



SIR MANASSEH MEYER

International School

C2.4.1 VERSION 06

FEEDBACK MANAGEMENT

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GD4.0 Requirement Statements

1. Ensure an effective feedback management system¹. (C2.4.1)
2. Ensure that the dispute resolution policy and procedures are aligned with the Private Education Regulations and communicated to students. (C2.4.1)
3. Effectively use feedback to identify what drives positive experiences. (C2.4.1)

Notes:

1. An effective feedback (which includes complaints and compliments) management system ensures that all feedback received are acknowledged and evaluated for follow-up action. Any action taken is recorded and made known to the person giving the feedback. All complaints shall be resolved within a reasonable time frame.

APPROACH

1. Efficient 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 the classification of the different types of feedback includes compliments, complaints or suggestions.
- 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 Any follow up actions (if required) taken would need to be acknowledged by the person giving the feedback.
- 1.6 Suggestions and compliments would form part of the feedback management system but will not be covered under the Dispute Resolution Policy and Procedures.
- 1.7 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/Parents

- 2.1 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.
- 2.2 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 staffs handling the case are kept aware of the progress / outcomes.
- 2.3 In the event of any appeals for retention, suspension, expulsion and awards, the School's Dispute Policy and Process shall follow.
- 2.4 The School is to respond to respective students within 3 working days of receipt of any 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.
- 2.5 All feedback / complaints must be resolved within 21 working days. In the event that the deadline is not adhered to, respective students or parents must be notified and the reasons with regards to the delay must be made known.
- 2.6 In the event that the School and the student cannot come to an agreement or the student or parent does not accept the final decision made by the School's SLT, they will be referred to Singapore Mediation Centre (SMC) or Singapore Institute of Arbitrators (SIArb) for mediation.

3. Using Feedback to Drive Organisational Excellence

- 3.1 The SLT will review all feedback received, including all actions taken once per year. This is to be documented in a report format which should include both positive and negative experiences.
- 3.2 For identifiable and persistent areas of weaknesses and / or improvements made, SLT is to evaluate the effectiveness through survey tools and / or other methods to establish that these areas have already improved.
- 3.3 For identifiable and key areas of strengths, SLT is to ensure that the policy, processes and / or any key systems are continually implemented to ensure the sustainability of positive student experiences.

- 3.4 SLT will also use this review as a platform for reviewing the effectiveness of the Feedback and Complaints Management System. The SLT is to use the points discussed within the review and evaluate how the system can be improved.

PROCESS

1. Efficient Feedback Management System

1.1 The School adopts an integrated approach to managing various feedback 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.

Internal Channels (Staff)

- SLT Meeting
- Administration Team Meetings
- Phase Meeting
- Jewish Education Team Meeting
- Line Management Meeting
- In Service Training & Meeting
- Weekly CPD Meeting
- Staff Briefing

External 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 in the form and submit it to the School via **email** or hardcopy channels.
- 1.5 Internal Feedback from staff and external Feedback from public and / or students would be handled and recorded by the **HR Department** or **Admissions Department**.
- 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 submission of the **Feedback Form**, respective Departments (i.e. **HR** for Internal Feedback and **Admissions** for External Feedback) are to acknowledge the receipt with the person providing the Feedback 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/Parents

- 2.1 The School communicates the Dispute Resolution Policy and Procedures to students/parents through the **School's Official Website**.
- 2.2 Students/Parents who wish to provide any official complaints to the School should adhere to the following procedure:
 - Students are to approach the HR Department to request for a Feedback Form. Alternatively, students/parents can fill up the Feedback Form and send it via email or via an online link to the School.
 - The HR Department is to acknowledge the feedback / complaint received. This should be done within 3 working days.

- HR Department will review the 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 HR Department will explain it clearly to the student. This should be done within 7 working days upon receipt of the Complaint.
 - The student/parents should acknowledge the situation within 14 working days, whether he / she accepts or is satisfied with the proposed solution.
 - If the student/parent is not satisfied with the proposed solution, he / she can escalate the matter up to the SLT. 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. 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.
- 2.3 For official complaints received, it would need to adhere to the [Dispute Resolution Policy and Procedure](#) as found in Section 2 of this Manual.
- 2.4 All Feedback received would need to be recorded in the Feedback Form Tracking List for consolidation, analysis and review purposes.

3. Using Feedback to Drive Organisational Excellence

- 3.1 The School aims to review all such feedback minimally once every year. A feedback and complaints analysis report will be prepared by the [Principal](#) and a copy of the Report will be forwarded to [SLT](#) for their review.
- 3.2 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.
- 3.3 [The Feedback and Complaints Analysis Report](#) will 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 This summary will be summarising all actions collated and to show how the school uses improvements made in driving the positive experiences to enhance student satisfaction as a whole.

GD4.0 Requirement Statements

4. Review the feedback management system for continual improvement. (C2.4.1)

APPROACH

- 1.1 The Process Owners will review their policies and processes at least once every two years for continual improvement as part of the Internal Review Process.
- 1.2 The Independent Internal Assessor will also review the policy and processes at least once a year during the Internal Assessment Process.

PROCESS

- 1.1 The **Process Owners** will review their policies and processes at least once every two years for continual improvement as part of the internal review through the **Internal Review Report** (Reference should be made to the Manual: Internal Assessment).
- 1.2 The **Independent Internal Assessor** will also review the policy and processes at least once a year during the Internal Assessment Process with details documented in the **Internal Assessment Report** (Reference should be made to the Manual: Internal Assessment).

Approving Authority:

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Revision History Table

Version 00	<u>Description:</u> Initial Release
	<u>Effective Date:</u> 02 September 2019
Version 01	<u>Description:</u> 1. Amended Point 1.2 in the Process Section for Internal Communication Channels
	<u>Effective Date:</u> 09 March 2020
Version 02	<u>Description:</u> 1. Remove the word 'HR' from 'HR indicator' under point 4.2 in the Approach Section
	<u>Effective Date:</u> 02 June 2020
Version 03	<u>Description:</u> 1. Removed "through CPE Student Services Centre" regarding mediation process for Dispute Resolution Policy and Procedures for Students/Parents from point 2.6 under Approach Section. 2. Removed "through the Committee for Private Education Student Services Centre" regarding mediation process for Dispute Resolution Policy and Procedures for Students/Parents from 7th bullet point of point 2.1 under Process Section.
	<u>Effective Date:</u> 20 November 2020
Version 04	<u>Description:</u> 1. Amended language and sentence structure issues in the manual.

	<u>Effective Date:</u> 05 April 2021
Version 05	<u>Description:</u> 1. Revamp Manual based on GD4 Requirements.
	<u>Effective Date:</u> 07 June 2023
Version 06	<u>Description:</u> 1. Added Point 2.1 “The School communicates the Dispute Resolution Policy and Procedures to students/parents through the School’s Official Website.” in the Process Section. 2. Updated the Review Section of the Manual.
	<u>Effective Date:</u> 07 May 2025