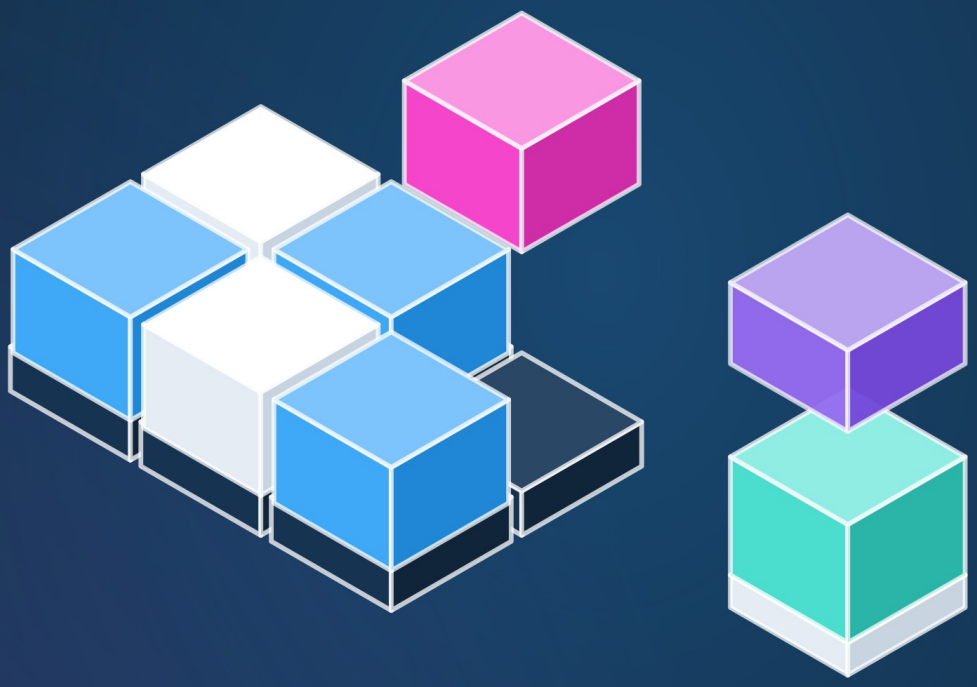
OPERATIONS INSIDER

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COMPLAINT MANAGEMENT QUICK START CHECKLIST

Score your complaint process in one hour, with records you can point at.



RECEIVE. PROTECT. ANSWER. LEARN.

START HERE

How to Use This Check

One plant, one hour with quality, production and logistics, twenty-five statements, one number. Bring the complaint records of the last three months.

01 LOOK	02 SCORE	03 ACT
Open the real records: the complaint register, three closed cases with their answers, the sorting records and the cost figures.	Score each statement from 0 to 4. Without a register, a record or a figure you can point at, the score is 2 or lower.	Pick the weakest block and agree one action with an owner and a date before you leave the room.

The Scoring Scale

POINTS	MEANING
0	Not in place.
1	Happens occasionally, depends on individuals.
2	Partly in place, not consistent across customers or cases.
3	Mostly in place and visible in the records.
4	Consistently in place, visible, reviewed and improved.

> **WHY COMPLAINTS ARE WORTH A PROCESS**
>
> **A complaint is the only quality problem that your customer already knows about. The first hours decide whether you look in control or out of control, and the weeks that follow decide whether the same fault comes back.**

Before You Start

- **Scope:** customer complaints about delivered parts, not internal scrap and not complaints you raise at your own suppliers.
- **Evidence:** the register, three closed cases, the dates that were promised, the cost of one case and the complaint figures of the last year.
- **Tone:** you check the process, not the people. Ask what the record shows, not who was at fault.

THE CHECK

01 Intake and Classification

NO.	CHECK	SCORE 0 TO 4
01	Every customer complaint is entered in one register on the day it arrives, with a number, the date, the customer and one owner.	
02	The intake record holds the part number, the delivery, the lot, the quantity affected and what the customer actually found, in the customer words.	
03	The customer receives a written acknowledgment within one working day, with the complaint number and the date of the next answer.	
04	Every complaint is classified by severity and by safety relevance against written rules, not by who shouts loudest.	
05	The class sets the dates for acknowledgment, containment and answer, and those dates stand in the register from day one.	

