
**Quality management — Customer
satisfaction — Guidelines for dispute
resolution external to organizations**

*Management de la qualité — Satisfaction du client — Lignes directrices
relatives à la résolution externe de conflits aux organismes*



PDF disclaimer

This PDF file may contain embedded typefaces. In accordance with Adobe's licensing policy, this file may be printed or viewed but shall not be edited unless the typefaces which are embedded are licensed to and installed on the computer performing the editing. In downloading this file, parties accept therein the responsibility of not infringing Adobe's licensing policy. The ISO Central Secretariat accepts no liability in this area.

Adobe is a trademark of Adobe Systems Incorporated.

Details of the software products used to create this PDF file can be found in the General Info relative to the file; the PDF-creation parameters were optimized for printing. Every care has been taken to ensure that the file is suitable for use by ISO member bodies. In the unlikely event that a problem relating to it is found, please inform the Central Secretariat at the address given below.

This document is a preview generated by EVS



COPYRIGHT PROTECTED DOCUMENT

© ISO 2007

All rights reserved. Unless otherwise specified, no part of this publication may be reproduced or utilized in any form or by any means, electronic or mechanical, including photocopying and microfilm, without permission in writing from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office
Case postale 56 • CH-1211 Geneva 20
Tel. + 41 22 749 01 11
Fax + 41 22 749 09 47
E-mail copyright@iso.org
Web www.iso.org

Published in Switzerland

Contents

Page

Foreword.....	v
Introduction	vi
0.1 General.....	vi
0.2 Relationship with ISO 9001 and ISO 9004	vii
0.3 Relationship with ISO 10001 and ISO 10002	vii
0.4 Statements regarding conformity	vii
1 Scope	1
2 Normative references	2
3 Terms and definitions	2
4 Guiding principles	3
4.1 General.....	3
4.2 Consent to participate	4
4.3 Accessibility	4
4.4 Suitability	4
4.5 Fairness	4
4.6 Competence	4
4.7 Timeliness	4
4.8 Confidentiality	4
4.9 Transparency	5
4.10 Legality	5
4.11 Capacity	5
4.12 Continual improvement.....	5
5 Dispute-resolution framework.....	5
5.1 Commitment	5
5.2 Dispute-resolution policy.....	5
5.3 Top management responsibilities.....	6
6 Planning, design and development	6
6.1 General.....	6
6.2 Objectives	7
6.3 Activities	7
6.4 Resources.....	8
7 Operations	8
7.1 General.....	8
7.2 Complaint referral.....	8
7.3 Receipt of dispute notice	8
7.4 Formulation of the organization's response.....	9
7.5 Resolution of dispute	9
7.6 Implementation of resolution	11
7.7 Closing the file	11
8 Maintenance and improvement.....	11
8.1 Monitoring	11
8.2 Analysis and evaluation	11
8.3 Management review.....	12
8.4 Continual improvement.....	12
Annex A (informative) Guidance on dispute-resolution methods.....	14
Annex B (informative) Inter-relationship of ISO 10001, ISO 10002 and ISO 10003.....	16

Annex C (normative) Guidance on consent to participate	17
Annex D (normative) Guidance on accessibility	19
Annex E (normative) Guidance on suitability	21
Annex F (normative) Guidance on fairness	23
Annex G (normative) Guidance on competence	25
Annex H (normative) Guidance on timeliness	26
Annex I (normative) Guidance on transparency	27
Annex J (informative) Guidance on selecting providers	29
Annex K (informative) Guidance on dispute-resolution policy	30
Annex L (informative) Guidance on elements of design for dispute resolution	31
Annex M (informative) Dispute resolution flowchart	32
Bibliography	34

This document is a preview generated by EVS

Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

International Standards are drafted in accordance with the rules given in the ISO/IEC Directives, Part 2.

The main task of technical committees is to prepare International Standards. Draft International Standards adopted by the technical committees are circulated to the member bodies for voting. Publication as an International Standard requires approval by at least 75 % of the member bodies casting a vote.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights.

ISO 10003 was prepared by Technical Committee ISO/TC 176, *Quality management and quality assurance*, Subcommittee SC 3, *Supporting technologies*.

