

APPROACH

1. Efficient Feedback Management System

- a. The School's Feedback Management System allows the receiving of feedback through multiple channels as part of its efforts to use feedback to drive improvements and organisational excellence.
- b. Channels can include official feedback forms, emails, letters, verbal communications and surveys.
- c. Feedback can come from any stakeholders (i.e. Staff, Students, General Public) and the classification of the different types of feedback includes compliments, complaints or suggestions.
- d. The School will need to acknowledge and address all feedback and to ensure that complaints are aligned to its [Dispute Resolution Policy and Procedure](#).
- e. Any follow up actions (if required) taken would need to be acknowledged by the person giving the feedback.
- f. Suggestions and compliments would form part of the Feedback Management System but will not be covered under the [Dispute Resolution Policy and Procedure](#).
- g. All feedback recorded, including follow up actions will need to be evaluated and analysed as part of continual improvement.

2. Dispute Resolution Policy and Procedures for Students

- a. For purpose of the School's [Dispute Resolution Policy and Procedure](#), it will cover any students' official complaints that the School receive from any channels and should be communicated to students and aligned with the Private Education Regulations.
- b. All feedbacks and complaints must be properly recorded and /or documented. Any correspondence (including actions taken) between the School and the complainant must be annexed as evidences. This is to ensure that any staffs handling the case are kept aware of the progress / outcomes.
- c. In the event of any appeals for retention, suspension, expulsion and awards, the School's [Dispute Resolution Policy and Procedure](#) shall follow.
- d. [Corporate and Student Services Department](#) is to respond to respective students [within 3 working days](#) of receipt of any complaints/feedbacks received. This is to ensure that students are kept informed of the status of their feedbacks/complaints and that the School is aware and in the process of handling it.
- e. All feedbacks / complaints must be resolved [within 21 working days](#). In the event that the deadline is not adhered to, respective students must be notified and the reasons with regards to the delay must be made known.

- f. In the event that the School and the student cannot come to an agreement or the student does not accept the final decision made by the School's **Management Team**, they will be referred to Singapore Mediation Centre (SMC) or Singapore Institute of Arbitrators (SIArb).

3. Using feedback to drive organisational excellence

- a. The **Management Team** will review all feedbacks and complaints received, including all actions taken on **an annual basis**. This is to be documented in a report format which should include both positive and negative experiences.
- b. It is also noted that feedbacks from surveys may be covered in the respective survey analysis reports. In the event that the School does not receive any official feedbacks / complaints from students, there will be no need for the preparation of any feedback and complaints analysis report.
- c. For identifiable and persistent areas of weaknesses and / or improvements made, **Management Team** is to evaluate the effectiveness through survey tools and / or other methods to establish that these areas have already improved.
- d. For identifiable and key areas of strengths, **Management Team** is to ensure that the policy, processes and / or any key systems are continually implemented to ensure the sustainability of positive student experiences.
- e. **Management Team** will also use this review as a platform for reviewing the effectiveness of the **Feedback and Complaints Management System**. The **Management Team** is to use the points discussed within the review and evaluate how the system can be improved.

4. Reviewing the Feedback Management System

- a. The **Feedback Management System** would be reviewed on an **annual basis** using the platforms of Internal Reviews (carried out by **Process Owners**) and Internal Assessments (carried out by **Designated Independent Internal Process Auditor**).
- b. Effectiveness of the **Feedback Management System** are measured through indicators in **Student / Staff Satisfaction Surveys** and the % of complaints received over the years.

PROCESS

Write-up: Process Steps & Details	Documentation / (Responsibility)
<p>1. Efficient Feedback Management System</p> <p>1.1 The School adopts an integrated approach to managing various feedbacks provided by any stakeholders (i.e. staff, students and general Public). There are many platforms, channels and avenues whereby stakeholders can voice their issues and / or provide constructive feedback to the school.</p> <p>1.2 The following are some of the channels that the School can receive Feedback (whenever available).</p> <p>Internal Channels (Staff)</p> <ul style="list-style-type: none"> • Monthly Department Meeting (30:30 Meeting Report) • Town Hall Meeting • Personal and / or group conversations • Staff Surveys <p>External Channels (Students and Public)</p> <ul style="list-style-type: none"> • Emails • Principal Dialogue Sessions • Student Surveys <p>1.3 The official feedback channel would be via the Feedback Form and the following steps would cover any such feedback received.</p> <p>1.4 Any person can fill up the form, both on paper (i.e. printed hardcopy feedback forms) or online (i.e. digital version) with links provided and submit it to the School.</p> <p>1.5 Both internal Feedback from staff and / or students and external Feedback from Public and / or students would be handled and recorded by the Corporate and Student Services Department.</p> <p>1.6 For any official Feedback to be processed, the Feedback Form would need to be submitted. Any other feedback from other channels would be considered as suggestions and / or compliments.</p> <p>1.7 Upon submission of the Feedback Form, respective Departments (i.e. Corporate Services for Internal Feedback and Student Services for External Feedback) are to acknowledge the receipt of the Feedback within 3 working days.</p> <p>1.8 Head, Corporate and Student Services will then review the feedback and discuss it with relevant parties (internally) on the feedback itself. A formal investigation will be carried out if necessary.</p>	<p>Monthly Department Meeting Minutes (Respective Minutes Taker)</p> <p>Town Hall Meeting Minutes (Head, Corporate and Student Services)</p> <p>Principal Dialogue Sessions (Head, Corporate and Student Services/Principal)</p> <p>Feedback Form (Corporate and Student Services Department)</p>