02 Containment and the Customer

NO.	CHECK	SCORE 0 TO 4
06	The affected lots are identified from the delivery and lot records, and the quantity at the customer, in transit and in stock is known.	
07	Suspect stock is blocked and marked on the same day, in your plant and, where agreed, at the customer.	
08	Sorting follows a written instruction, the result is recorded per quantity, and sorted parts are marked so that nobody sorts them twice.	
09	A replacement delivery or a credit is agreed with the customer with a date, and that date holds.	
10	Containment is confirmed to the customer in writing before the cause is discussed, so the customer knows what is protected.	

THE CHECK

03 Cause and Corrective Action

NO.	CHECK	SCORE 0 TO 4
11	The cause is looked for where the part was made, with the people who made it, and not from a desk.	
12	The escape point is named as well: why the plant shipped the part without finding the fault.	
13	Every complaint has a corrective action with an owner and a date that changes a process, a fixture, a gauge or a document.	
14	Actions are verified with evidence after they are in place, and are not reported as done while they are still planned.	
15	The analysis uses the problem solving method of your plant, and the complaint record points to it instead of repeating it.	

04 The Answer and the Record

NO.	CHECK	SCORE 0 TO 4
16	The written answer follows one structure for all customers: what happened, what is protected, the cause, the action and the proof.	
17	The answer names quantities and dates, and nothing that cannot be shown with a record.	
18	Answers are sent by the agreed date, and the share of answers sent on time is measured and visible.	
19	One complaint record holds the evidence together: intake, sorting result, analysis, action proof and the answer that was sent.	
20	Requirements your customers set for the complaint process are known per customer and are noted in the register.	

THE CHECK

05 Cost, Figures and Learning

NO.	CHECK	SCORE 0 TO 4
21	The cost of every complaint is recorded in blocks: handling, sorting, freight, scrap, replacement and credit.	
22	The complaint rate is measured against a volume figure, per 100 deliveries or per million parts, and reviewed every month.	
23	The lead time from intake to answer is measured and shown as a trend, not reported as a feeling.	
24	Repeat cases are counted per part and per cause, and a repeat case starts a different conversation than a first case.	
25	What was learned goes back into the control plan, the work instruction, the inspection and the training, and the change is visible in the document.	

Your Result

BLOCK	POINTS	OUT OF
01 Intake and Classification		20
02 Containment and the Customer		20
03 Cause and Corrective Action		20
04 The Answer and the Record		20
05 Cost, Figures and Learning		20
TOTAL		100

YOUR RESULT

Read the Number

The total tells you how much of your complaint handling depends on who happens to pick up the phone.

TOTAL	WHAT IT MEANS	WHAT TO DO FIRST
0 to 39	Reactive. Cases live in mailboxes, dates are promised and missed.	One register with numbers, owners and due dates.
40 to 59	Recorded. Cases are logged, containment is slow, answers are late.	Classification rules and a sorting instruction.
60 to 79	Controlled. Dates hold, answers have a structure, the cost is known.	Repeat cases: causes per part, actions with proof.
80 to 100	Learning. Few cases, fast answers, repeat cases are rare.	Hold the routine. Take it to your own suppliers.

Your Three Priorities

NO.	WHAT TO IMPROVE	FIRST ACTION	OWNER	DUE

THE RULE FOR EVERY ACTION

Owner and date, or it did not happen. Repeat the check after three months and compare the blocks, not the feeling.

What to Do Next

NEXT STEP	WHAT YOU GET
COMPLAINT MANAGEMENT STARTER KIT	The guide for the first 30 days and the Excel register with classes, due dates, containment and a cost sheet per case.
COMPLAINT MANAGEMENT EXCELLENCE BUNDLE	The playbook, a two-day workshop pack, six templates, the Excel system with causes, repeat cases, actions, figures and audit, and a deck.

Both are available at operationsinsider.com.