
Feedback, Complaints and Dispute Resolution

POLICY MANUAL

1. 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 Feedback can be from both Formal and In-Formal Channels.
- 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 compliments, complaints, or suggestions.
- 1.4 The School will need to acknowledge and address all feedback that is given via formal channels.
- 1.5 In encouraging more feedback to be given, feedback given via informal channels need not have formal acknowledgement and follow up. The School is encouraged to document them in the Feedback Management System.
- 1.6 Any follow up actions (if required) taken would need to be acknowledged by the person giving the feedback.

2. Dispute Resolution Policy

- 2.1 The School's Dispute Resolution Policy and Procedures will cover all students' official complaints that it receives from any formal channels. These will be communicated to students and aligned with the Private Education Regulations.
- 2.2 All official complaints must be properly recorded and/or documented. Any correspondence (including actions taken) between the School and the complainant must be annexed as evidence. This is to ensure that any staffs handling the case are kept aware of the progress / outcomes.
- 2.3 Academic Department is to respond to respective students within 3 working days of receipt of any official complaints received. This is to ensure that students are aware that the School is aware of the Complaint received and is in the process of handling it.
- 2.4 All 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.
- 2.5 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 Management Team, they will be referred to Singapore Mediation Centre (SMC) or Singapore Institute of Arbitrators (SI Arb) for mediation.

3. Effective Use of Feedback

- 3.1 Management Team will review all feedbacks 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.
- 3.2 It is noted that feedbacks from any Satisfaction Surveys are covered in the respective Survey Analysis Reports.
- 3.3 In the event that the School does not receive any feedback from Formal Channels, there will be no need for the preparation of any feedback / complaint analysis report.
- 3.4 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.

OPERATION MANUAL

1. Feedback Management System

- 1.1 The School adopts an integrated approach, using both formal and informal channels 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.
- 1.2 The following are some of the channels that the School can receive Feedback.
 - **Informal**
 - i. Internal Channels (Staff)
 - Department meetings
 - Town Hall Meetings
 - Performance Appraisals
 - Emails
 - Personal and/or group conversations
 - Satisfaction Surveys
 - ii. External Channels (Students and Public)
 - Student Orientation
 - Pre-course counselling
 - Emails
 - Personal and/or group conversations
 - Surveys
 - **Formal**
 - i. The official feedback channel would be via the Feedback Form.

- ii. Any stakeholder can fill up the form and submit it to the School via email or hardcopy.
- iii. Internal Feedback from staff would be handled and recorded by the Corporate Service Department and external Feedback from public and/or students would be handled and recorded by the Academic Department.
- iv. 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 informal feedback.
- v. Upon submission of the Feedback Form, respective Departments (i.e., Corporate Services Department for Internal Feedback and Academic Department for External Feedback) are to acknowledge the receipt with the person providing the Feedback within 3 working days.
- vi. 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.
- vii. 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.
- viii. 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.
- ix. For official complaints (external) received, it would need to adhere to the Dispute Resolution Policy and Procedure.
- x. All Feedback received would need to be recorded in the Feedback Management System for consolidation, analysis, and review purposes.

2. Dispute Resolution Process

- 2.1 The School communicates the Dispute Resolution Policy and Procedures to its students through the following channels:
 - The School's Official Website
 - Student Handbook
- 2.2 Students who wish to provide any official complaints to the School should follow this procedure:
 - Students to approach the Academic Department to request for a Feedback Form.
 - Students can fill up the Feedback Form and submit the Hardcopy Form to the Academic Department or send it via email to the School.
 - The Academic Department is to acknowledge the feedback / complaint received. This should be done within 3 working days.
 - Academic Department will review the 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 Academic Department will explain it clearly to the student. This should be done within 7 working days upon receipt of the Complaint.

- Student should acknowledge the situation whether they are satisfied with the proposed solution. This should be done within 14 working days upon receipt of the Complaint.
 - If the student is not satisfied with the proposed solution, they can escalate the matter up to the CEO.
 - The decision of the CEO is final.
 - Final outcome made, including this entire process, should not take more than 21 working days unless otherwise specified.
 - If the student is still not satisfied with the outcome / decision, they will be referred to the Singapore Mediation Centre (SMC) or Singapore Institute of Arbitrators (SI Arb).
- 2.3 For suggestions and compliments, they can be generic and/or positive. This would not be covered under the Dispute Resolution Policy and Procedures.

3. Effective Use of Feedback

- 3.1 The School aims to review all such feedbacks on an annual basis. The Feedback Management System will consolidate all feedbacks, and this is to be compiled by the QA Department.
- 3.2 Feedback should be categorized in major components of Compliments, Suggestion, Complaints.
- 3.3 Purpose of this exercise is to review any feedbacks, 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 Management Review Manual.