



NORTH EAST

Professional Complaint Handling & Effective Case Management

A 3-Day Practical Training Programme for Staff of the Public Complaints Commission (PCC)

“Strengthening Professional Complaint Handling, Investigation and Service Delivery through Effective Case Management.”

FACILITATORS

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VENUE

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DATE

4TH -6TH , JULY , 2027

3 DAYS • 6 MODULES



3-Day Training Roadmap



DAY 1

MODULE 1

Understanding Professional Complaint Handling and the Mandate of the Public Complaints Commission

MODULE 2

Complaint Intake, Assessment, Registration and Documentation



DAY 2

MODULE 3

Investigation Techniques and Effective Case Management

MODULE 4

Professional Communication, Alternative Dispute Resolution (ADR) and Complaint Resolution



DAY 3

MODULE 5

Ethics, Integrity, Accountability and Professional Conduct

MODULE 6

Digital Case Management, Performance Monitoring, Quality Assurance and Action Planning



DAY 1

MODULE 1

Understanding Professional Complaint Handling and the Mandate of the Public Complaints Commission

MODULE 2

Complaint Intake, Assessment, Registration and Documentation



DAY 1

MODULE 1

Understanding Professional Complaint Handling and the Mandate of the Public Complaints Commission

- Training Expectations
- Ice Breaker
- What is a Complaint?
- Why Complaints Matter
- The Public Complaints Commission



Learning Objectives

At the end of this module participants should be able to:

- ✓ Explain the mandate of the Public Complaints Commission.
- ✓ Describe professional complaint handling.
- ✓ Differentiate complaints from enquiries.
- ✓ Identify principles of excellent complaint handling.
- ✓ Demonstrate ethical behaviour.
- ✓ Build public confidence through professionalism.



Training Expectations

Participants are expected to

- ✓ Participate actively
- ✓ Respect opinions
- ✓ Share experiences
- ✓ Complete all exercises
- ✓ Participate in role plays
- ✓ Observe confidentiality



Ice Breaker

“Who Am I?”

Each participant introduces themselves by stating

- Name
- Office
- Years in Service
- One complaint they handled that taught them a lesson

 15 Minutes

COMPLAIN IN FOCUS...

WHAT IS A COMPLAINT?

A COMPLAINT IS:

An expression of dissatisfaction by a citizen regarding the actions, omissions, delays or unfair treatment by a public institution or private organization.



EXAMPLES OF COMPLAINTS INCLUDE:



Complaints help improve service delivery, promote **accountability**, and ensure **fairness** and **justice** for all.





What is a Complaint?

A complaint is A formal expression of dissatisfaction by a citizen, organization or group regarding an action, omission, delay, abuse of office, maladministration or unfair treatment requiring investigation and resolution. Examples

- ✓ Delay in pension
- ✓ Unlawful dismissal
- ✓ Abuse of authority
- ✓ Refusal to provide service
- ✓ Salary disputes
- ✓ Land disputes involving public institutions

Why Complaints Matter

Complaints

- ✓ Improve accountability
- ✓ Promote transparency
- ✓ Reveal system failures
- ✓ Improve service delivery
- ✓ Improve public trust
- ✓ Reduce corruption
- ✓ Protect citizens' rights





The Public Complaints Commission



The Commission serves as Nigeria's Ombudsman.

Its responsibility is to investigate complaints of administrative injustice and facilitate fair, impartial and timely resolution of disputes between citizens and public or private institutions.



Vision



A Commission committed to justice, fairness, accountability and excellent service delivery.



Mission



To investigate complaints impartially, resolve disputes efficiently and promote administrative justice through professionalism, integrity and accountability.



Core Values

- ✓ Integrity
- ✓ Professionalism
- ✓ Fairness
- ✓ Transparency
- ✓ Accountability
- ✓ Respect
- ✓ Neutrality
- ✓ Confidentiality
- ✓ Excellence



Who Can Complain?

- ✓ Citizens
- ✓ Public servants
- ✓ Pensioners
- ✓ Students
- ✓ Companies
- ✓ Communities
- ✓ NGOs
- ✓ Private organizations



Common Complaints Received by PCC

- ✓ Pension delay
- ✓ Salary arrears
- ✓ Wrongful termination
- ✓ Abuse of office
- ✓ Unfair recruitment
- ✓ Land administration
- ✓ Police misconduct
- ✓ Utility service failures
- ✓ Administrative delay
- ✓ Contract disputes involving government agencies



Characteristics of a Good Complaint Officer

- ✓ Patient
- ✓ Honest
- ✓ Courteous
- ✓ Good listener
- ✓ Professional
- ✓ Empathetic
- ✓ Calm
- ✓ Neutral
- ✓ Ethical
- ✓ Detail-oriented

