HANBRIDGE INSTITUTE

Manual Code / Criterion	:	C2.3.1
APSR Manual Title	:	Data and Information Management
Approved By	:	Alan Go	Chairman of PMER Committee

REVISION HISTORY

Version Number	Description of Revision	Effective Date
00	Initial Release	27 Mar 2017
PM-0405-C2.5-05 Data, Information and Knowledge Management		
00	Initial Release	15 Jun 2017
01	Added statement on review by process owners in 1.6	15 Jan 2018
02	Update Document Signatory List	27 Nov 2018
03	1. Amended Department Coding from "0406" to "0405" 2. Removed General Information header and box 3. Removed signing date from Document Signatory List 4. Amended Approved By Name 5. Added point 1.6 on the School should have a data management system that keeps record to all relevant stakeholders in section 1 6. Replaced section 3 from 'Benchmarking and Best Practices' to 'Leveraging a Systematic Process to Analyse Comparative Data and Information' 7. Added Point 4 on "Review of Data, Information and Knowledge Management Policy"	17 Jul 2019
04	1. Added "Systems & Review" Table	01 Dec 2019
05	2. Changed logo 3. Amended "School" to "Institute" throughout the manual	18 Mar 2020
PM-0104-C2.5.1-05 Confidentiality and Security Policy		
01	1. Changed Criterion to C2.5.1 2. Added 1.13 on password coding of electronic data 3. Changed 1.14 statement on review	15 Jun 2017
02	1. Added 1.15 statement on review by process owner	15 Jan 2018
03	1. Updated Approver of Document Signatory List	27 Nov 2018

Version Number	Description of Revision	Effective Date
04	1. Amended Department Coding from "0102" to "0104" 2. Removed General Information header and box 3. Removed signing date from Document Signatory List 4. Amended Prepared By Name 5. Amended Approved By Name	17 Jul 2019
05	1. Changed logo 2. Amended "School" to "Institute" throughout the manual	18 Mar 2020
PM-0301-C2.5.1-04 Personal Data Protection Policy		
01	1. Changed to Criterion 2.5.1 2. Changed "counseling" to "counselling"	15 Jun 2017
02	1. Updated Document Signatory List	27 Nov 2018
03	1. Removed General Information header and box 2. Removed signing date from Document Signatory List 3. Amended Approved By Name	17 Jul 2019
04	1. Changed logo 2. Amended "School" to "Institute" throughout the manual	18 Mar 2020
OM-0405-C2.5.1 Data Management System		
01	1. Changed Criterion to 2.5.1 2. Removed Criterion Reference to Operation Manual 3. Changed "Compliance and Internal Audit Team" to "QA Department" 4. Added Section on Review	15 Jun 2017
02	1. Removed Point 2.3 2. Added Point 8.2 on Review by Process Owner	15 Jan 2018
03	1. Removed Escrow Acknowledgement in Point 2.3 2. Added Process to ensure Data Accuracy, Reliability and Accessibility in Section 8 3. Added Vice-Principal in Point 1.2 4. Updated Documentary Signatory List	27 Nov 2018
04	1. Amended Department Coding from "0408" to "0405" 2. Removed General Information Header and Box 3. Removed Signing Date from Document Signatory List 4. Amended Approved By Name 5. Amended "Principal" to "Management" in Point 1.2 6. Amended "permanent staff only" to "work pass holders" in Point 5.3 7. Added Point 8.5 on PDPA 8. Added Section 9 on Ensuring the Availability of Required Organizational Data 9. Amended "Designated Independent Internal Auditor" to "Independent Internal Process Auditor" in Point 10.1.	17 Jul 2019

Version Number	Description of Revision	Effective Date
05	1. Changed Logo 2. Amended "School" to "Institute" throughout the Manual	18 Mar 2020
06	1. Amended "Vice-Principal" to "Management Team" in Point 1.2 2. Removed "For International Student, … address of their home country …" in Point 2.3 3. Amended Section 4 on Updating of Student Status 4. Amended "Student Liaison Officer" to "HR Executive" under Section 5 Documentation & Responsibility Column	30 Jun 2020
OM-0406-C2.5.1 Confidentiality and Security of Information		
01	1. Changed Criterion to 2.5.1	15 Jun 2017
02	1. Added new section 8 on review of process 2. Changed section 3 on setting up of email account to be done by HR Executive	28 Feb 2018
03	1. Updated Document Signatory List	27 Nov 2018
04	1. Amended Department Coding from "0409" to "0406" 2. Removed General Information header and box 3. Removed signing date from Document Signatory List 4. Amended Prepared By Name 5. Amended Approved By Name 6. Amended "Acknowledgement Form for Access Rights" to "Access Rights Acknowledgement Form" in Manual 7. Removed "Confidentiality and Non-Disclosure Pact" from Manual 8. Amended "Employee Issuance and Clearance Form" to "Issuance and Exit Clearance Form" in Manual 9. Amended "Head of Department/Principal" to "Management" in Point 5.4 10. Amended "Designated Independent Internal Auditor" to "Independent Internal Process Auditor" in Point 8.1	17 Jul 2019
05	1. Changed Logo. 2. Amended "School" to "Institute" throughout the manual	18 Mar 2020
OM-0700-C2.5.1 Data Collection and Analysis		
01	1. Changed Criterion to 2.5.1 2. Added in under Section 2.4 (point C): Data would also be checked for their accuracy and reliability during the respective scheduled IPRAAs. 3. Added new Section (4) on Improving through Benchmarking and Best Practices Sharing 4. Added in under Section 5: All reviews of Corporate and Departmental Level KPIs would take into account the following elements: - a. Ensure targets are comparative to industry average KPIs (found in the Benchmarking Report)	15 Jun 2017