<p>1.9 Relevant parties will then propose a solution and / or action to be carried out for the feedback received (if any) and the Student Services Department will need to explain this to the person giving the feedback.</p> <p>1.10 If there are actions to be taken, it should be documented in the Feedback Form and actions taken would need to be acknowledged by the person giving the feedback.</p> <p>1.11 For official complaints received, it would need to adhere to the Dispute Resolution Policy and Procedure as found in Section 2 of this Manual.</p> <p>1.12 All Feedback received would need to be recorded in the Feedback Log for consolidation, analysis and review purposes.</p>	
<p>2. Dispute resolution policy and procedures for Students</p> <p>2.1 The School communicates the Dispute resolution procedures to its students through the following channels:</p> <ul style="list-style-type: none"> • The School's Official Website • Student Handbook • Student Orientation Programme • Pre-course Counselling <p>2.2 Students who wish to provide any official complaints to the School should adhere to the following procedure:</p> <ul style="list-style-type: none"> • Students are to approach the Student Services Department to request for a Feedback Form. Students can fill up the printed hardcopy Feedback Form or the online Feedback Form via a link and submit to the School. • The Student Services Department is to acknowledge the negative feedback /complaint received. This should be done within 3 working days. • Head, Corporate and Student Services will review the negative feedback / complaint and discuss it with relevant parties on issue raised. A formal investigation will be carried out if necessary. • Relevant parties will then propose a solution for the issue raised and the Student Services Department will explain it clearly to the student. This should be done within 14 working days upon receipt of the Complaint. • The student should acknowledge the outcome within 7 working days, whether he / she accepts or is satisfied with the proposed solution. • If the student is not satisfied with the proposed solution, he / she can escalate the matter up to the CEO (for non-academic issues) or the Principal (for academic issues). The respective person will investigate the case and take necessary actions to resolve it. • If the student is still not satisfied with the outcome / decision, he / she will be referred to the Singapore Mediation Centre (SMC) or Singapore Institute of Arbitrators (SIArb). • The entire process should not take more than 21 working days unless otherwise specified. If the entire process takes more than 21 days to resolve, students need to be informed of the reason as to 	<p>Official Website (Head, Business Development)</p> <p>Student Handbook (Student Services Department)</p> <p>Orientation Checklist (Student Services Department)</p> <p>Pre-course Counselling Form (Student Services Department)</p> <p>Feedback Form (Student Services Department)</p>

<p>why it is so and justification needs to be provided by the School. Justifications need to be recorded on the Feedback Form under the Remarks section.</p> <ul style="list-style-type: none"> • For suggestions and compliments, they can be generic and / or positive. This would not be covered under the Dispute Resolution Policy and Procedure. 	
<p>3. Using feedback to drive organizational excellence</p> <p>3.1 The School aims to review all such feedbacks minimally on an annual basis. A Feedback and Complaints Analysis Report will be prepared by the Head, Corporate and Student Services and a copy of the report will be forwarded to Management Team for their review.</p> <p>3.2 Purpose of this exercise is to review any feedbacks and complaints received in the respective areas and provide recommendations to the Management Team on how to improve the School's Policies and Processes.</p> <p>3.3 The Feedback and Complaints Analysis Report would need to include improvements made over the years (or period) in showing that how feedback is used to identify what drives positive experiences.</p> <p>3.4 Feedback should be categorized in major components of Student Services, Academic and Others.</p> <p>3.5 This summary will be summarizing all actions collated and to show how the school uses improvements made in driving the positive experiences to enhance student satisfaction as a whole.</p>	<p>Feedback and Complaints Analysis Report (Head, Corporate and Student Services)</p>
<p>4. Reviewing the feedback management system</p> <p>4.1 The Feedback Management System would be reviewed through the following platforms: -</p> <ul style="list-style-type: none"> • Internal review by respective Process Owners using the Internal Review Form • Internal assessment by Designated Independent Internal Process Auditor using the Internal Process Review, Audit and Assessment ("IPRAA") Report <p>4.2 The Feedback Management System would be evaluated for effectiveness through the indicators in students/staff surveys and % of complaints received over the years.</p>	<p>Internal Review Form / IPRAA Report (Process Owners / Designated Independent Internal Process Auditor)</p>