



APSR MANUAL



Feedback Management

C2.4.1

1. Revision History

Version Number	Description of Revision	Effective Date
00	Initial Release	01 September 2017
01	<ol style="list-style-type: none"> 1. Changed manual template – conversion of Operation Manual and process into full flowchart system. 1. Removed the documents - Student Handbook and Feedback and Complaints Analysis Report. 	01 August 2018
02	<ol style="list-style-type: none"> 1. Removed “General Information” (above section 1) 2. Removed Date column from Document Signatory List 3. Added process review box 1. Added process “Administrative Department to review all feedbacks and complaints...” 	01 October 2018
03	<ol style="list-style-type: none"> 1. Combined the Policy and Operation Manuals for Criterion 2.6.1 2. Combined Manual on “External Feedback and Complaint Management System” 3. and “Internal Feedback and Complaint Management System” for Criterion 2.6.1 1. Revamped manual format from flowchart to write up to provide more clarity in processes 	07 September 2020
04	<ol style="list-style-type: none"> 1. Amended Prepared By and Approved By Name and Title 2. Amended Point 4 on Review on Feedback Management for Continual Improvement 1. Revised the Systems and Review Table to include Targets 	28 March 2022
05	<ol style="list-style-type: none"> 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
06	<ol style="list-style-type: none"> 1. Revamped Manual to align to Guidance Document 4 Requirements 2. Changed Criterion Number from 2.6.1 to 2.4.1 3. Amended review section for both approach and process sections 4. Amended systems and review section to refer to internal review report 5. Amended approach section to better clearly distinguish between the feedback and complains and dispute resolution which is aligned to the PE act. 6. Amended point 3 header to “effectively use feedback to identify what drives positive experiences” 7. Amended section 1 and 2 in the process section to better clearly distinguish between the feedback and complains and dispute resolution which is aligned to the PE act. 8. Amended point 3 header “effectively use feedback to identify what drives positive experiences” 9. Consolidated point 3c, d and e into 1 point. 	31 May 2023

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 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. As part of an effective feedback management system, the School will need to acknowledge, address and evaluate all feedback received.
- e. The school will acknowledge any feedback received within 3 working days.
- f. The complainant must be kept informed of the status of the complaint / feedback and should be responded to in a timely manner.
- g. Any follow up actions (if required) taken will be made known to the person giving the feedback and recorded.
- h. The school has a resolution time of 21 working days. In the event that the resolution time cannot be met, the complainant will be notified with reasons.
- i. Suggestions and compliments would form part of the feedback management system but will not be covered under the Dispute Resolution Policy and Procedures.
- j. All feedback 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

- a. The feedback and complaint policy along with the dispute resolution policy and procedure will be communicated to students via:
 - i. Website
 - ii. Student handbook

- b. Where the school and the complainant cannot come to an agreement or the complainant does not accept the final decision made by the school, the complaint will be escalated into a dispute and the complainant can choose to seek redress via
 - i. CPE Mediation-Arbitration Scheme; or
 - ii. Small Claims Tribunals (SCT), for clear-cut fee refund issues of equivalent or less than S\$20,000 (for amounts that exceed S\$20,000); or
 - iii. Complainant's own legal counsel

Note: The CPE Mediation-Arbitration Scheme was set up to help students who encounter contractual disputes with their private school seek redress. The two-stage Scheme is jointly drawn up with the Singapore Mediation Centre (SMC) and the Singapore Institute of Arbitrators (SIArb). A private school's participation in the dispute resolution process is compulsory as stipulated by the PE Act. For the case to be eligible:

- iv. It must be relevant to private education and arise after the Dispute Resolution Schemes Regulations came into operation on 10 May 2010;
- v. It must not be criminal in nature; and
- vi. It must not have received a judicial decision in the courts

3. Effectively use feedback to identify what drives positive experiences

- 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. 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. The Process Owners will review their policies and processes at least once a year as part of the internal review through the Internal Review Report.

PROCESS

1. Efficient Feedback Management System

- a. 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.
- b. The following are some of the channels that the School can receive Feedback: -
 - i. Emails / letters
 - ii. Feedback Form
 - iii. In-person
- c. Upon receipt of the feedback compliment or complaint, the Administration Manager or Director of Studies will acknowledge receipt within 3 working days.
- d. The complaint to the appropriate department or personnel to review and discuss the feedback with relevant parties. A formal investigation will be carried out where necessary.
- e. For complaints, the will respond with:
 - i. Specific action to resolve the matter; or
 - ii. Dismissal of the complaint in which case reasons will be given in writing
- f. Follow up action is to be documented and communicated to the person that gave the feedback. Where possible, acknowledged by the person that gave the feedback.
- g. If the person is not satisfied with the proposed solution / outcome, he/she can escalate the matter to the Manager of the School.
- h. The Manager of the School will review the complaint and provide a response.
- i. If the complainant is still not satisfied with the outcome / decision, it will be escalated into the dispute resolution procedure.
- j. The person should be notified by the relevant department of the decision and full response of the outcome of the complaint within twenty-one (21) working days.
- k. All Feedback received would need to be recorded in the Feedback Log 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

- a. The school communicates the dispute resolution policy and procedures to its students through the following channels:
 - i. Website
 - ii. Student Handbook
- b. The school will refer the complainant to CPE to start the Mediation-Arbitration Scheme once it has been escalated into a dispute case.
- c. The dispute procedure generally has 2 stages.
 - i. Stage 1: Mediation
 - SMC is the appointed provider for mediation services.
 - After the feedback / complaint channel has been exhausted with the school, the complaint filed with CPE, CPE 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.
 - ii. Stage 2: Arbitration
 - 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

- a. 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.
- b. 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.
- c. The Feedback and Complaints Analysis Report will be used to identify what drives positive experiences and/or negative trends in any areas and provide recommendations to the management team on how to improve the school.

4. Review of Feedback Management for Continual Improvement

- a. The Process Owners will review their policies and processes at least once a year as part of the internal review through the Internal Review Report.

SYSTEMS & REVIEW

Refer to internal review report.