Introduction

0.1 General

This International Standard provides guidance for organizations to plan, design, develop, operate, maintain and improve effective and efficient external dispute resolution for product-related complaints. Dispute resolution gives an avenue of redress when organizations do not remedy a complaint internally. Most complaints can be resolved successfully within the organization, without the need for further time-consuming and more adversarial procedures.

NOTE 1 Organizations are encouraged to develop an effective and efficient internal complaints-handling process consistent with ISO 10002.

There are different methods for resolving disputes and different terms used to describe them. These methods are facilitative, advisory or determinative (see Annex A). Each method can be used by itself or the methods can be used in sequence.

This International Standard can be used to

- a) design a dispute-resolution process and decide when to offer dispute resolution to complainants, and
- b) select a dispute-resolution provider (hereinafter referred to as “provider”; see 3.9) that is able to meet an organization’s specific needs and expectations.

NOTE 2 Providers from the public and private sectors can take various forms around the world, including industry-sector specific associations, ombudsmen and multi-sector associations.

While this International Standard is directed towards organizations, providers can also benefit from knowing what guidance is being given to organizations. Providers can also use the guidance in their dispute-resolution process.

Organizations are encouraged to plan, design, develop, operate, maintain and improve a dispute-resolution process in conjunction with a customer satisfaction code of conduct and internal complaints-handling process, and to integrate them with the organization’s quality or other management systems.

This International Standard can assist individuals and organizations in evaluating the effectiveness, efficiency and fairness of an organization’s dispute-resolution process. Implementation of this International Standard can:

- provide flexible dispute resolution that, in comparison with court-based processes, can be less expensive, easier and quicker, especially in disputes across borders;
- help to enhance customer satisfaction and loyalty;
- provide a benchmark against which individuals and organizations can evaluate claims by organizations and providers that they operate in an effective, efficient and fair manner;
- help to inform potential users of dispute resolution about the conditions of access, cost and the legal consequences;
- enhance the ability of an organization to identify and eliminate causes of disputes;
- improve the way complaints and disputes are handled in the organization;
- provide additional information that can contribute to improvement of the organization’s processes and products;
- improve the organization’s reputation or avoid damage to it;

- improve domestic and international competitiveness;
- provide confidence of fair and consistent treatment of disputes throughout the global marketplace.

Note that external dispute resolution can be the subject of statutory and regulatory requirements.

NOTE 3 Terminology used in connection with dispute resolution is not always the same throughout the world. Annex A provides a glossary of some of the equivalent terms.

0.2 Relationship with ISO 9001 and ISO 9004

This International Standard is compatible with ISO 9001 and ISO 9004 and supports the objectives of these two standards through the effective and efficient application of a dispute-resolution process. This International Standard can also be used independently of ISO 9001 and ISO 9004.

ISO 9001 specifies requirements for a quality management system that can be used for internal application by organizations, or for certification, or for contractual purposes. The dispute-resolution process described in this International Standard (ISO 10003) can be used as an element of a quality management system. This International Standard is not intended for certification or for contractual purposes.

ISO 9004 provides guidance on continual improvement of performance regarding quality management systems. The use of this International Standard (ISO 10003) can further enhance performance in resolving disputes with complainants and increase the satisfaction of customers, complainants and other interested parties. It can also facilitate the continual improvement of the quality of processes and products based on feedback from customers, complainants and other interested parties.

NOTE Apart from customers and complainants, other interested parties can include suppliers, industry associations and their members, consumer organizations, relevant government agencies, personnel, owners and others who are affected by the dispute-resolution process.

0.3 Relationship with ISO 10001 and ISO 10002

This International Standard is compatible with ISO 10001 and ISO 10002. These three standards can be used either independently or in conjunction with each other. When used together, ISO 10001, ISO 10002 and this International Standard can be part of a broader and integrated framework for enhanced customer satisfaction through codes of conduct, complaints handling and dispute resolution (see Annex B).