Version Number	Description of Revision	Effective Date
	b. Market conditions c. SMART elements 5. Changed Designated Internal Auditor to Designated Independent Internal Auditor 6. Updated documentation column	
02	1. Amended points 4.2 and 4.3 2. Added point 4.4	15 Jan 2018
03	1. Updated Data Collection Tables with Exam Passing Rate 2. Added 6.2 on review by process owner	31 Jan 2028
04	1. Added "English Subject Only" in % student's passing rate of external examination (subject to external factor beyond school control) O-level in Data Collection Table 2. Added "Tabulate average of the above passing rates across courses to obtain an overall figure" in % of student's passing rate of external examination (subject to external factor beyond school control) AEIS/ S-AEIS/ SPERS in Data Collection Table	28 Feb 2018
05	1. Updated Document Signatory List 2. Replace EduX Matrix with HanbridgeX Matrix	27 Nov 2018
06	1. Removed General Information Header and Box 2. Removed Signing Date from Document Signatory List 3. Amended Prepared By Name and Title 4. Amended Approved By Name 5. Replaced section 3 from 'Improving Through Benchmarking and Best Practices Sharing' to 'Leveraging a Systematic Process to Analyse Comparative Data and Information' 6. Amended "Designated Independent Internal Auditor" to "Independent Internal Process Auditor" in Point 6 7. Amended Corporate KPI Data Collection Table, Department KPI Data Collection Table and Department KPI Regulatory Data Collection Table to follow Corporate Plan	17 Jul 2019
07	1. Amended Corporate KPI Data Collection Table on the Methodology of Profitability 2. Added Point 4.5 and 4.6 on Outcome Based Evaluation Report and GD3 Effectiveness Report	15 Jan 2020
08	1. Changed Logo. 2. Amended "School" to "Institute" throughout the manual	18 Mar 2020
09	1. Updated the Department KPI Data Collection Table at the end of the manual	31 May 2021
C2.3.1 Data and Information Management		

10	1. Revamped Manual Formatting.
	2. Combined the following Policy and Operation Manual
	  a. PM-0403-C2.5-05 Data, Information and Knowledge Management
	  b. PM-0104-C2.5.1-05 Confidentiality and Security Policy
		01 Sep 2023

Version Number	Description of Revision	Effective Date
	c. PM-0301-C2.5.1-04 Personal Data Protection Policy d. OM-0405-C2.5.1 Data Management System e. OM-0406-C2.5.1 Confidentiality and Security of Information f. OM-0700-C2.5.1 Data Collection and Analysis 3. Amended Criterion Number from C2.5.1 to C2.3.1. 4. Amended Manual Name from "Data Collection and Analysis" to "Data and Information Management". 5. Amended "quarterly" to "bi-annually" in Point 1.b. under the Approach (Policy Manual) section. 6. Added "The Institute adheres to the Singapore Personal Data Protection Act 2012. With the legislation of The Personal Data Protection Act 2012 ("PDPA"), the School is committed to adhere to the provisions and principles of the Act and look into the interests of the relevant stakeholders in our business." to Point 4 under the Approach (Policy Manual) section. 7. Amended "Twice a year" to "Once a year" under Corporate KPI Data Collection Table, Department KPI Data Collection Table, and Department KPI Regulatory Data Collection Table for all KPIs obtained from 'Where? (Source): Student Satisfaction Survey Compiled Results' under Process (Operation Manual) section. 8. Amended "Administration Department" to "School Operations Department" throughout the manual 9. Amended "Finance & Accounting Department" to "Finance & Administration Department" throughout the Corporate KPI Data Collection Table, Department KPI Data Collection Table, and Department KPI Regulatory Data Collection Table under Process (Operation Manual) section. 10. Amended "Institute Admin & Operations Department" to "School Operations Department" throughout the Corporate KPI Data Collection Table, Department KPI Data Collection Table, and Department KPI Regulatory Data Collection Table under Process (Operation Manual) section. 11. Amended "Marketing & Sales Department" to "Business Development Department" throughout the Corporate KPI Data Collection Table, Department KPI Data Collection Table, and Department KPI Regulatory Data Collection Table under Process (Operation Manual) section. 12. Amended "Academic Department" to "Academic and Partnerships Department" throughout the Corporate KPI Data Collection Table, Department KPI Data Collection Table, and Department KPI Regulatory Data Collection Table under Process (Operation Manual) section. 13. Amended "Quality Assurance Department" to "School Operations Department" in the Department KPI Data Collection Table under Process (Operation Manual) section. 14. Amended "HR Executive" to "Head of Operations" throughout the manual. 15. Amended "Principal" to "Head of Operations" throughout the manual.	

GD 4.0 REQUIREMENT STATEMENTS

1. Collect data and manage information to measure and evaluate the achievement of all key performance indicators and related targets in the strategic plan for decision-making.

2. Ensure the availability of required organisational data and information in a timely manner to relevant stakeholders.

3. Ensure the accuracy, reliability, and accessibility of compiled data.

4. Establish a process and system to collect, classify, store, and analyse, manage data and relevant information of all students, graduates and staff for organisational learning, planning and to support decision-making.

5. Ensure the confidentiality and security of all data and information kept, including electronic data, course assessment materials and results.

6. Leverage a systematic process to analyse comparative data and information to drive organisational performance.

7. Review the data and information management systems; and confidentiality and security policy for continual improvement.

APPROACH (POLICY MANUAL)

1. Data Collection and Analysis

    a. The respective Head of Departments are responsible for generating and collecting data based on the KPIs set, on a monthly/quarterly basis.

    b. The bi-annually PMER Committee Meeting will be used as a platform to monitor, measure, and evaluate achievements of the Institute against its targets as documented in the Corporate Plan.

    c. Where necessary, the PMER Committee will formulate countermeasure actions to close identified gaps, or revise its plans.

    d. KPI and Data Owners are supposed to ensure that they keep records of how the results are being generated and / or collected.