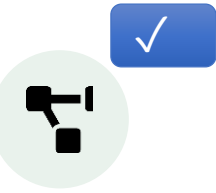
HANDLING COMPLAIN PROFESSIONALLY



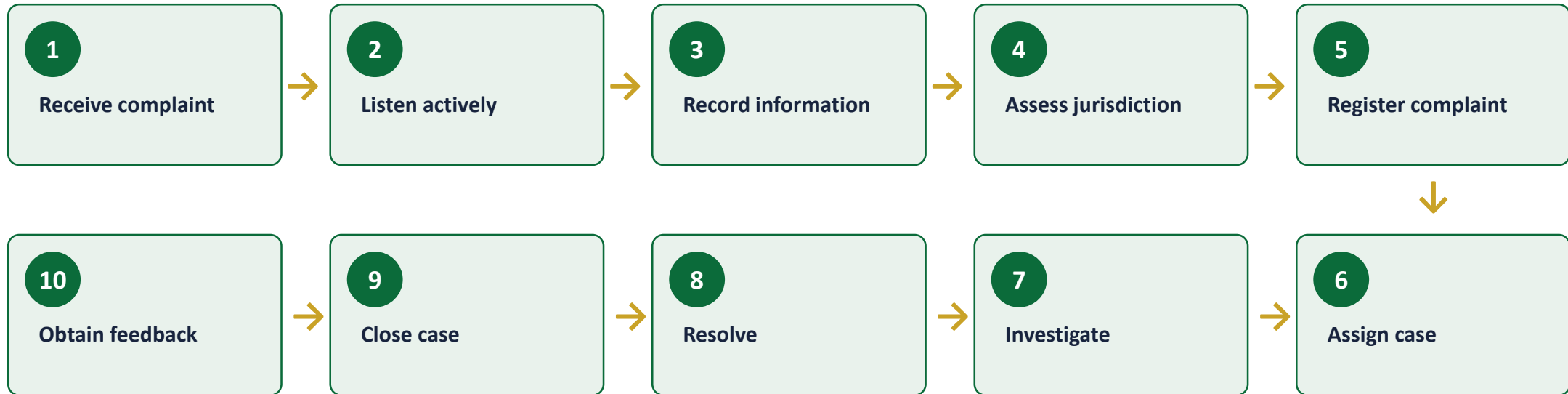


Principles of Professional Complaint Handling

- ✓ Respect
- ✓ Fair hearing
- ✓ Confidentiality
- ✓ Impartiality
- ✓ Timeliness
- ✓ Transparency
- ✓ Accountability
- ✓ Accuracy



Complaint Handling Process





Active Listening Skills

- ✓ Maintain eye contact
- ✓ Listen without interruption
- ✓ Ask open-ended questions
- ✓ Clarify facts
- ✓ Summarize key issues
- ✓ Avoid assumptions



Common Mistakes

- ✓ Interrupting complainants
- ✓ Bias
- ✓ Poor documentation
- ✓ Delayed response
- ✓ Making promises
- ✓ Lack of empathy
- ✓ Breach of confidentiality



Ethical Behaviour

Officers should These expectations align with integrity principles emphasized in investigation practice.

- ✓ Declare conflicts of interest
- ✓ Avoid accepting gifts
- ✓ Maintain confidentiality
- ✓ Avoid political influence
- ✓ Treat everyone equally
- ✓ Base decisions on evidence



Interactive Exercise

Group Activity

Four groups receive four complaint letters.

Each group should determine

- Nature of complaint
- Is it within PCC jurisdiction?
- What facts are missing?
- What evidence is required?
- Immediate action

 **5 minutes per group**



Case Study

Mr. Musa submitted a complaint about unpaid pension benefits three months ago. He has visited the office four times but has not received any update.

Questions

- What mistakes have occurred?
- What should the Complaint Officer have done?
- How would you resolve the complaint?
- How can similar situations be prevented?



Knowledge Check



**As a Professional, All complaints forwarded to your desk,
you must use a conventional and mutual strategy of
making the complainant feel safe, secure and confident**



Module One Summary

Participants should now understand

- ✓ PCC mandate
- ✓ Professional complaint handling
- ✓ Ethical responsibilities
- ✓ Complaint process
- ✓ Public confidence
- ✓ Professional conduct



DAY 1

MODULE 2

Complaint Intake, Assessment, Registration and Documentation

- What is Complaint Intake?
- Channels for Receiving Complaints
- The First Contact
- Professional Reception Skills
- Information Required During Complaint Intake



Module Learning Objectives

At the end of this module, participants should be able to:

- ✓ Receive complaints professionally.
- ✓ Determine whether a complaint falls within the PCC's jurisdiction.
- ✓ Assess complaints objectively.
- ✓ Register complaints accurately.
- ✓ Maintain complete and confidential case records.
- ✓ Prioritize complaints based on urgency and impact.



What is Complaint Intake?



Complaint intake is the first official contact between the Commission and the complainant. It involves receiving, listening to, documenting and acknowledging a complaint before assessment.

Remember: First impressions determine public confidence.



Channels for Receiving Complaints

Complaints may be received through:

- ✓ Walk-in visits
- ✓ Written petitions
- ✓ E-mail
- ✓ Telephone calls
- ✓ Online complaint portals
- ✓ Referrals from government agencies
- ✓ Community outreach programmes



The First Contact

Every complainant deserves: Never prejudge the complainant.

- ✓ Respect
- ✓ Courtesy
- ✓ Patience
- ✓ Privacy
- ✓ Equal treatment
- ✓ Professional attention



Professional Reception Skills

A Complaint Officer should:

- ✓ Welcome the complainant politely.
- ✓ Introduce themselves.
- ✓ Listen without interrupting.
- ✓ Ask clarifying questions.
- ✓ Remain neutral.
- ✓ Avoid arguments.
- ✓ Manage emotions professionally.



Information Required During Complaint Intake

Collect:

- | | |
|------------------------|-----------------------|
| ✓ Full name | ✓ Nature of complaint |
| ✓ Contact details | ✓ Date of incident |
| ✓ Address | ✓ Supporting evidence |
| ✓ Respondent's details | ✓ Desired outcome |



Essential Questions

- ✓ What happened?
- ✓ Who was involved?
- ✓ Where did it happen?
- ✓ When did it occur?
- ✓ Why is the complainant dissatisfied?
- ✓ What evidence is available?
- ✓ Has the matter been reported elsewhere?



Determining Jurisdiction

Ask:

- ✓ Does the complaint relate to administrative injustice?
- ✓ Is the respondent within the Commission's jurisdiction?
- ✓ Is another agency better suited to handle it?
- ✓ Is there sufficient information to proceed?



Complaints Generally Within PCC Jurisdiction

Examples include:

- ✓ Delay in payment of salaries or pensions
- ✓ Abuse of office
- ✓ Administrative delay
- ✓ Unfair disciplinary action
- ✓ Wrongful dismissal
- ✓ Refusal to perform official duties
- ✓ Discrimination in service delivery



Complaints That May Require Referral

Examples: Where appropriate, guide the complainant to the relevant institution.

