
Feedback, Complaints and Dispute Resolution

APPROACH

1. Ensure an Effective Feedback Management System

- 1.1 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.
- 1.2 Channels can include official feedback forms, emails, letters, verbal communications, and surveys.
- 1.3 Feedback can come from any stakeholders (i.e., Staff, Students, General Public) and can have the classification of different types of feedback which includes feedback, compliments and complaints.
- 1.4 The School will need to acknowledge and address all feedback and to ensure that complaints are aligned to its dispute resolution policy and procedures.
- 1.5 Finance and Admin Manager or Programme Management Executive is to respond to respective stakeholders within 3 working days of receipt of any official complaints received. This is to ensure that stakeholders are aware that the School is aware of the complaint received and is in the process of handling it.
- 1.6 Any follow up actions (if required) taken would need to be acknowledged by the person giving the feedback.
- 1.7 All complaints must be resolved within 21 working days. In the event that the deadline is not adhered to, respective stakeholders must be notified and the reasons with regards to the delay must be made known.
- 1.8 All feedback are to be recorded, including follow up actions will need to be evaluated and analysed as part of continual improvement.

2. Ensure that the Dispute Resolution Policy and Procedures are Aligned with the Private Education Regulations and Communicated to Students

- 2.1 If the feedback or complaint remains unresolved or the aggrieved is dissatisfied with the outcome of the process, the case will be referred to a third-party organization for mediation.
 - a. For clear-cut fee refund issues of less than SGD\$10,000, the case can be lodged with the Small Claim Tribunal (SCT)
 - b. For other issues, the case can be referred to SSG's appointed Dispute Resolution Scheme.
 - c. For stage 1 (mediation), the case can be referred to the Singapore Mediation Centre (SMC). If there is no settlement reached through mediation, the case can be referred to

the Singapore Institute of Arbitration (SIArb). Once a settlement is reached the School will take all necessary actions in accordance with the mediation/arbitration instructions.

3. Effective Use Feedback to Identify What Drives Positive Experiences

- 3.1 The Management Team will review all feedback received, including all actions taken on an annual basis and will include both positive and negative experiences.
- 3.2 It is noted that feedback from any Satisfaction Surveys is covered in the respective Survey Analysis Reports.
- 3.3 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.

PROCESS

1. Ensure an Effective Feedback Management System

- 1.1 The School has a close-loop Feedback Management System to gather and address all feedback / complaints received (either from the public, staff or students).
- 1.2 The School Feedback Management System encompasses:
 - a. The School receives the feedback from various channels of communications, such as feedback forms, websites, emails, telephone calls, letters, meetings, and orientations, etc.
 - b. Internal feedback from staff would be handled and recorded by the Finance and Admin Manager and external feedback from public and/or students would be handled and recorded by the Programme Management Executive.
 - c. Upon submission of the Feedback Form, respective Departments are to acknowledge the receipt with the person providing the Feedback within 3 working days.
 - d. Respective Departments will then review the feedback and discuss it with relevant parties (internally) on the feedback itself. A formal investigation will be carried out and when necessary.
 - e. Relevant parties will then propose a solution and/or action to be carried out for the feedback received (if any) relevant departments will need to explain this to the person giving the feedback.
 - f. 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.
 - g. If the person is not satisfied with the proposed solution / outcome, he/she can escalate the matter to the Director. The Director will review and provide a response.
 - h. If the person is still not satisfied with the outcome / decision, it will be escalated into the dispute resolution procedure.

- i. The person should be notified by the relevant department of the decision and full response of the outcome of the complaint within 21 working days.
- j. All Feedback received would need to be recorded in the Feedback Management System for consolidation, analysis, and review purposes.

2. Ensure that the Dispute Resolution Policy and Procedures are Aligned with the Private Education Regulations and Communicated to Students

2.1 The School communicates the Dispute Resolution Policy and Procedures to its students through the following channels:

- a. The School's Official Website
- b. Student Handbook

2.2 The School will refer the complainant to SSG to start the Mediation-Arbitration Scheme once it has been escalated into a dispute case.

2.3 The dispute procedure generally has 2 stages:

a. Stage 1: Mediation:

- Singapore Mediation Centre (SMC) is the appointed provider for mediation services.
- After the feedback / complaint channel has been exhausted with the School the complaint filed with SSG, SSG will refer your case to the SMC for mediation.
- SMC, together with the School and complainant, will select a mediation date and time, before appointing a mediator. If mediation is successful, a settlement agreement will be drawn up by SMC and endorsed by the respective parties.
- If mediation is unsuccessful, the complainant may opt to progress to Stage 2, which is arbitration, for a resolution.

b. Stage 2: Arbitration:

- Singapore Institute of Arbitrators (SIArb) is the appointed provider for arbitration services.
- The complainant will be required to submit specified forms to SIArb, before SIArb appoints an arbitrator.
- The School will submit a defence and counterclaim (if any) to SIArb.
- The complainant will then submit a reply and defence to counterclaim (if any) to SIArb.
- The arbitration will be conducted via document submissions only. A hearing will be conducted only if a party specifically requests for a hearing and the appointed arbitrator determines that a physical hearing is necessary. For a documents-only arbitration, the arbitrator will publish a written award within 60 days from the commencement of the arbitration. If a hearing is held, the written award will be published within 90 days from the commencement of the arbitration.

3. Effectively Use Feedback to Identify What Drives Positive Experiences

- 3.1 The School aims to review all such feedback on an annual basis. The Feedback Management System will consolidate all feedback, and this is to be compiled by the Finance and Admin Manager.
- 3.2 Feedback should be categorized in major components of Feedback, Compliments and Complaints.
- 3.3 Purpose of this exercise is to review any feedback, including complaints received, and provide recommendations to management on how to improve the School's Policies and Processes.
- 3.4 Evaluation of effectiveness of the improvement plans are also done in the Feedback Management System.
- 3.5 The Feedback Management System would need to include an overall analysis of all feedback, and the resulting follow up actions.
- 3.6 This 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.
- 3.7 Review of the Feedback Management System would be conducted together with the School's Management Review Process. Reference should be made to POM 6.2.1 Management Review.