    Note:

    i. *Even though this might not be required for submission at the Corporate Level, KPI and Data Owners are to keep a breakdown (for example, to have breakdown of course progression rate by respective courses) of all KPIs and data at their end.*

    ii. *These records should also be readily available during the scheduled IPRAAs and / or any external audits / assessments.*

    iii. *Data would also be checked for their accuracy and reliability during the respective scheduled IPRAAs.*

    e. Organisational data and information will be made available to relevant stakeholders by the Head of Departments where necessary.

    f. The Institute should have a data management system that keeps records of all relevant stakeholders (i.e. Staff, Students and Graduates).

    g. The data and information management systems are to be reviewed by the Internal Independent Process Auditor through the IPRAA at least once a year for continual improvement. In addition, the Process Owner will do a review of the process at least once a year to ensure that it is up to date and relevant.

2. Leveraging a Systematic Process to Analyse Comparative Data and Information

    a. The Institute will compile all data needed from both the Strategic Plan (KPIs) and Systems and Review Sections of all Institute Manuals (Outcome Indicators). This data would be tracked in both the Strategic Plan (PMER Committee) and Outcome Indicator Evaluation Reports.

    b. Results from these indicators would be analysed and compared against Targets (for KPIs) and Internal Benchmarking – using a 3 Year Average (for outcome indicators).

    c. Externally sourced data and information (if available) can be used for comparative purposes.

    d. Indicator results and externally sourced data and information (if available) would be used to develop action plans to help improve areas of weaknesses or build on areas of strengths. This would be used to drive organizational performance and excellence.

3. The Institute's Confidentiality and Security Policy

    a. Staff must not disclose the contents of their agreement with the Institute, any trade secrets or other information of a confidential nature relating to the Institute, their business and/or their clients or in respect of which the Institute owes an obligation of confidence to any third party during or after your employment except in the proper course of your employment or as required by law.

    b. Confidential information for the purposes of this policy includes, but is not limited to, trade secrets, business plans, strategies, course content (including assessment and results), financial information and any other information that will affect the Institute's competitive position.

    c. Staff must not remove any documents, information in whatever form and media, tangible items which belong to the Institute or which contain any confidential information from the Institute's premises at any time without proper advance authorization.

    d. Staff must, if requested by the Institute, delete all confidential information from any re-usable material and destroy all other documents and tangible items which contain or refer to any confidential information and which are in their possession or under their control.

    e. Staff have the obligation to maintain confidentiality and secrecy. All staff are briefed on the Confidentiality and Security Policy upon recruitment and are required to undertake to abide by the

policy. This shall continue to apply even after their employment until such time that the information is no longer confidential or has been made public by the Institute.

f. Staff are to note that all assessment papers, exams questions and results are considered confidential information of the Institute.

g. The Confidentiality and Security Policy is printed on all relevant forms used by the Institute to collect personal data from Students / Staff or the word "Confidential" might be printed on it if there is a lack of space to put the clause.

h. All physical records of Student and Staff personal information are considered restricted information, and are kept in locked cabinets.

i. The Institute will use students' particulars solely for the purpose of completing course administration.

j. The Institute is committed to maintain the confidentiality of all Student and Staff personal information and undertakes not to divulge any Student and Staff personal information to any third party without the prior written consent of the Student / Staff.

k. Should the personal information of the Student and/or Staff be used for other purposes beyond the original intent of its data collection, the Institute must seek written permission before using the data unless required by government agencies.

l. The Institute will make every effort to ensure that the confidentiality of the Student and Staff personal information is not compromised unless required to by order of court, laws, government authorities or during emergency whereby the safety and life of the Student or Staff may be endangered. This includes student assessment materials and results.

m. Where electronic data is kept, confidential information are to be password coded and made available to respective personnel with appropriate access rights.

n. The Independent Internal Process Auditor will review the confidentiality and security policies and its procedures at least once a year through the IPRAA for continual improvement.

o. In addition, the process owner will do a review of the process at least once a year to ensure that it is up to date and relevant.

4. Personal Data Protection Act (PDPA)

The Institute adheres to the Singapore Personal Data Protection Act 2012. With the legislation of The Personal Data Protection Act 2012 ("PDPA"), the School is committed to adhere to the provisions and principles of the Act and look into the interests of the relevant stakeholders in our business.

a. Introduction

   i. "Personal Data" is defined under the PDPA to mean personal information, whether true or not and whether in electronic or other form, about an individual who can be identified: -

- From that data; or

- From that data and other information to which we have access to or are likely to have access to.

Examples of personal data include name, address, NRIC/FIN/Passport number, photograph or video image, telephone numbers and email addresses.

To find out more about PDPA, you may visit the Singapore Personal Data Protection Commission's website.

b. Purposes for Collection, Use & Disclosure of Personal Data

Depending on your relationship with us (e.g. as an applicant, student, alumni of the Institute, staff, academic staff, donor, vendor, service provider, parents, guardians, recruitment agents and / or any other person relating to our organization), the personal data, photographic images, videos, etc., which we collect from you may be collected, used and/or disclosed for the following purposes: -

i. Evaluating suitability for admission or employment, enrolling or employing, providing educational courses and training, including sending materials on course / study / assignment / course materials, information on time tables and examination details via postal mail, electronic mail, SMS or MMS, fax and/or voice calls;

ii. Administering and/or managing relationships with the Institute (including responding to enquiries, the mailing of correspondence, statements or notices which could involve the disclosure of certain personal data to bring about delivery of the same);

iii. Assessing, monitoring and reporting on individual student performance, attendance and disciplinary records;

iv. Supporting students' learning through curricula and extra-curricular activities including but not limited to outdoor trips and inter-Institute competitions;

v. Providing pastoral care and counselling where appropriate;