- ✓ Criminal offences requiring law enforcement
- ✓ Purely civil contractual disputes
- ✓ Matters already decided by competent courts
- ✓ Issues outside statutory jurisdiction



Complaint Assessment

Assessment helps determine:

- ✓ Credibility
- ✓ Completeness
- ✓ Priority
- ✓ Risk level
- ✓ Required resources
- ✓ Investigation strategy



Complaint Classification

Classify complaints according to:

- ✓ Administrative
- ✓ Financial
- ✓ Employment
- ✓ Pension
- ✓ Education
- ✓ Land
- ✓ Human rights
- ✓ Public utilities
- ✓ Government services



Priority Levels

High Priority Medium Priority Routine

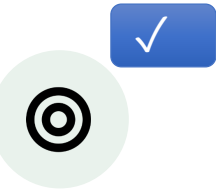
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|---------------------------|-----------------------------------|
| ✓ Threat to life | ✓ Pension delays |
| ✓ Public safety | ✓ Salary complaints |
| ✓ Serious abuse of office | ✓ Requests for clarification |
| ✓ Employment disputes | ✓ Minor administrative complaints |



Complaint Registration

Every complaint should receive:

- ✓ Case reference number
- ✓ Date received
- ✓ Officer assigned
- ✓ Status
- ✓ Category
- ✓ Priority level
- ✓ Expected completion timeline



Documentation Standards

Good documentation must be:

- ✓ Accurate
- ✓ Complete
- ✓ Objective
- ✓ Legible
- ✓ Timely
- ✓ Secure
- ✓ Traceable



Record Management

Maintain: Proper documentation supports effective investigations and reporting.

- ✓ Complaint forms
- ✓ Interview notes
- ✓ Correspondence
- ✓ Documentary evidence
- ✓ Investigation reports
- ✓ Recommendations
- ✓ Closing reports



Confidentiality

Officers shall:

- ✓ Protect complainants' identities.
- ✓ Secure all documents.
- ✓ Share information only on a need-to-know basis.
- ✓ Avoid discussing cases publicly.
- ✓ Maintain data security.



Communication During Case Processing

Keep complainants informed by:

- ✓ Acknowledging receipt
- ✓ Providing updates
- ✓ Explaining delays
- ✓ Requesting additional information
- ✓ Communicating outcomes professionally



Managing Difficult Complainants

Remain: Never respond emotionally.

- ✓ Calm
- ✓ Respectful
- ✓ Professional
- ✓ Empathetic
- ✓ Firm
- ✓ Solution-focused



Practical Exercise

Scenario 1

A pensioner alleges that retirement benefits have been delayed for two years.

Participants should:

- Conduct an intake interview.
- Complete a complaint form.
- Determine jurisdiction.
- Assign a priority level.
- Recommend the next steps.



Role Play

Complaint Intake Simulation

Characters

The observer should evaluate:

- | | |
|------------------------|-------------------|
| ● Complaint Officer | ● Documentation |
| ● Complainant | ● Professionalism |
| ● Observer | ● Empathy |
| ● Communication skills | ● Accuracy |
| ● Listening skills | |



PRACTICAL SESSION

Group Exercise

Each group receives a different complaint:

Tasks:

- Unpaid pension
- Wrongful dismissal
- Land allocation dispute
- Salary arrears
- Abuse of office
- Classify the complaint.
- Determine jurisdiction.
- Identify missing information.
- Recommend an action plan.



Case Study

Case: Delayed Salary Payments

Twenty-five employees of a government agency have not been paid for six months. The agency claims there are “administrative issues.”

Discuss:



Module Two Summary

Key takeaways:

- ✓ Professional complaint intake builds public trust.
- ✓ Accurate assessment improves decision-making.
- ✓ Proper registration ensures accountability.
- ✓ Good documentation strengthens investigations.
- ✓ Confidentiality protects both complainants and the Commission.
- ✓ Effective communication enhances confidence in the complaint-handling process.



DAY 2

MODULE 3

Investigation Techniques and Effective Case Management

MODULE 4

Professional Communication, Alternative Dispute Resolution (ADR) and Complaint Resolution

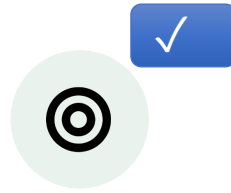


DAY 2

MODULE 3

Investigation Techniques and Effective Case Management

- What is an Investigation?
- Objectives of an Investigation
- Principles of Professional Investigation
- The Investigation Process
- Preliminary Assessment



Module Learning Objectives

At the end of this module, participants should be able to:

- ✓ Explain the investigation process.
- ✓ Plan and conduct investigations professionally.
- ✓ Gather credible evidence.
- ✓ Conduct effective interviews.
- ✓ Manage case files efficiently.
- ✓ Produce objective findings and recommendations.



What is an Investigation?



An investigation is a systematic process of collecting, verifying, analysing and evaluating facts to establish the truth about a complaint and make evidence-based recommendations.

Guiding Principle:

“Facts before conclusions.”



Objectives of an Investigation

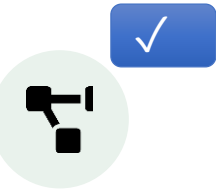
- ✓ Establish the facts.
- ✓ Determine whether wrongdoing occurred.
- ✓ Identify responsible persons.
- ✓ Protect the rights of all parties.
- ✓ Recommend appropriate corrective actions.
- ✓ Promote justice and accountability.



Principles of Professional Investigation

Investigations should remain impartial and evidence-driven.

- ✓ Independence
- ✓ Integrity
- ✓ Objectivity
- ✓ Due process
- ✓ Fairness
- ✓ Timeliness
- ✓ Confidentiality
- ✓ Accountability



The Investigation Process

This follows the investigation workflow outlined in the source presentation.





Preliminary Assessment

Determine:

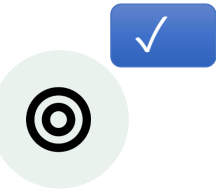
- ✓ Whether there is a prima facie case.
- ✓ Whether additional information is required.
- ✓ The urgency of the matter.
- ✓ Risks involved.
- ✓ Resources needed.
- ✓ Investigation scope.



Investigation Planning

Every investigation should answer:

- ✓ What happened?
- ✓ Who is involved?
- ✓ What evidence is required?
- ✓ Which witnesses should be interviewed?
- ✓ What documents are needed?
- ✓ What timeline should be followed?



