



# CHF INTERNAL STAKEHOLDER EVIDENCE GUIDE

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Customer Service Institute of Australia Pty Ltd  
ABN 31 609 812 919  
Level 2, 383 George Street Sydney NSW 2000  
t 1300 912 700  
e [info@csia.com.au](mailto:info@csia.com.au)  
w [csia.com.au](http://csia.com.au)

## CHF Internal Stakeholder Evidence Guide

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This guide supports organisations preparing for Certification to the Complaint Handling Framework.

Each CHF element requires commentary and evidence from within the organisation, and this guide indicates which departments and / or roles are most likely to own the relevant information for each element.

This document is designed to be general in guidance in acknowledgement that every organisation is unique in their structure, departments and roles.

The guide is structured to display the relevant information by element and by department / roles for quick reference.

## GUIDE BY ELEMENT

CHF ELEMENTS	DEPARTMENT / ROLES
<b>1.1</b> <b>Leadership Commitment</b>	<b>Leadership</b> <ul style="list-style-type: none"> <li>• CEO / MD</li> <li>• ELT / MLT</li> </ul>
	<b>Customer Experience</b> <ul style="list-style-type: none"> <li>• CCO</li> <li>• CXO</li> <li>• CS Manager</li> <li>• CX Manager</li> <li>• Contact Centre Manager</li> </ul>
	<b>Continuous Improvement</b> <ul style="list-style-type: none"> <li>• PMO</li> <li>• Project Team Lead</li> </ul>
<b>1.2</b> <b>Framework Design</b>	<b>Customer Experience</b> <ul style="list-style-type: none"> <li>• CCO</li> <li>• CXO</li> <li>• CS Manager</li> <li>• CX Manager</li> <li>• Contact Centre Manager</li> </ul>
	<b>Human Resources</b> <ul style="list-style-type: none"> <li>• People &amp; Culture Lead</li> <li>• HR Manager</li> </ul>
	<b>Risk</b> <ul style="list-style-type: none"> <li>• Risk Management Lead</li> </ul>
<b>1.3</b> <b>Clear Goals</b>	<b>Customer Experience</b> <ul style="list-style-type: none"> <li>• CCO</li> <li>• CXO</li> <li>• CS Manager</li> <li>• CX Manager</li> <li>• Contact Centre Manager</li> </ul>
<b>1.4</b> <b>Clear Process</b>	<b>Customer Experience</b> <ul style="list-style-type: none"> <li>• CCO</li> <li>• CXO</li> <li>• CS Manager</li> <li>• CX Manager</li> <li>• Contact Centre Manager</li> </ul>

<p style="text-align: center;"><b>1.5 Organisational Alignment &amp; Preparedness</b></p>	<p><b>Customer Experience</b></p> <ul style="list-style-type: none"> <li>• CCO</li> <li>• CXO</li> <li>• CS Manager</li> <li>• CX Manager</li> <li>• Contact Centre Manager</li> </ul>
	<p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>• People &amp; Culture Lead</li> <li>• HR Manager</li> <li>• Learning &amp; Development Manager</li> </ul>
<p style="text-align: center;"><b>1.6 Resourcing</b></p>	<p><b>Customer Experience</b></p> <ul style="list-style-type: none"> <li>• CCO</li> <li>• CXO</li> <li>• CS Manager</li> <li>• CX Manager</li> <li>• Contact Centre Manager</li> </ul>
	<p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>• People &amp; Culture Lead</li> <li>• HR Manager</li> <li>• Learning &amp; Development Manager</li> </ul>
<p style="text-align: center;"><b>1.7 Training</b></p>	<p><b>Customer Experience</b></p> <ul style="list-style-type: none"> <li>• CCO</li> <li>• CXO</li> <li>• CS Manager</li> <li>• CX Manager</li> <li>• Contact Centre Manager</li> </ul>
	<p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>• People &amp; Culture Lead</li> <li>• HR Manager</li> </ul>
	<p><b>Learning &amp; Development</b></p> <ul style="list-style-type: none"> <li>• Learning &amp; Development Manager</li> <li>• Training Manager</li> </ul>
<p style="text-align: center;"><b>1.8 Scale and Scope</b></p>	<p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>• CEO / MD</li> <li>• ELT / MLT</li> </ul>
	<p><b>Customer Experience</b></p> <ul style="list-style-type: none"> <li>• CCO</li> <li>• CXO</li> <li>• CS Manager</li> <li>• CX Manager</li> <li>• Contact Centre Manager</li> </ul>
	<p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>• People &amp; Culture Lead</li> <li>• HR Manager</li> <li>• Learning &amp; Development Manager</li> </ul>