vi. Providing healthcare and wellness services;

vii. Application of student passes where appropriate;

viii. Application for Ministry of Education approval for Singapore Citizens and Permanent Residents;

ix. Facilitating payment for goods and/or services provided by the Institute and/or a third party on the Institute's behalf including verification of bank and credit card details with third parties and using the Personal Data provided to conduct matching procedures against databases of known fraudulent transactions (maintained by us or third parties);

x. Responding to any complaints, feedback, requests and enquiries by student / parents / guardians;

xi. Disclosing your records to your parent(s) or guardian(s) at their request;

xii.   Informing student / parents / guardians/ related parties of events, talks, seminars and updates;

xiii. Maintaining and updating our student, alumni, and academic staff records;

xiv. Generating financial, regulatory, management or survey reports and statistics for the Institute's business and administrative purposes;

xv.   Promoting the Institute to prospective students, including but not limited to the Academy's prospectus, magazine and website;

xvi. Sending promotional and marketing information by post, email and SMS about the Institute, activities and events as well as carefully selected third parties;

xvii. Taking of photographs and/or videos (whether by the Institute staff or third party photographers and/or videographers) during events or seminars organised by the Institute or its affiliates for publicity purposes;

xviii.   Engaging alumni including but not limited to notification on the Institute and alumni- related initiatives and activities, invitation to the Institute and alumni-related events, updating of alumni information, invitation to participate in alumni surveys and sending of communication collaterals;

xix. Processing applications for and administering local and overseas career related activities, events, programmes, internships, employment opportunities, and career coaching, and sharing information with companies (whether local or overseas) for purposes of recruitment, internship, industrial attachment, job placement and research support;

xx.   Meeting or complying with the Institute's internal policies and processes / procedures and any applicable laws, rules, regulations, codes of practice or guidelines, orders or requests issued by any court, legal or regulatory bodies (including but not limited to disclosures to regulatory bodies, conducting audit checks, surveillance and investigation);

xxi. Carrying out due diligence or other screening activities (including background checks) in accordance with legal or regulatory obligations or risk management procedures that may be required by law or put in place by the Institute, including the obtaining of references and/or other information from prior educational institutions and employers;

xxii. Preventing, detecting and investigating crime, offences or breaches including that related to the security of the Institute's premises (including but not limited to the use of security cameras);

xxiii.   Conducting checks with the DO NOT CALL Registry;

xxiv. Purposes, which are reasonably related to the above.

By providing the Personal Data, including those related to a third party (e.g.: information of your parents) to us through the various channels (e.g.: written form, webpage, email, etc.), you represent and warrant that consent, including that of the third party, has been obtained for collection, use and

disclosure of the Personal Data for the respective purposes. In the event the personal data is to be used for a new purpose, the Institute will notify you and seek your consent.

The Institute ensures that your Personal Data held by us shall be kept confidential. When transferring personal data to our third-party service providers, agents and/or our affiliates or related corporations whether in Singapore or elsewhere in order to carry out one or more of the purposes listed above, we will require them to ensure that your Personal Data disclosed to them is kept confidential and secure.

c. Specific Issues for the Disclosure of Personal Data to third parties

We respect the confidentiality of the personal data you have provided to us.

In that regard, we will not disclose any of your personal data to any third parties (unless otherwise for the purposes stated above) without first obtaining your expressed consent permitting us to do so. However, please note that we may disclose your personal data to third parties without first obtaining your consent in certain situations, including, without limitation, the following: -

i. The disclosure is required based on the applicable laws and/or regulations;

ii. The purpose of such disclosure is clearly in your interests and consent cannot be obtained in a timely way;

iii. The disclosure is necessary to respond to an emergency that threatens the life, health or safety of yourself or another individual;

iv. There are reasonable grounds to believe that the health or safety of yourself or another individual will be seriously affected and consent for the disclosure of the data cannot be obtained in a timely way, provided that we shall, as soon as may be practicable, notify you of the disclosure and the purposes of the disclosure;

v. The disclosure is necessary for any investigation or proceedings;

vi. The personal data is disclosed to any officer of a prescribed law enforcement agency, upon production of written authorization signed by the head or director of that law enforcement agency or a person of a similar rank, certifying that the personal data is necessary for the purposes of the functions or duties of the officer; and/or

vii. The disclosure is to a public agency and such disclosure is necessary in the public interest.

The instances listed above are not intended to be exhaustive. For an exhaustive list of exceptions, you are encouraged to peruse the PDPA, which is publicly available at http://statutes.agc.gov.sg.

d. Withdrawal of Consent

You may withdraw your consent to any or all of Personal Data for any or all of the purposes set out in this policy in writing and submitting through our DPO. If you withdraw your consent to the use of your Personal Data for any or all purposes, depending on the nature of your request, the Institute may not

be in a position to continue to provide our services to you or administer any contractual relationship in place, in which case the Institute reserves the right to cease providing the services and/or terminate the contractual relationship with you.

Without prejudice to the foregoing, you agree and acknowledge that any withdrawal of your consents in accordance with the terms set out in this notice will not affect any consent which you may have provided to the Institute in respect of the use of your Singapore telephone number(s) for the receiving of marketing or promotional information.

e. Administration & Management of Personal Data

As the Institute relies on your Personal Data to provide services to you, you shall ensure that at all times the information provided by you to us are correct, accurate and complete. Student shall update us in a timely manner of all changes to the information provided to us through the relevant form from the Staff Office. Alumni and Stakeholders shall update their Personal Data to our relevant departments as and when necessary or through our annual update.

You can view your personal data, which the Institute has collected and stored at any time. In order to do so, you will need to submit in writing to DPO email or Staff Office (for student) for access to view your personal data. Your right to view your personal data is limited to your personal data only. The Institute is not permitted to reveal any personal data about any other individual. The Institute reserves the right to refuse access to your personal data if it will reveal or lead to the revelation of another individual's personal data, cause harm to you or another individual or is contrary to the national interest.