Developing an Investigation Plan

Include:

- ✓ Case reference
- ✓ Objectives
- ✓ Allegations
- ✓ Key issues
- ✓ Evidence required
- ✓ Witness list
- ✓ Responsibilities
- ✓ Timeline
- ✓ Expected outcomes



Sources of Evidence

Evidence may include:

- ✓ Official records
- ✓ Letters
- ✓ Emails
- ✓ Payment vouchers
- ✓ Personnel files
- ✓ CCTV footage
- ✓ Audio recordings
- ✓ Photographs
- ✓ Physical exhibits
- ✓ Witness statements



Types of Evidence

Documentary Evidence Physical Evidence Digital Evidence Oral Evidence

- | | |
|----------------------|----------------------|
| ✓ Official documents | ✓ Emails |
| ✓ Contracts | ✓ Electronic records |
| ✓ Reports | ✓ Databases |
| ✓ Objects | ✓ Witness testimony |
| ✓ Equipment | ✓ Interviews |
| ✓ Exhibits | |



Characteristics of Good Evidence

Evidence should be:

- ✓ Relevant
- ✓ Reliable
- ✓ Authentic
- ✓ Sufficient
- ✓ Verifiable
- ✓ Legally obtained



Interview Planning

Before an interview:

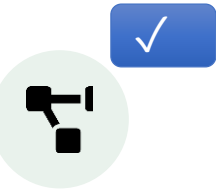
- ✓ Study the case.
- ✓ Review documents.
- ✓ Prepare questions.
- ✓ Arrange a private venue.
- ✓ Allocate sufficient time.
- ✓ Avoid interruptions.



Interview Techniques

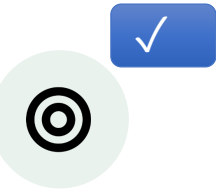
Use: Avoid:

- | | |
|------------------------|---------------------|
| ✓ Open-ended questions | ✓ Neutral language |
| ✓ Follow-up questions | ✓ Leading questions |
| ✓ Clarification | ✓ Intimidation |
| ✓ Active listening | ✓ Assumptions |
| ✓ Observation | ✓ Arguments |



Interview Sequence





Interviewing Difficult Witnesses

Remain: If a witness becomes hostile:

- ✓ Calm
- ✓ Respectful
- ✓ Patient
- ✓ Neutral
- ✓ De-escalate
- ✓ Refocus on facts
- ✓ Avoid confrontation
- ✓ Document behaviour objectively



Managing Case Files

Each case file should contain:

- ✓ Complaint form
- ✓ Correspondence
- ✓ Investigation plan
- ✓ Interview notes
- ✓ Evidence log
- ✓ Analysis
- ✓ Draft report
- ✓ Final report
- ✓ Recommendations
- ✓ Closure record



Evidence Management

Maintain:

- ✓ Evidence register
- ✓ Proper labelling
- ✓ Secure storage
- ✓ Access control
- ✓ Documentation of movement
- ✓ Preservation of originals



Maintaining Confidentiality

Investigators must:

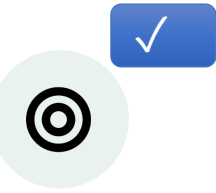
- ✓ Restrict access to case files.
- ✓ Protect witness identities.
- ✓ Avoid discussing ongoing investigations.
- ✓ Store records securely.
- ✓ Comply with institutional confidentiality requirements.



Analysing Evidence

Ask:

- ✓ Does the evidence support the allegation?
- ✓ Is it consistent?
- ✓ Is there corroboration?
- ✓ Are there contradictions?
- ✓ Are there gaps requiring further inquiry?



Making Findings

Findings should be:

- ✓ Objective
- ✓ Evidence-based
- ✓ Logical
- ✓ Clear
- ✓ Concise
- ✓ Free from personal opinions



Writing Investigation Reports

A good report should contain: Report writing should remain factual and avoid assumptions.

- ✓ Background
- ✓ Complaint summary
- ✓ Scope
- ✓ Methodology
- ✓ Evidence obtained
- ✓ Analysis
- ✓ Findings
- ✓ Conclusions
- ✓ Recommendations



Common Investigation Errors

- ✓ Bias
- ✓ Poor planning
- ✓ Ignoring evidence
- ✓ Delayed investigations
- ✓ Incomplete interviews
- ✓ Weak documentation
- ✓ Premature conclusions
- ✓ Breach of confidentiality



Practical Exercise

Investigation Planning

Participants are divided into groups.

Each group develops an investigation plan for a complaint involving delayed pension payments, identifying:

- Objectives
- Evidence required
- Witnesses
- Timeline
- Risks
- Expected outcome



Role Play

Mock Investigation Interview

Roles:

Assessment criteria:

- | | |
|------------------------|----------------------|
| ● Investigator | ● Questioning skills |
| ● Complainant | ● Listening skills |
| ● Respondent | ● Neutrality |
| ● Observer | ● Documentation |
| ● Professional conduct | ● Communication |



Simulation Exercise

Case Scenario: Wrongful Dismissal

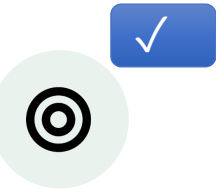
An employee alleges they were dismissed without due process after reporting financial irregularities.

Each group should:

- Identify issues for investigation.
- Prepare an investigation plan.
- List evidence required.
- Prepare interview questions.
- Recommend next steps.



Knowledge Check



Module Three Summary

Participants should now be able to:

- ✓ Plan investigations effectively.
- ✓ Gather and evaluate evidence.
- ✓ Conduct professional interviews.
- ✓ Manage case files.
- ✓ Analyse findings objectively.
- ✓ Prepare evidence-based investigation reports.

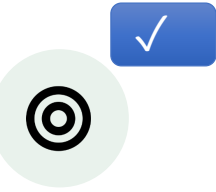


DAY 2

MODULE 4

Professional Communication, Alternative Dispute Resolution (ADR) and Complaint Resolution

- Why Communication Matters
- Communication Process
- Communication Skills for Complaint Officers
- Verbal Communication
- Non-Verbal Communication



Module Learning Objectives

At the end of this module, participants should be able to:

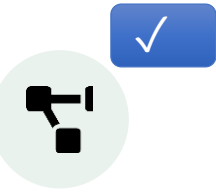
- ✓ Communicate professionally with complainants and respondents.
- ✓ Apply effective interpersonal communication skills.
- ✓ Resolve complaints through negotiation and mediation where appropriate.
- ✓ Manage difficult complainants professionally.
- ✓ Write clear recommendations.
- ✓ Close cases properly.