	<b>Supplier / Partner Management</b> <ul style="list-style-type: none"> <li>• Procurement Manager</li> <li>• Contracts Manager</li> </ul>
<b>1.9 Comms &amp; PR</b>	<b>Marketing</b> <ul style="list-style-type: none"> <li>• CMO</li> <li>• Marketing Director</li> </ul>
<b>2.1 Explaining the Process</b>	<b>Customer Experience</b> <ul style="list-style-type: none"> <li>• CCO</li> <li>• CXO</li> <li>• CS Manager</li> <li>• CX Manager</li> <li>• Contact Centre Manager</li> </ul>
	<b>Marketing</b> <ul style="list-style-type: none"> <li>• CMO</li> <li>• Marketing Director</li> </ul>
<b>2.2 Recording</b>	<b>Customer Experience</b> <ul style="list-style-type: none"> <li>• CCO</li> <li>• CXO</li> <li>• CS Manager</li> <li>• CX Manager</li> <li>• Contact Centre Manager</li> </ul>
	<b>IT Management</b> <ul style="list-style-type: none"> <li>• CTO</li> <li>• Systems Administrator</li> <li>• IT Manager</li> </ul>
<b>2.3 Tracking</b>	<b>Customer Experience</b> <ul style="list-style-type: none"> <li>• CCO</li> <li>• CXO</li> <li>• CS Manager</li> <li>• CX Manager</li> <li>• Contact Centre Manager</li> </ul>
	<b>IT Management</b> <ul style="list-style-type: none"> <li>• CTO</li> <li>• Systems Administrator</li> <li>• IT Manager</li> </ul>
<b>2.4 Acknowledging</b>	<b>Customer Experience</b> <ul style="list-style-type: none"> <li>• CCO</li> <li>• CXO</li> <li>• CS Manager</li> <li>• CX Manager</li> <li>• Contact Centre Manager</li> </ul>
	<b>IT Management</b> <ul style="list-style-type: none"> <li>• CTO</li> <li>• Systems Administrator</li> <li>• IT Manager</li> </ul>

<p style="text-align: center;"><b>2.5 Triage</b></p>	<p><b>Customer Experience</b></p> <ul style="list-style-type: none"> <li>• CCO</li> <li>• CXO</li> <li>• CS Manager</li> <li>• CX Manager</li> <li>• Contact Centre Manager</li> </ul>
	<p><b>IT Management</b></p> <ul style="list-style-type: none"> <li>• CTO</li> <li>• Systems Administrator</li> <li>• IT Manager</li> </ul>
<p style="text-align: center;"><b>2.6 Investigate</b></p>	<p><b>Customer Experience</b></p> <ul style="list-style-type: none"> <li>• CCO</li> <li>• CXO</li> <li>• CS Manager</li> <li>• CX Manager</li> <li>• Contact Centre Manager</li> </ul>
<p style="text-align: center;"><b>2.7 Resolving</b></p>	<p><b>Customer Experience</b></p> <ul style="list-style-type: none"> <li>• CCO</li> <li>• CXO</li> <li>• CS Manager</li> <li>• CX Manager</li> <li>• Contact Centre Manager</li> </ul>
<p style="text-align: center;"><b>2.8 Communicating Resolution</b></p>	<p><b>Customer Experience</b></p> <ul style="list-style-type: none"> <li>• CCO</li> <li>• CXO</li> <li>• CS Manager</li> <li>• CX Manager</li> <li>• Contact Centre Manager</li> </ul>
	<p><b>Marketing &amp; Comms</b></p> <ul style="list-style-type: none"> <li>• CMO</li> <li>• Marketing &amp; Communications Manager</li> </ul>
<p style="text-align: center;"><b>2.9 Complaints Escalation</b></p>	<p><b>Customer Experience</b></p> <ul style="list-style-type: none"> <li>• CCO</li> <li>• CXO</li> <li>• CS Manager</li> <li>• CX Manager</li> <li>• Contact Centre Manager</li> </ul>
<p style="text-align: center;"><b>2.10 Closing</b></p>	<p><b>Customer Experience</b></p> <ul style="list-style-type: none"> <li>• CCO</li> <li>• CXO</li> <li>• CS Manager</li> <li>• CX Manager</li> <li>• Contact Centre Manager</li> </ul>

2.11 Implementation	<b>Leadership</b> <ul style="list-style-type: none"> <li>• CEO / MD</li> <li>• ELT</li> </ul>
	<b>Customer Experience</b> <ul style="list-style-type: none"> <li>• CCO</li> <li>• CXO</li> <li>• CS Manager</li> <li>• CX Manager</li> <li>• Contact Centre Manager</li> </ul>
3.1 Collecting Records	<b>Insights</b> <ul style="list-style-type: none"> <li>• Insights Manager</li> <li>• Insights and Strategy Manager</li> </ul>
	<b>Human Resources</b> <ul style="list-style-type: none"> <li>• HR Director</li> <li>• HR Manager</li> </ul>
	<b>Learning &amp; Development</b> <ul style="list-style-type: none"> <li>• Training Director / Manager</li> </ul>
3.2 Data Analysis	<b>Insights</b> <ul style="list-style-type: none"> <li>• Insights Manager</li> <li>• Insights and Strategy Manager</li> </ul>
	<b>IT Management</b> <ul style="list-style-type: none"> <li>• CIO</li> <li>• CTO</li> <li>• IT Manager</li> </ul>
3.3 Measuring Satisfaction	<b>Customer Experience</b> <ul style="list-style-type: none"> <li>• CCO</li> <li>• CXO</li> <li>• CS Manager</li> <li>• CX Manager</li> <li>• Contact Centre Manager</li> </ul>
	<b>Insights</b> <ul style="list-style-type: none"> <li>• Insights Manager</li> <li>• Insights and Strategy Manager</li> </ul>
3.4 Monitoring Throughput	<b>Insights</b> <ul style="list-style-type: none"> <li>• Insights Manager</li> <li>• Insights and Strategy Manager</li> </ul>
	<b>IT Management</b> <ul style="list-style-type: none"> <li>• CIO</li> <li>• CTO</li> <li>• IT Manager</li> </ul>
3.5 Auditing Process	<b>Finance &amp; Risk</b> <ul style="list-style-type: none"> <li>• CFO</li> <li>• Risk Manager / Director</li> </ul>
	<b>Governance</b> <ul style="list-style-type: none"> <li>• Governance Director / Manager</li> </ul>