Your Personal Data is retained to the extent one or more of the purposes for which it was collected remains valid and/or for other legal or business purposes for which retention may be necessary.

The Institute will take commercially reasonable efforts to take appropriate precautions and preventive measures to ensure that the electronic storage and transmission of your personal data is adequately protected and secured with the appropriate security arrangements and that our data intermediary are aware of the requirements of PDPA. However, we cannot assume responsibility for any unauthorized use of your personal data by third parties, which are wholly attributable to factors beyond our control.

If you have any feedback or enquiries relating to our PDPA related policies and procedures or would like to obtain access and make corrections to your personal data, please do not hesitate to contact our Data Protection Officer (DPO*).

i. Address: 456 Alexandra Road, #13-01/02 Fragrance Empire Building, Singapore 119962

ii. Telephone: +65 6513 0552

iii. Email: contact@hanbridge.edu.sg

The Institute reserves the right to amend this Policy with or without from time to time.

f. Notice

Please note that this Policy does not derogate from the terms and conditions governing your relationship with the Institute and its related corporations. The Institute's rights under this Policy shall be without prejudice to other rights of collection, use and disclosure available pursuant to the terms and conditions or under the law and nothing herein is to be construed as limiting any of these other rights.

5. Review of Data and Information Management Policy

    a. The Independent Internal Process Auditor will review the data and information management policies and its procedures at least once a year through the IPRAA for continual improvement.

    b. In addition, the process owner will do a review of the process at least once a year to ensure that it is up to date and relevant.

PROCESS (OPERATION MANUAL)

1. **Data Management System**

   a. Data Management System

      i. All records, including student data, status and relevant information are recorded and archived in the Institute's computerized Institute Management System.

      ii. The Institute Management System is an in-house system managed by the Management Team. Relevant users are given restricted edit and view rights according to intended usage of data by Head of Operations.

      iii. The Management will regularly review the system capacity and data integrity to ensure continual improvement.

   b. Recording of Student Data and Information

      i. The Institute uses an in-house Student Management System to manage all student data.

      ii. Upon receiving the signed student contracts from prospective students, the Student Liaison Officer is to verify ad check all required documents before applying for the Student Pass through ICA.

      iii. In order to ensure that the Institute archives various important student data and information, the following fields must be completed / recorded under the System in the Student Register and are as such: -

      - Student Name and IC Number / FIN Number / Passport Number

      - Name and Student Identification No. of Students on Suspension or Deferment

      - Name and Student Identification No. of Early Institute Leavers (including action taken by Institute upon dismissal of student)

      - Student's Nationality and Residential Address

      - Student's Contact (Email, Telephone / Mobile No.). For International Students, their Contact No. and Contact No. of Next-of-Kin must also be recorded

      - Unique Student Identification No. assigned by the Institute

      - FPS Data (Insurance Policy No. and Instalment Slip No.)

      - Course Title and Duration (Commencement and Completion Date)

      - Total Course Fee

      - Fee Payment Schedule

      - Fee Collected to Date and Outstanding Fee (including Receipt Number)

- Status of Student (i.e. Active, Graduated, Deferred, Pre-Mature Withdrawal, Expelled, Suspended)

- Status of Student Pass (For International Student Only)

- Student's Billing / Payment History

- Attendance Record

- Progression Status

iv. The Student Liaison Officer will only proceed with the enrolment registration once the Student's Data are uploaded into the Student Register.

v. The Student Liaison Officer is required to complete the update of the Student Register within 3 working days of receiving the Student Contract. Other changes / updates to the SMS in the future such as change of address and payment status will have to be uploaded within 3 working days.

c. Student Contract

i. After completion of the enrolment process, a payable list must be generated. This comprises of all course and miscellaneous fees.

ii. A draft Standard Student Contract will be downloaded for verification and the final signed copy of the contract will be filed in the Student P-File. Student Liaison Officer is to ensure that by the time student graduates, all contracts have to be scanned and uploaded in the system database.

iii. Student Liaison Officer will proceed to process payment collections from newly enrolled students once the Student Contract has been uploaded into the system.

d. Updating of Student Status

i. Withdrawals & Transfers

- Upon completion of the withdrawal process (refer to Operation Manual: Student Transfer and Withdrawal Procedures), the Student Liaison Officer will extract the Student Folder from the system database and update the enrolment status to "Withdraw" and archive it.

- For any Internal Course Transfers, the School Operations Department will extract the Student Profile from the system database and update the enrolment status to "Transfer". This will trigger a new student enrolment process. Previous course enrolments will also be archived under the system database.

ii. Graduates

- At the end of each term, the School Operations Department will take not of the student profiles for students that have graduated from their respective courses. Their status will be updated to "Graduated" and records will be archived.

e. Staff Database

    i. For staff that have submitted their Job Application Form but have not been employed, their forms will be shredded.

    ii. The Head of Operations will enter the details of new staff into the excel sheet.

    iii. The following information will be kept by the Head of Operations: -

- Staff Name

- NRIC and Other Identification Details

- Resume

- Letter of Appointment

- Medical Results (Applicable to Work Pass Holders)

- Training Records

f. Usage of Information

    i. Both student and staff information obtained are stored securely to carry out evaluations and to support decision-making.

    ii. The student and staff data, together with financial data is used to make future plans and decisions related to the students, staff and the management of the Institute.

    iii. Any additional data that has been identified as necessary for better decision-making by the Management Team will be requested to the data owners to start collecting data.

g. Reporting of Changes in Manuals

    i. The Curriculum and Compliance Department will inform staff of the changes in manuals through the Communication of Changes to Manuals Memo. Staff can find the most updated version of manuals in the Institute's shared drive.