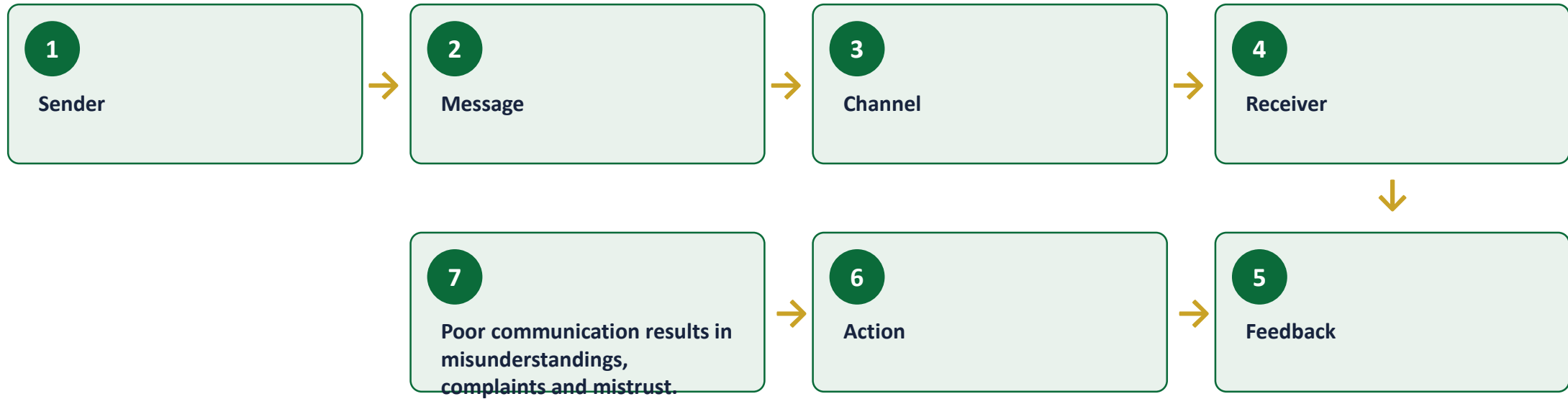
Why Communication Matters

Professional communication: People may forget what you said, but they never forget how you made them feel.

- ✓ Builds public confidence
- ✓ Reduces conflict
- ✓ Improves cooperation
- ✓ Encourages voluntary compliance
- ✓ Promotes fairness
- ✓ Enhances the image of the Commission



Communication Process





Communication Skills for Complaint Officers

Every officer should:

- ✓ Listen actively
- ✓ Speak respectfully
- ✓ Show empathy
- ✓ Remain calm
- ✓ Be patient
- ✓ Use clear language
- ✓ Avoid technical jargon
- ✓ Be culturally sensitive



Verbal Communication

Good verbal communication involves:

- ✓ Speaking clearly
- ✓ Using polite language
- ✓ Asking relevant questions
- ✓ Avoiding arguments
- ✓ Maintaining professionalism
- ✓ Confirming understanding



Non-Verbal Communication

Your body language should show: Avoid:

- | | |
|------------------------------|----------------------|
| ✓ Eye contact | ✓ Attentiveness |
| ✓ Positive facial expression | ✓ Folding arms |
| ✓ Appropriate posture | ✓ Looking at phones |
| ✓ Confidence | ✓ Frowning |
| ✓ Respect | ✓ Showing impatience |



Active Listening

Listen to understand—not to respond. Active listening requires:

- ✓ Full attention
- ✓ No interruption
- ✓ Clarifying questions
- ✓ Paraphrasing
- ✓ Summarizing
- ✓ Appropriate feedback



Emotional Intelligence

Complaint Officers should demonstrate:

- ✓ Self-awareness
- ✓ Self-control
- ✓ Empathy
- ✓ Motivation
- ✓ Social awareness
- ✓ Relationship management



Managing Difficult Complainants

Some complainants may be: The officer should:

- | | |
|--------------|------------------------|
| ✓ Angry | ✓ Stay calm |
| ✓ Emotional | ✓ Listen patiently |
| ✓ Aggressive | ✓ Acknowledge concerns |
| ✓ Frustrated | ✓ Focus on facts |
| ✓ Impatient | ✓ Avoid confrontation |
| ✓ Confused | |



De-escalation Techniques

When emotions rise:

- ✓ Remain calm
- ✓ Lower your voice
- ✓ Allow the complainant to speak
- ✓ Show empathy
- ✓ Clarify issues
- ✓ Offer realistic solutions
- ✓ Maintain professionalism



Conflict Resolution

Conflict can arise due to: Proper conflict resolution restores trust.

- ✓ Miscommunication
- ✓ Delays
- ✓ Unmet expectations
- ✓ Administrative errors
- ✓ Abuse of authority



Alternative Dispute Resolution (ADR)

ADR refers to resolving disputes without lengthy formal procedures. Benefits include:

- ✓ Faster resolution
- ✓ Lower cost
- ✓ Reduced tension
- ✓ Better relationships
- ✓ Increased satisfaction
- ✓ Voluntary compliance



ADR Methods

The choice depends on the nature of the complaint.

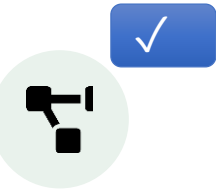
- ✓ Mediation
- ✓ Negotiation
- ✓ Conciliation
- ✓ Facilitation