<p style="text-align: center;"><b>3.6</b> <b>Reviewing the Process</b></p>	<p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>• CEO / MD</li> <li>• ELT</li> </ul>
	<p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• Governance Director / Manager</li> </ul>
<p style="text-align: center;"><b>3.7</b> <b>Continual Improvement</b></p>	<p><b>Insights</b></p> <ul style="list-style-type: none"> <li>• Insights Manager</li> <li>• Insights and Strategy Manager</li> </ul>
	<p><b>IT Management</b></p> <ul style="list-style-type: none"> <li>• CIO</li> <li>• CTO</li> <li>• IT Manager</li> </ul>
	<p><b>Project Management</b></p> <ul style="list-style-type: none"> <li>• PMO</li> <li>• CI Lead</li> </ul>

## GUIDE BY DEPARTMENT / ROLE

DEPARTMENT / ROLES	CHF ELEMENTS
	1.1 1.2 1.3 1.4 1.5 1.6 1.7 1.8
<b>Customer Experience</b> <ul style="list-style-type: none"> <li>• CCO</li> <li>• CXO</li> <li>• CS Manager</li> <li>• CX Manager</li> <li>• Contact Centre Manager</li> </ul>	2.1 2.2 2.3 2.4 2.5 2.6 2.7 2.8 2.9 2.10 2.11 3.3
<b>Leadership</b> <ul style="list-style-type: none"> <li>• CEO / MD</li> <li>• ELT / MLT</li> </ul>	1.1 1.8 2.11
<b>Continuous Improvement</b> <ul style="list-style-type: none"> <li>• PMO</li> <li>• Project Team Lead</li> </ul>	1.1
<b>Human Resources</b> <ul style="list-style-type: none"> <li>• People &amp; Culture Lead</li> <li>• HR Manager</li> </ul>	1.2 1.7
<b>Human Resources</b> <ul style="list-style-type: none"> <li>• People &amp; Culture Lead</li> <li>• HR Manager</li> <li>• Learning &amp; Development Manager</li> </ul>	1.5 1.6 1.8
<b>Human Resources</b> <ul style="list-style-type: none"> <li>• HR Director</li> <li>• HR Manager</li> </ul>	3.1
<b>Risk</b> <ul style="list-style-type: none"> <li>• Risk Management Lead</li> </ul>	1.2
<b>Learning &amp; Development</b> <ul style="list-style-type: none"> <li>• Learning &amp; Development Manager</li> <li>• Training Manager</li> </ul>	1.7
<b>Learning &amp; Development</b> <ul style="list-style-type: none"> <li>• Training Director / Manager</li> </ul>	3.1

<b>Supplier / Partner Management</b> <ul style="list-style-type: none"> <li>• Procurement Manager</li> <li>• Contracts Manager</li> </ul>	1.8
<b>Marketing</b> <ul style="list-style-type: none"> <li>• CMO</li> <li>• Marketing Director</li> </ul>	1.9 2.1
<b>Marketing &amp; Comms</b> <ul style="list-style-type: none"> <li>• CMO</li> <li>• Marketing &amp; Communications Manager</li> </ul>	2.8
<b>IT Management</b> <ul style="list-style-type: none"> <li>• CTO</li> <li>• Systems Administrator</li> <li>• IT Manager</li> </ul>	2.2 2.3 2.4 2.5 3.4
<b>IT Management</b> <ul style="list-style-type: none"> <li>• CIO</li> <li>• CTO</li> <li>• IT Manager</li> </ul>	3.2 3.7
<b>Insights</b> <ul style="list-style-type: none"> <li>• Insights Manager</li> <li>• Insights and Strategy Manager</li> </ul>	3.1 3.2 3.3 3.4 3.7
<b>Finance &amp; Risk</b> <ul style="list-style-type: none"> <li>• CFO</li> <li>• Risk Manager / Director</li> </ul>	3.5
<b>Governance</b> <ul style="list-style-type: none"> <li>• Governance Director / Manager</li> </ul>	3.5
<b>Project Management</b> <ul style="list-style-type: none"> <li>• PMO</li> <li>• CI Lead</li> </ul>	3.7