APSR MANUAL

1. Revision History

Version Number	Description of Revision	Effective Date
00	Initial Release	01 September 2017
01	1. Changed manual template – conversion of Operation Manual and process into full flowchart system. 2. Removed the documents - Student Handbook and Feedback and Complaints Analysis Report.	01 August 2018
02	1. Removed "General Information" (above section 1) 2. Removed Date column from Document Signatory List 3. Added process review box 4. Added process "Administrative Department to review all feedbacks and complaints…"	01 October 2018
03	1. Combined the Policy and Operation Manuals for Criterion 2.6.1 2. Combined Manual on "External Feedback and Complaint Management System" and "Internal Feedback and Complaint Management System" for Criterion 2.6.1 3. Revamped manual format from flowchart to write up to provide more clarity in processes	07 September 2020
04	1. Amended Prepared By and Approved By Name and Title 2. Amended Point 4 on Review on Feedback Management for Continual Improvement 3. Revised the Systems and Review Table to include Targets	28 March 2022
05	1. Changed the parties to whom students can escalate matters, for non-academic issues and academic issues respectively, the COO and the Director of Studies to the institute's Management Team	01 December 2022

2. Document Signatory List

Responsibility	Name	Title	Signature
Prepared by	Marhaini A. Hamid	Director of Studies (DOS)	
Approved by	Marhaini A. Hamid	Chairman of PMER Committee	

APPROACH

1. **Efficient Feedback Management System**

   a. The School's Feedback Management System allows the receiving of feedback from students 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 procedures.

   e. The complainant must be kept informed of the status of the complaint / feedback and should be responded to in a timely manner.

   f. Any follow up actions (if required) taken would need to be acknowledged by the person giving the feedback.

   g. Suggestions and compliments would form part of the feedback management system but will not be covered under the Dispute Resolution Policy and Procedures.

   h. 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 procedures, 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 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 staff 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 Policy and Process shall follow.

   d. Administrative Manager will acknowledge all feedback received within 3 working days. For complaints, students will also receive updates within 3 working days. 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.

   e. 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.

f.   The Dispute Resolution Policy and Procedures are to be aligned with the Private Education Regulations.

g.   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) by the Administrative Manager.

3.   **Using Feedback to Drive Organisational Excellence**

a.   The 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.

b.   It is also noted that feedbacks from Surveys are 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 / complaint analysis report.

c.   For identifiable and persistent areas of weaknesses and/or improvements made, Management Team is to evaluate the effectiveness by the Administrative Manager 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.   **Review of Feedback Management for Continual Improvement**

a.   This policy and procedure will be reviewed on an annual basis for continual improvement by the QA Department through the Internal Process Review, Audit and Assessment ("IPRAA") and reviewed by the respective Process Owners through the Internal Review Report.

b.   Effectiveness of the Feedback Management System are measured by the Administrative Manager through indicators in student / staff satisfaction surveys and the % of complaints received over the years.

PROCESS

Write-up: Process Steps & Details	Documentation / (Responsibility)
1. Efficient Feedback Management System 1.1 The School adopts an integrated approach to managing various feedback provided by any stakeholders and external partners (i.e. staff, students and general public). There are several 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 Channels (Staff) • Department meetings • Town Hall Meetings • Performance Appraisals • Emails • Personal and/or group conversations • Surveys Channels (Students and Public) • Student Orientation • Pre-course counselling • Emails • Personal and/or group conversations • Surveys 1.3 The official feedback channel would be via the Feedback Form and the following steps would cover any such feedback received. 1.4 Any person can fill up the form and submit it to the School via email or hardcopy channels. 1.5 Internal Feedback from staff would be handled and recorded by the Administrative Department and external Feedback from public and/or	Departmental Meeting Minutes/Town Hall Meeting Minutes (Respective Minutes Taker) Emails (Administrative Manager) Feedback Form (Administrative Manager)

students would be handled and recorded by the Administrative Manager.

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.

1.7   Upon receipt of the Feedback Form, the Administrative Manager will acknowledge the receipt within 3 working days.

1.8   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.

1.9   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.

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.

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.

1.12   All Feedback received would need to be recorded in the Feedback Log for consolidation, analysis, and review purposes.

2. Dispute Resolution Policy and Procedures for Students 2.1 In the event of any appeals for retention, suspension, expulsion and awards, the School's Dispute Policy and Process shall follow. 2.2 The School communicates the Dispute resolution procedures to its Administrative Manager through the following channels: • The School's Official Website • Student Handbook • Student Orientation Programme • Pre-course Counselling 2.3 Students who wish to provide any official complaints to the School should adhere to the following procedure: • Students are to approach the Administrative Manager to request for a Feedback Form. The completed Feedback Form can be sent via email or	Student Handbook (Administrative Manager) Website (Marketing Coordinator) Student Orientation and Acknowledgement Checklist (Administrative Manager) Student Application Form (Administrative Manager)

via an online link to the school.	
• The Administrative Manager is to acknowledge the feedback / complaint received. This should be done within 3 working days.	
• Administrative Manager will review complaints and discuss them with relevant parties on issues raised. A formal investigation will be carried out if necessary.	
• Relevant parties will then propose a solution for the issue raised and the Administrative Manager will explain it clearly to the student. This should be done within 7 working days upon receipt of the complaint.	
• The student should acknowledge the proposed solution and decide whether he/she accepts or rejects the proposed solution within 14 working days.	
• If the student rejects the proposed solution, he/she can escalate the matter up to the Management Team for non-academic issues and for academic issues. The relevant parties will investigate the case and take the necessary actions to resolve it.	
• If the student is still not satisfied, he/she will be referred to the Singapore Mediation Centre (SMC) or Singapore Institute of Arbitrators (SIArb) by the Administrative Manager.	
• The entire process should not take more than 21 working days unless otherwise specified. Students need to be informed of the reason as to 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.	
• Suggestions and compliments are not covered under the Dispute Resolution Policy and Procedure.	
3. Using Feedback to Drive Organizational Excellence 3.1 The school aims to review all feedback on an annual basis. A feedback and complaints analysis report will be prepared by the QA Department and a copy of the Report will be forwarded to Management Team for their review. 3.2 Management Team will also use this review as a platform for reviewing the Feedback and Complaints Management System. Purpose of this exercise is to review any feedback and complaints received in the respective areas and	

	provide recommendations to management on how to improve the School's Policies and Processes.	The Feedback and Complaints Analysis Report (QA Department)
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.	
3.4	Feedback should be categorized in major components of Student Services, Academic and Others.	
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.	
4.	**Review of Feedback Management for Continual Improvement**	
4.1	This policy and procedure will be reviewed on an annual basis for continual improvement by the QA Department through the Internal Process Review, Audit and Assessment ("IPRAA") and reviewed by the respective Process Owners through the Internal Review Report.	Internal Review Form / IPRAA Report (QA Department)
4.2	The Feedback Management System would be evaluated for effectiveness Administrative Manager through the use of the different survey tools and overall % of complaints received.	

SYSTEMS & REVIEW

S/N	Outcome	Target
1	% of Negative Feedback / Complaints received (No. of Complaints / Student Population	<10%