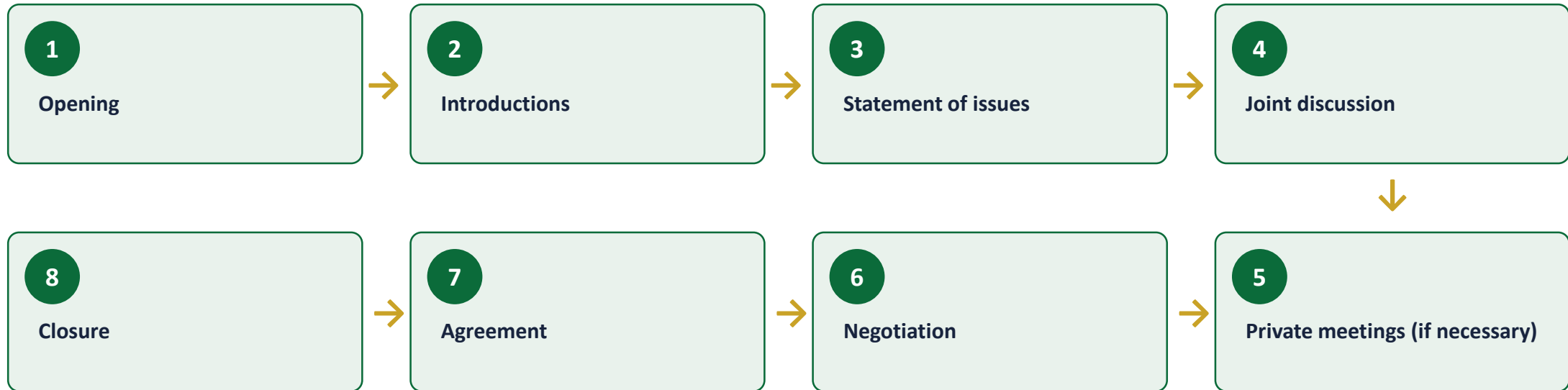
Mediation

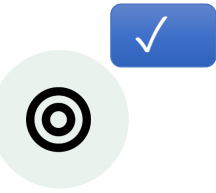
A mediator:

- ✓ Remains neutral
- ✓ Facilitates discussion
- ✓ Encourages mutual understanding
- ✓ Does not impose a decision
- ✓ Helps parties reach an agreement



Stages of Mediation





Negotiation Skills

Effective negotiators:

- ✓ Prepare thoroughly
- ✓ Listen actively
- ✓ Focus on interests
- ✓ Generate options
- ✓ Seek win-win outcomes
- ✓ Remain objective



Writing Recommendations

Recommendations should be:

- ✓ Practical
- ✓ Lawful
- ✓ Fair
- ✓ Evidence-based
- ✓ Clear
- ✓ Action-oriented
- ✓ Realistic



Communicating Investigation Outcomes

The outcome should:

- ✓ Explain findings
- ✓ State recommendations
- ✓ Be factual
- ✓ Avoid emotional language
- ✓ Respect confidentiality
- ✓ Be communicated promptly



Closing a Case

Before closing a case:

- ✓ Investigation completed
- ✓ Findings approved
- ✓ Recommendations communicated
- ✓ Necessary actions implemented
- ✓ Records updated
- ✓ Case officially closed



Customer Service Excellence

Every complainant should leave feeling: Even when the outcome is not in their favour.

- ✓ Heard
- ✓ Respected
- ✓ Treated fairly
- ✓ Informed
- ✓ Appreciated



Common Communication Mistakes

Avoid:

- ✓ Interrupting complainants
- ✓ Raising your voice
- ✓ Making promises you cannot fulfil
- ✓ Showing bias
- ✓ Using disrespectful language
- ✓ Ignoring follow-up enquiries



Practical Exercise

Active Listening Exercise

Participants work in pairs.

One person narrates a complaint.

The second person:

Swap roles after 10 minutes.

- Listens
- Summarizes
- Identifies issues
- Suggests next steps



PRACTICAL SESSION



Role Play

Angry Complainant

Scenario:

A pensioner has visited the Commission six times without receiving feedback.

Participants should demonstrate:

- Active listening
- Empathy
- Emotional control
- Problem-solving
- Professional communication



Group Exercise

Each group receives one dispute involving:

Tasks:

- Wrongful dismissal
- Delayed promotion
- Salary arrears
- Pension delay
- Conduct mediation.
- Reach an agreement.
- Present the resolution.
- Explain why the solution is fair.



Simulation Exercise

Community Land Dispute

A community alleges that a government agency acquired land without adequate consultation or compensation.

Groups should:

- Identify stakeholders.
- Develop a communication strategy.
- Conduct a mediation session.
- Draft agreed resolutions.
- Present outcomes.



Knowledge Check



Day Two Wrap-Up

Participants should now be able to:

- ✓ Communicate professionally.
- ✓ Manage difficult complainants.
- ✓ Apply ADR techniques.
- ✓ Conduct mediation.
- ✓ Prepare recommendations.
- ✓ Close cases professionally.



DAY 3

MODULE 5

Ethics, Integrity, Accountability and Professional Conduct

MODULE 6

Digital Case Management, Performance Monitoring, Quality Assurance and Action Planning

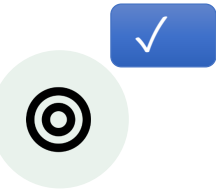


DAY 3

MODULE 5

Ethics, Integrity, Accountability and Professional Conduct

- Understanding Ethics
- What is Integrity?
- Core Ethical Values
- Professional Conduct
- Public Trust



Module Learning Objectives

At the end of this module, participants should be able to:

- ✓ Explain ethics and integrity in public service.
- ✓ Apply ethical principles in complaint handling.
- ✓ Identify conflicts of interest.
- ✓ Promote accountability and transparency.
- ✓ Prevent corruption in complaint management.
- ✓ Build public trust through professional conduct.



Understanding Ethics

Ethics refers to the moral principles and standards that guide the behaviour and decisions of public officers. Ethics requires officers to:

- ✓ Do what is right.
- ✓ Treat everyone fairly.
- ✓ Avoid abuse of office.
- ✓ Serve the public with honesty.



What is Integrity?

Integrity means: Integrity is the foundation of effective complaint handling.

- ✓ Doing the right thing even when no one is watching.
- ✓ Being honest.
- ✓ Being truthful.
- ✓ Being impartial.
- ✓ Keeping promises.
- ✓ Following due process.



Core Ethical Values

Every PCC Officer should demonstrate:

- ✓ Honesty
- ✓ Fairness
- ✓ Respect
- ✓ Accountability
- ✓ Professionalism
- ✓ Transparency
- ✓ Confidentiality
- ✓ Neutrality
- ✓ Courage
- ✓ Responsibility



Professional Conduct

A professional officer:

- ✓ Dresses appropriately.
- ✓ Respects complainants.
- ✓ Uses official procedures.
- ✓ Maintains confidentiality.
- ✓ Acts without favouritism.
- ✓ Protects public interest.



Public Trust

Public confidence increases when officers:

- ✓ Are transparent.
- ✓ Keep promises.
- ✓ Meet timelines.
- ✓ Explain decisions.
- ✓ Avoid discrimination.
- ✓ Treat everyone equally.



