersonal skills and models required for the effective resolution of complaints6) describe the process of root cause analysis and the management information about complaints required to ensure effective record-keeping.

Delivery methodology:	<p><i>Complaint Handling</i> has six units. The learning approach includes:</p> <ul style="list-style-type: none"> • e-learning • reading and self-study • activities • knowledge checks • applying learning at work.
Learning resources:	<p>Learning resources include:</p> <ul style="list-style-type: none"> • a study text for core reading • case studies and online resources • e-learning course.
Assessment:	<p><i>Complaint Handling</i> is assessed by a two hour online examination, consisting of 100 multiple choice questions.</p>

Learning outcomes <i>The learner will be able to:</i>	Assessment criteria <i>The learner can:</i>	Indicative content
Unit 1: Introduction to Complaints		
LO1: Explain what is meant by, and the significance and impact of, customer complaints.	1.1 Explain what constitutes a complaint and why customers make complaints. 1.2 Describe the positive aspects of receiving complaints. 1.3 Explain the use of customer service standards in the avoidance of complaints. 1.4 Outline the legislative and regulatory landscape for complaint handling in the financial services industry. 1.5 Describe and interpret the latest complaints data. 1.6 Explain the impact of complaints on a business.	Defining a complaint Why customers make complaints The positive aspect of complaints Measuring customer satisfaction Reduction of complaints: customer service and customer service standards Introduction to the legislation and regulation of complaint handling in financial services The impact of complaints on business
Unit 2: The Structure of and Key Organisations in Financial Services		
LO2: Describe the structure of, and key organisations in, the financial services industry.	2.1 Describe the structure of the UK financial services industry. 2.2 Describe the role of key organisations in the financial services industry with regard to the pursuance and regulation of customer complaints.	Quality complaint handling Development of banking in the UK Northern Rock and the banking collapse

	<p>2.3 Differentiate between types of banks and other providers of financial services.</p> <p>2.4 Outline the key functions of a retail bank and other services provided typically provided.</p> <p>2.5 Outline the key functions of the Financial Conduct Authority and the Prudential Regulation Authority.</p> <p>2.6 Describe the roles of the Financial Ombudsman Service and the Claims Management Regulator.</p>	<p>Restructuring in the financial sector</p> <p>Key organisations:</p> <ul style="list-style-type: none"> • Retail banks • Building societies • Credit unions • National Savings and Investments (NS&I) • Insurance providers • Financial Conduct Authority (FCA) • Prudential Regulation Authority (PRA) • The Financial Ombudsman Service (FOS) • National Strategy for Financial Capability • The Bank of England • Claims Management Regulator • Information Commissioner's Office (ICO) • UK Finance • Claims management companies • Competition and Markets Authority (CMA) • Payment Systems Regulator (PSR) • European Banking Authority (EBA) • European Securities and Markets Authority (ESMA) • Standards Boards
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Unit 3: Treating Customers Fairly and Vulnerable Consumers

<p>LO3: Explain the principles that underpin the fair treatment of customers, and the ways in which vulnerable customers can be identified and supported.</p>	<p>3.1 Explain what is meant by ‘Treating Customers Fairly’ (TCF).</p> <p>3.2 Describe the FCA’s six consumer outcomes and other expectations of regulated firms.</p> <p>3.3 State the impact of TCF on organisations.</p> <p>3.4 Outline the implications of TCF for complaint handling.</p> <p>3.5 Define the term ‘vulnerable consumers’ and explain the implications for the financial services industry in terms of how such customers are treated.</p> <p>3.6 Explain the ways in which they might identify and support a vulnerable customer.</p>	<p>Treating Customers Fairly (TCF)</p> <p>Consumer outcomes</p> <p>TCF behavioural drivers</p> <p>Corporate culture</p> <p>TCF and complaint handling</p> <p>Vulnerable consumers</p> <p>Identifying and supporting vulnerable customers</p>
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Unit 4: Legislation and Regulation

<p>LO4: Describe aspects of legislation and regulation that relate to complaint handling.</p>	<p>4.1 Differentiate between a range of legislation and regulations that relate to complaint handling.</p> <p>4.2 Outline the purpose and effects of a range of legislation and regulation that relate to complaint handling.</p> <p>4.3 Explain the rights customers have under the General Data Protection Regulation.</p>	<p>General Data Protection Regulation</p> <p>UK Money Laundering, Terrorist Financing and Transfer of Funds (Information on the Payer) Regulations</p> <p>Financial Services Compensation Scheme (FSCS)</p> <p>Payment Services Directive</p>
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	<p>4.4 Describe the nature of the banker/customer relationship and the respective duties of each party.</p> <p>4.5 Explain the workings of a firm’s compliance function.</p> <p>4.6 Identify the key drivers of the Senior Managers and Certification Regime.</p>	<p>Banking: Conduct of Business Sourcebook (BCOBS)</p> <p>Standards of Lending Practice</p> <p>Legislation relating to the banker/customer relationship</p> <p>The Compliance Function</p> <p>Senior Managers and Certification Regime (SM&CR)</p>
<p>Unit 5: Effective Complaint Handling</p>		
<p>LO5: Describe the interpersonal skills and models required for the effective resolution of complaints.</p>	<p>5.1 Describe the effect of quality assurance on the handling of complaints.</p> <p>5.2 Determine a suitable method of responding to a customer’s concerns.</p> <p>5.3 Explain a range of key interpersonal skills that can be used when communicating with customers about their complaints.</p> <p>5.4 Describe a range of models and techniques that can be used to help resolve a customer’s complaint.</p> <p>5.5 Investigate and respond appropriately to a customer’s complaint, and offer appropriate compensation.</p>	<p>Quality assurance</p> <p>Written responses to complaints</p> <p>Communication techniques</p> <p>Questioning techniques</p> <p>Positive language</p> <p>Active listening</p> <p>Transactional analysis</p> <p>Assertive behaviours</p>

	<p>5.6 Describe a typical complaints handling procedure.</p>	<p>Positive behaviours</p> <p>The complaints resolution model</p> <p>How customers respond to service failure</p> <p>Customer complaints procedure</p>
<p>Unit 6: Root Cause Analysis and Record-Keeping</p>		
<p>LO6: Describe the process of root cause analysis and the management information about complaints required to ensure effective record-keeping.</p>	<p>6.1 Identify common failings in customer relationships.</p> <p>6.2 Explain what pre-emptive action can be taken to minimise complaints and their impact.</p> <p>6.3 Describe what records should be maintained about customer complaints and for what purpose.</p> <p>6.4 Describe the information about complaints that requires to be reported to the Financial Conduct Authority.</p> <p>6.5 Describe the process of root cause analysis and the ways in which it can be used when investigating complaints.</p> <p>6.6 Explain the nature and purpose of the Continuous Business Analysis Model.</p>	<p>Common failings in customer relationships</p> <p>Frequent low value contacts from the organisation</p> <p>Making it difficult for the customer to voice their concerns</p> <p>Not listening to what the customer is saying about the products and services on offer</p> <p>Shifting the blame to other parts of the organisation</p> <p>Complaint record-keeping and reporting</p> <p>Root cause analysis</p> <p>A Continuous Business Analysis Model</p>