h. Ensure Accuracy, Reliability and Accessibility of Data

    i. Data is always captured at the point of activity.

    ii. Data entering is restricted to nominated staff.

    iii. To avoid errors, calculation should be done through formula.

    iv. Data entry needs to be checked by another nominated person.

    v. All personal data will follow PDPA, staff consent will be needed to any third party.

i. Ensure the Availability of Required Organizational Data

i.   All data owners are to ensure all data (and their breakdowns) are given within 3 working days upon request to relevant personnel and stakeholders. This is to ensure accessibility of data for verification and review purposes.

ii. For pre-requested data that is required from CPE (i.e. Annual Reports, FPS File 1 Submissions, etc.), the Institute will be required to submit these data to CPE on a timely basis (i.e. within stipulated timeframes and deadlines).

iii. For selected data (i.e. student performance and graduated outcomes), the Institute is to make them available.

2. **Confidentiality and Security of Information**

   a. Restricted Access Rights

   i.   The Institute has various mechanisms in place to ensure that proper access rights are granted to relevant staffs at the right level so as to protect the confidentiality and security of the Institute. The various procedures are as follows: -

   - Acknowledgement of Personal Data Protection Policy

   - Setting up / Removal of E-mail Accounts

   - Computerized Institute Management System

   ii. The Confidentiality and Security Policy can be found in the Institute's Policy Manuals and is communicated to employees through the Staff Handbook.

   Note: Staff are to sign and complete the Access Rights Acknowledgement Form (usually part of the contract) as part of the Institute's Confidentiality and Security of Information process.

   b. Acknowledgement of Personal Data Protection Policy

   i.   Staff are to read and understand the contents of the Personal Data Protection Policy, and sign on the Acknowledgement of Personal Data Protection Statement as acknowledgement.

   ii. Staff will sign the statement when they are selected for employment.

   iii. Students will sign the acknowledgement of the Personal Data Protection Policy within the Student Application Form (Local & International), when they enroll into the Institute.

   c. Setting up of Email Account

   i.   Upon signing of the employment letter, the Head of Operations will proceed to create an email account for the new staff. A unique email account will be assigned, together with the Password and Quota of the Account.

   ii. The Head of Operations will then pass on this account information to the new staff accordingly.

   d. Staff Resignation: Removal of E-mail Account

i. The Head of Operations will ask resigned employee's supervisor and then inform the School Operations Department of whether to delete the account or to redirect the e-mails to another account: -

  - If e-mails are to be redirected: The School Operations Department is to change the password of the e-mail to prevent unauthorized access.

  - For accounts to be deleted: The School Operations Department is to delete such email accounts from the Institute's Web Server.

  Note: As part of the Institute's Confidentiality and Security of Information Process, staff that resigned will also need to complete the Issuance and Exit Clearance Form.

e. Access to Computerized Institute Management System

  i. The School Operations Department is to generate a Staff Access Rights Overview. The overview is to be filled with the different access rights that staff are assigned to. If there are new positions or positions that have been removed, the School Operations Department will update the overview.

  ii. The Management Team is to approve this overview once a year.

  iii. In the event that any staff has the need to access the Institute Management System, they are to put up an official request, through the Access Rights Request Form, to the School Operations Department. The request should state the following: -

  - Staff Name

  - Staff Department

  - Staff Designation

  - Types / Levels of Access Rights

  - Reason / Purpose for Access Rights

  iv. The staff will include whether the request for access is within his/her assigned rights, and seek Management approval if the request is beyond those assigned.

  *Note: New staff going through orientation will also need to complete the form, to acknowledge the different access rights they have.

  v. The School Operations Department will edit the access rights upon approval. The staff and School Operations Department staff will sign on the Access Rights Request Form as acknowledgement of the change.

f. General Use of Computer, Network and Internet

  i. Staff usage of the Institute's computers are to subject to the following: -

- All campus computing resources (desktops, servers, network devices, etc.) may not be used to participate in any activity that adversely affects other users or poses a security threat either to the campus or to external entities.

- The Institute may remove unauthorized software if found in the Institute computers.

ii. All internet use shall be for business related purposes. Utmost care should be exercised when downloading information and files from the Internet to safeguard against malicious codes and inappropriate material.

g. Reporting of Loss / Thefts / Damage

i. All users must promptly report the following to School Operations Department within 24 hours through the use of the Facility Complaint Record Book: -

- Any loss of, or severe damage to, their hardware

- Serious information security vulnerabilities known to exist

- Instances of suspected disclosure of sensitive information to an inappropriate party / person

- Victims of virus attack

ii. Should the missing laptop or devices contain sensitive information, immediate action shall be taken by the user to minimize the impact of the loss or theft (E.g. cutting off the power to the computer).

3. **Data Collection and Analysis**

a. Collection of Data (Corporate Level KPIs / Department Level KPIs & Data)

i. The Institute's Collection of Data is categorized into 3 Areas:

- Corporate Level KPIs: Found in the Corporate Plan (HanbridgeX Matrix Tab)

- Department Level KPIs: Department Work Plan (Department KPIs Section)

- Department Level Data: Department Work Plan (Key Data tracking – Regulatory Purposes)

ii. The respective Head of Departments are responsible for generating and collecting data, based on the Corporate Level KPIs, Department Level KPIs and Department Level Data (regulatory purposes) on a monthly / Quarterly basis (or as and when applicable).

iii. The data to be collected (for all KPIs) is based on the following table found in the KPI Data Collection Table that is captured herein.