Accountability

Accountability means being answerable for:

- ✓ Decisions
- ✓ Actions
- ✓ Investigations
- ✓ Reports
- ✓ Recommendations
- ✓ Use of official resources



Transparency

Transparency involves:

- ✓ Open communication
- ✓ Proper documentation
- ✓ Clear procedures
- ✓ Accurate reporting
- ✓ Timely updates
- ✓ Fair decisions



Confidentiality

Officers must protect: Confidentiality builds confidence in the Commission.

- ✓ Personal information
- ✓ Witness identities
- ✓ Investigation records
- ✓ Internal reports
- ✓ Sensitive documents



Conflict of Interest

A conflict of interest occurs when an officer's personal interest interferes with official responsibilities. Examples include: Investigators should declare conflicts of interest and avoid compromising impartiality.

- ✓ Investigating a relative
- ✓ Investigating a close friend
- ✓ Financial interest in a case
- ✓ Political influence



Corruption Risks

Common risks include:

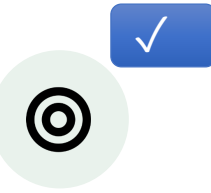
- ✓ Bribery
- ✓ Gift acceptance
- ✓ Manipulating evidence
- ✓ Favouritism
- ✓ Extortion
- ✓ Information leakage



Preventing Corruption

Officers should:

- ✓ Reject gifts
- ✓ Declare conflicts
- ✓ Follow procedures
- ✓ Document decisions
- ✓ Maintain transparency
- ✓ Report unethical conduct



Integrity in Investigations

Integrity requires investigators to: These principles reflect the investigation standards in the reference presentation.

- ✓ Be objective.
- ✓ Base conclusions on evidence.
- ✓ Avoid political interference.
- ✓ Maintain confidentiality.
- ✓ Respect due process.



Ethical Decision-Making Model

Ask yourself:

- ✓ Is it legal?
- ✓ Is it fair?
- ✓ Is it ethical?
- ✓ Is it transparent?
- ✓ Can I defend this decision publicly?
- ✓ Does it protect public interest?



Whistleblower Protection

The Commission should encourage: Whistleblower protection supports integrity and accountability.

- ✓ Reporting misconduct
- ✓ Confidential reporting channels
- ✓ Protection from retaliation
- ✓ Fair investigation
- ✓ Prompt action



PRACTICAL SESSION



Ethical Dilemmas

Scenario 1:

A senior government official calls and asks you to close a complaint against his ministry.

What would you do?

Discuss in groups.



PRACTICAL SESSION

Scenario Two

A complainant offers you an expensive gift after you successfully resolve his complaint.

Questions:

- Should you accept it?
- Why?
- What policy applies?
- What should you do?



Group Exercise

Each group analyses one ethical dilemma involving:

Groups should identify:

- Bribery
- Political interference
- Confidential information leakage
- Nepotism
- Conflict of interest
- Ethical issues
- Risks
- Appropriate actions
- Preventive measures



Role Play

Integrity Under Pressure

Characters:

Objective:

Demonstrate ethical decision-making under pressure.

- Investigator
- Director
- Complainant
- Politician
- Observer



Leadership and Ethical Culture

Leaders should: Strong leadership is essential for building a culture of integrity.

- ✓ Lead by example
- ✓ Reward integrity
- ✓ Promote accountability
- ✓ Encourage reporting
- ✓ Protect honest officers
- ✓ Enforce ethical standards



Knowledge Check



Module Five Summary

Participants should now be able to:

- ✓ Demonstrate ethical leadership.
- ✓ Apply integrity in investigations.
- ✓ Manage conflicts of interest.
- ✓ Promote accountability.
- ✓ Build public trust.
- ✓ Handle ethical dilemmas professionally.

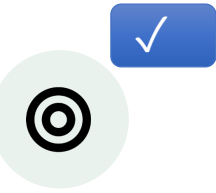


DAY 3

MODULE 6

Digital Case Management, Performance Monitoring, Quality Assurance and Action Planning

- What is Case Management?
- Case Management Cycle
- Characteristics of Effective Case Management
- Benefits of Effective Case Management
- Digital Transformation in Complaint Management



Module Learning Objectives

At the end of this module, participants should be able to:

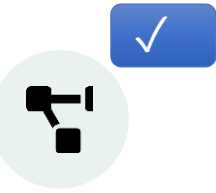
- ✓ Apply effective case management principles.
- ✓ Use technology to improve complaint handling.
- ✓ Monitor and evaluate complaint performance.
- ✓ Measure service delivery outcomes.
- ✓ Develop personal and institutional action plans.
- ✓ Commit to continuous improvement.



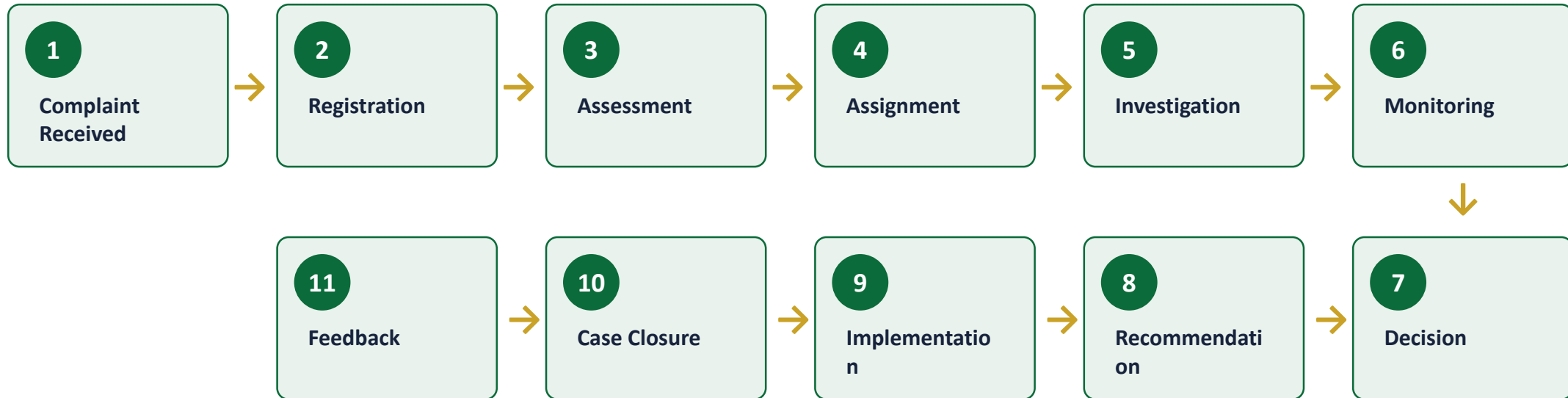
What is Case Management?