ISO 10001 contains guidance on customer satisfaction codes of conduct for organizations. Such codes, in setting out what customers can expect from the organization and its products, can decrease the likelihood of problems arising and can eliminate causes of complaints and disputes. When complaints and disputes do arise, the existence of codes of conduct can assist the parties in understanding customer expectations and the organization's attempts to meet those expectations.

ISO 10002 contains guidance on the internal handling of product-related complaints. This International Standard (ISO 10003) can be used when complaints are not resolved internally.

0.4 Statements regarding conformity

This International Standard is designed to be used solely as a guidance document. Where all applicable guidance provided in this International Standard has been implemented, statements that a dispute-resolution process is based on that guidance can be made.

However, any statements claiming or implying conformity to this International Standard are inconsistent with this International Standard, and it is therefore inappropriate to make such statements.

NOTE Statements claiming or implying conformity to this International Standard are thus inappropriate in any promotional and communication material, such as press releases, advertisements, marketing brochures, videos, staff announcements, logos, slogans and catch lines for diverse media, ranging from print and broadcasting to Internet and multi-media applications, to product labels, signs and banners.

This document is a preview generated by EVS

Quality management — Customer satisfaction — Guidelines for dispute resolution external to organizations

1 Scope

This International Standard provides guidance for an organization to plan, design, develop, operate, maintain and improve an effective and efficient dispute-resolution process for complaints that have not been resolved by the organization. This International Standard is applicable to:

- complaints relating to the organization's products intended for, or required by, customers, the complaints-handling process or dispute-resolution process;

NOTE 1 Throughout this International Standard, the term "product" encompasses services, software, hardware and processed materials.

- resolution of disputes arising from domestic or cross-border business activities, including those arising from electronic commerce.

This International Standard is intended for use by organizations regardless of type, size and product provided, and deals with

- guidance on determining when and how organizations can participate in dispute resolution,
- guidance on the selection of providers and use of their services,
- top management involvement in, and commitment to, dispute resolution and deployment of adequate resources within the organization,
- the essentials for fair, suitable, transparent and accessible dispute resolution,
- guidance on management of an organization's participation in dispute resolution, and
- monitoring, evaluating and improving the dispute-resolution process.

NOTE 2 This International Standard is particularly aimed at dispute resolution between an organization and

- individuals purchasing or using products for personal or household purposes, or
- small businesses.

This International Standard is not intended for certification or for contractual purposes. It does not apply to the resolution of other types of disputes, such as employment disputes. It is not intended to change any rights or obligations provided by applicable statutory and regulatory requirements.

This International Standard does not apply to complaints handling within an organization.

2 Normative references

The following referenced documents are indispensable for the application of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 9000:2005, *Quality management systems — Fundamentals and vocabulary*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 9000:2005 and the following apply.

3.1

association

organization (3.8) consisting of member organizations or persons

3.2

complainant

person, **organization** (3.8), or their representative, making a **complaint** (3.3)

NOTE 1 In this International Standard, customers who refer their complaints to a provider in the first instance are also considered to be “complainants”.

NOTE 2 This definition clarifies the definition given in ISO 10002, in that a representative can represent a person or an organization.

3.3

complaint

expression of dissatisfaction made to an **organization** (3.8) related to its products, or the complaints-handling process itself, where a response or resolution is explicitly or implicitly expected

[ISO 10002:2004, 3.2]

NOTE Complaints can be made in relation to the **dispute** (3.6) resolution process.

3.4

customer

organization (3.8) or person that receives a product

EXAMPLE Consumer, client, end-user, retailer, beneficiary or purchaser.

NOTE 1 A customer can be internal or external to the organization.

NOTE 2 For the purposes of this International Standard, the term “customer” includes potential customers.

NOTE 3 Adapted from ISO 9000:2005, 3.3.5.

3.5

customer satisfaction

customer's (3.4) perception of the degree to which the customer's requirements have been fulfilled

NOTE 1 Customer **complaints** (3.3) are a common indicator of low customer satisfaction but their absence does not necessarily imply high customer satisfaction.

NOTE 2 Even when customer requirements have been agreed with the customer and fulfilled, this does not necessarily ensure high customer satisfaction.

[ISO 9000:2005, 3.1.4]