Corporate KPI Data Collection Table

What? (Scope)	Where? (Source)	How? (Methodology)	When (Frequency)	Who? (Ownership)
Sales Turnover	Accounting System	• Obtain Sales Turnover (Revenue) figure every month	Monthly	Finance & Administration Department
Profitability	Accounting System	• Summary of Net Profit (Loss) / Summary Net Sales Turnover	Monthly	Finance & Administration Department
Average Gained in Post Course Competency	Post-Course Evaluation Form	• Calculate average gained in competency from individual completed Post Course Evaluation form • Calculate total average for the month	Quarterly	School Operations Department
Average Staff Satisfaction Survey	Staff Satisfaction Survey compiled results	• Fill in excel spreadsheet with individual responses • Tabulate average for each question • Calculate average for whole survey	Once a year	School Operations Department
Student Graduation Rate	Student Management System	Definition of Graduation for the following courses: • AEIS & O-Level: Number of Students who Completed the Course • Diploma: Number of Students who Passed Exam and Meet Graduation Requirements	Quarterly	School Operations Department
Average Student Satisfaction Survey	Student Satisfaction Survey compiled results	• Fill in excel spreadsheet with individual responses • Tabulate average for each question • Calculate average for whole survey	Once a year	School Operations Department
Total No. of Negative Feedback Received / Active Student Headcount < 10%	Feedback form	• Fill in the number of negative feedback & complaints received for the quarter • Divide by the active student headcount for that quarter	Quarterly	School Operations Department

Department KPI Data Collection Table

What? (Scope)	Where? (Source)	How? (Methodology)	When (Frequency)	Who? (Ownership)
Number of Enrolled Students	Student Management System	• Sum total number of enrolled students across all courses for the quarter	Quarterly	Business Development Department
Average Student Satisfaction on Agent's Service Quality	Pre-Course Counselling & Orientation Survey compiled results	• Students to complete Pre-Course Counselling & Orientation Survey • Compile survey results	Quarterly	Business Development Department
Average Training Hours (Per Staff)	Staff Training File	• Tabulate total number of hours of training (including internal training) from all staff • Divide by the total no. of staff	Quarterly	School Operations Department
No. of days resolving complaints	Feedback Form	• Tabulate total number of student complaints and the number of days taken to resolve complaints • Calculate the average number of days taken to resolve each complaint	Quarterly	School Operations Department
Staff Turnover Rate	Staff Management System	• Total number of staff who left [Full-Time + (Part-Time / 2)] • Calculate percentage of above figure	Monthly	School Operations Department
Number of Community Projects	Institute Management System	• Tabulate total number of community projects carried out for the year	Quarterly	School Operations Department
Number of Student Activities	Institute Management System	• Tabulate total number of student activities carried out for the year	Quarterly	School Operations Department
Facilities Maintenance Response Time	Facilities Service Request Form	• Tabulate total number of facilities service requests and number of days taken to respond • Calculate average number of days taken to respond to each request	Quarterly	School Operations Department
Rating on Student Support Services	Student Satisfaction Survey compiled results	• Fill in excel spreadsheet with individual responses • Tabulate average for each question • Tabulate average for this section	Once a year	School Operations Department
Rating on Academic Staff Performance Evaluation	Module Evaluation Survey compiled results	• Fill in excel spreadsheet with individual responses • Tabulate average for each question • Tabulate average for section on Quality of Teacher	Quarterly	Academic & Partnership Department

What? (Scope)	Where? (Source)	How? (Methodology)	When (Frequency)	Who? (Ownership)
Rating on Physical Facilities and Infrastructure	Student Satisfaction Survey compiled results	• Fill in excel spreadsheet with individual responses • Tabulate average for each question • Tabulate average for this section	Once a year	School Operations Department
Exam Passing Rate for AEIS and O-Level Students	Student Management System	• Tabulate total no. of student (AEIS and O-Level) passing the Exam, Divide by the total no. of student taking the Exam • Sum of All Passing Rate, Divide by Total No. of Subject	Quarterly	Academic & Partnership Department
Exam Passing Rate for Higher Learning Courses	Student Management System	• Tabulate total no. of student (Higher Learning) passing the Exam, Divide by the total no. of student taking the Exam • Sum of All Passing Rate, Divide by Total No. of Subject	Quarterly	Academic & Partnership Department
Percentage of Students With at Least 3 O-Level Passes	Student Management System	• Tabulate total no. of students obtained 3 or more O-Level Passes • Divide by the total no. of students who took O-Level	Quarterly	Academic & Partnership Department
Progression of AEIS Students into Main Stream School	Examination Results	• Tabulate total no. of students progressed to Main Stream School • Divide by the total no. of students completed AEIS course	Quarterly	Academic & Partnership Department
Progression Rate for Higher Learning Courses	Examination Results	• Tabulate total no. of students progressed to further studies • Divide by the total no. of students completed course	Quarterly	Academic & Partnership Department
Module Evaluation Rating	Module Evaluation compiled results	• Fill in excel spreadsheet with individual responses • Tabulate average for each question • Calculate average for whole survey	Quarterly	Academic & Partnership Department
End of Course Evaluation Rating	End of Course Evaluation compiled results	• Fill in excel spreadsheet with individual responses • Tabulate average for each question • Calculate average for whole survey	Quarterly	Academic & Partnership Department
Classroom Observation Rating	Classroom Observation compiled results	• Fill in excel spreadsheet with individual responses • Tabulate average for each question • Calculate average for whole survey	Quarterly	Academic & Partnership Department
Internal Review, Audit and Assessment	IPRAA Report	• Tabulate number of internal reviews (for all departments) conducted for the year	Yearly	School Operations Department

What? (Scope)	Where? (Source)	How? (Methodology)	When (Frequency)	Who? (Ownership)
Non-Compliance to Government Regulation Financial Submission	Institute Management System	• Tabulate total number of non-compliance to Government Regulation with regards to Financial Submission throughout the year	Monthly	Finance & Administration Department

Department KPI Regulatory Data Collection Table

What? (Scope)	Where? (Source)	• How? (Methodology)	When (Frequency)	Who? (Ownership)
Student Attendance Rate	Student Management System	• Average of each students' attendance percentage	Monthly	School Operations Department
Student Attrition Rate	Student Management System	• Number of withdrawn students for the period / Total number of students for that period	Quarterly	School Operations Department
Training Budget Expenditure	Accounting System	• Calculate percentage of amount used for staff training over total training budget	Quarterly	Finance & Administration Department

b. Compilation of Data (Corporate Level KPIs / Department Level KPIs & Data)

i. PMER Secretary is then responsible to collate all such KPIs from the respective Head of Departments (and or staff assigned for this said purpose). This should be done within 2 weeks after the end of each quarter.

ii. Submission should also include filling up the Countermeasure Tabs (Corporate and Department) found in the Corporate Plan. This is to ensure that the respective HODs have planned for initiatives (or follow up actions) to be taken to address the shortfall in targets.