Case Management is the systematic coordination of all activities involved in handling a complaint from receipt to final closure. It ensures that every complaint is:

- ✓ Properly documented
- ✓ Investigated promptly
- ✓ Monitored regularly
- ✓ Resolved fairly
- ✓ Closed appropriately



Case Management Cycle





Characteristics of Effective Case Management

Effective case management is:

- ✓ Timely
- ✓ Accurate
- ✓ Transparent
- ✓ Client-focused
- ✓ Organized
- ✓ Evidence-based
- ✓ Accountable
- ✓ Confidential



Benefits of Effective Case Management

- ✓ Faster complaint resolution
- ✓ Easier performance monitoring
- ✓ Better record keeping
- ✓ Better decision-making
- ✓ Increased public confidence
- ✓ Improved institutional reputation
- ✓ Improved accountability



Digital Transformation in Complaint Management

Technology can improve:

- ✓ Complaint registration
- ✓ Case monitoring
- ✓ Electronic case files
- ✓ Communication with complainants
- ✓ Document management
- ✓ Data analysis
- ✓ Complaint tracking
- ✓ Reporting



Digital Tools for PCC

Examples include:

- ✓ Electronic Complaint Register
- ✓ Case Tracking System
- ✓ Email Management
- ✓ Document Management System
- ✓ Video Conferencing
- ✓ Online Complaint Portal
- ✓ SMS Notification System
- ✓ Performance Dashboard



Key Performance Indicators (KPIs)

Measure:

- ✓ Number of complaints received
- ✓ Number resolved
- ✓ Average investigation period
- ✓ Response time
- ✓ Customer satisfaction
- ✓ Outstanding cases
- ✓ Compliance with recommendations
- ✓ Repeat complaints



Monitoring Case Progress

Managers should regularly review:

- ✓ Pending cases
- ✓ Delayed investigations
- ✓ Officer workload
- ✓ Investigation quality
- ✓ Compliance with timelines
- ✓ Case outcomes



Quality Assurance

Quality assurance ensures that:

- ✓ Procedures are followed
- ✓ Investigations meet standards
- ✓ Reports are accurate
- ✓ Recommendations are evidence-based
- ✓ Decisions are consistent
- ✓ Public confidence is maintained



Common Challenges

- ✓ Heavy workload
- ✓ Inadequate resources
- ✓ Delayed responses from organizations
- ✓ Poor documentation
- ✓ Limited technology
- ✓ Poor follow-up
- ✓ Incomplete investigations
- ✓ Resistance from respondents



Strategies for Improvement

The Commission should:

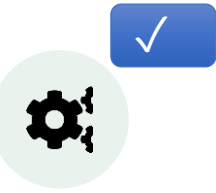
- ✓ Strengthen staff capacity
- ✓ Enhance stakeholder collaboration
- ✓ Introduce digital systems
- ✓ Conduct regular training
- ✓ Improve supervision
- ✓ Monitor performance continuously
- ✓ Standardize procedures



Building a High-Performance PCC

Success requires:

- ✓ Strong leadership
- ✓ Professionalism
- ✓ Integrity
- ✓ Teamwork
- ✓ Accountability
- ✓ Innovation
- ✓ Continuous learning
- ✓ Excellent customer service



Personal Action Plan

Each participant should identify:

- ✓ Three lessons learned
- ✓ Three practices to improve
- ✓ Three actions to implement within 30 days
- ✓ Resources required
- ✓ Expected results



Institutional Action Plan

Each State Office should develop an action plan covering:

- ✓ Complaint handling improvements
- ✓ Staff development
- ✓ Digital record management
- ✓ Public awareness
- ✓ Stakeholder engagement
- ✓ Monitoring and evaluation



Group Exercise

Designing an Improved Complaint Management System

Each group should develop a model for:

Present the model using a flip chart or PowerPoint.

- Complaint intake
- Case assignment
- Investigation
- Monitoring
- Reporting
- Feedback
- Closure



PRACTICAL SESSION

Capstone Simulation Exercise

End-to-End Case Management

Scenario

A group of retired civil servants submits a petition alleging:

Each team will:

- Delayed pension payments
- Lack of communication
- Administrative negligence



Team Presentations

Each team will present:

Facilitators will provide constructive feedback based on:

- Facts of the case
- Investigation process
- Evidence gathered
- Findings
- Recommendations
- Lessons learned
- Professionalism
- Accuracy
- Teamwork
- Communication
- Compliance with procedures



PRACTICAL SESSION

Post-Training Assessment

Participants will complete a post-test covering:

- PCC mandate
- Complaint handling
- Investigation techniques
- ADR
- Ethics and integrity
- Case management
- Professional communication



Training Evaluation

Participants will evaluate:

Suggestions for future improvements should also be documented.

- Course content
- Facilitator effectiveness
- Training materials
- Learning environment
- Practical exercises
- Relevance to job responsibilities



Commitment to Excellence

Participant Pledge

“I commit to serving every complainant with professionalism, integrity, fairness, impartiality, confidentiality, accountability, and respect. I will uphold the mandate of the Public Complaints Commission and contribute to promoting administrative justice and public confidence in Nigeria.”



Key Takeaways

At the end of this training, participants should be able to:

- ✓ Handle complaints professionally.
- ✓ Conduct fair and impartial investigations.
- ✓ Apply ethical principles in decision-making.
- ✓ Communicate effectively with stakeholders.
- ✓ Manage cases efficiently from intake to closure.
- ✓ Strengthen public confidence in the Public Complaints Commission.



Closing Remarks

“Justice delayed is justice denied, but justice delivered with integrity restores public confidence.”

Thank you for your active participation and commitment to improving complaint handling and effective case management in the North East Geopolitical Zone.

Safe travels and best wishes in implementing the knowledge and skills acquired during this training.