Note: -

▪ *It is key to take note that the KPIs and data (submitted during the respective quarters) are considered interim results. Results should and can be re-calculated during year end. The year-end figure will be considered final.*

iii. For the purpose of compilation, all KPI Results are to be documented in the following documents: -

▪ Corporate Level KPIs: Corporate Plan (Corporate KPI Results Tab)

▪ Department Level KPIs: Corporate Plan (Department KPI Results Tab)

▪ Department Level Data: Corporate Plan (Department Data Regulatory Tab)

iv. KPI and Data Owners are supposed to ensure that they keep records of how the results are being generated and/or collected.

Note: -

- *Even though this might not be required for submission at the Corporate Level, KPI and Data Owners are to keep a breakdown (for example, to have breakdown of course progression rate by respective courses) of all KPIs and data at their end.*

- *These records should also be readily available during the scheduled IPRAAs and/or any external audits / assessments.*

- *Data would also be checked for their accuracy and reliability during the respective scheduled IPRAAs.*

c. Monitoring and Analysis of Data (Corporate Level KPIs / Department Level KPIs & Data)

i. The Institute's quarterly Performance Management Execution and Review ("PMER") Committee Meeting is used as a platform to monitor and measure its performance against targets set out during the Annual Strategic Planning sessions and documented in the Corporate Plan.

ii. Respective Head of Departments will present their respective set of KPIs (both Corporate and Department Level KPIs), highlighting identified gaps and variances of KPIs against pre-set targets, to the PMER Committee. These shall be documented in the Countermeasure Tabs (Corporate and Department) found in the Corporate Plan.

iii. PMER Committee will then review, discuss, assess and analyze each quarter (or each year)'s performance and formulate strategies to improve areas that fall short of targets set. Reference will be made to the countermeasure actions formulated by the respective Head of Departments.

iv. All discussions, reviews and strategies would be documented in a report, in the form of a Meeting Report, the PMER Committee Meeting Report. All follow up actions that were discussed and agreed will have a designated owner and this will be listed clearly in the Countermeasure Tab.

v. Implementation is expected to be completed before the stipulated datelines. Status of the actions will also be documented in the Countermeasure Tab. The PMER Committee Meeting Report will be circulated to all the Management Team for recording and monitoring purposes.

vi. Chairman of PMER Committee shall ensure the successful implementation and closure of all follow up actions during the following PMER Committee Meetings.

d. Leveraging a Systematic Process to Analyse Comparative Data and Information

i. The Institute's Collection of Data that is used to generate comparative data that is used to drive organisational performance is categorized into 3 main Areas:

- Corporate Level KPI's: Found in the Strategic Plan

- Department Level KPI's: Found in the Strategic Plan

- Outcome Indicators: Found in the Systems and Review Section in respective Manuals

ii. The Institute will use the PMER Committee as the platform to analyze results against Targets (for KPIs) and Internal Benchmarking – using a 3-Year Average (for outcome indicators).

iii. Externally sourced data and information (if available) can be used for comparative purposes.

iv. As part of the systematic process to analyze such data that is available, it is the responsibility of Senior Management to develop any action plans to address areas of weaknesses and / or build on areas of strengths to ensure long term sustainability of excellence. Reference for this would be made to the Operation Manual C7.1.1 Performance Management and Analysis.

v. The QA Department will utilize the Outcome Based Evaluation Report to further analyse the outcomes based on evidences and data obtained.

vi. The Management Team will then review based on the GD3 Effectiveness Report on the readiness of the Institute in meeting the desired outcomes.

e. Regular Periodic Review of Corporate and Department Level KPIs

i. In view of the constant changing landscape of the Private Education Industry, the Institute's PMER Committee will also review the list of KPIs and targets set out in the Corporate Plan – HanbridgeX Matrix on an annual basis. This is to ensure that all KPIs are relevant and are aligned to the Institute's current goals and objectives.

ii. All reviews of Corporate and Departmental Level KPIs would take into account the following elements: -

- Ensure targets are comparative to industry average KPIs (found in the Benchmarking Report)

- Market conditions

- SMART elements

SYSTEMS & REVIEW

1. The Independent Internal Process Auditor will review the Data and Information Management System and Process as part of his/her Internal Process Review, Audit, and Assessment of the Institute.

2. The process review for the Data Collection and Analysis Process will be done during the Internal Process Review, Audit and Assessment ("IPRAA") that is carried out by the Institute's Independent Internal Process Auditor. The IPRAA incorporates a two-way process review component (Internal Auditor and Process Owner) that should include the following elements: -

    a. Whether process helps to effectively monitor, measure and evaluate the achievement of targets found in the strategic plan.

    b. Whether process is systematic and reliable

    c. Whether action plans are formulated and if the Institute is able to monitor the implementation and effectiveness of such plans

3. At least once a year, respective process owners are to conduct a review of their procedures as laid out in the Policy and Operation Manuals to ensure they are up to date and relevant.

FORMS & TEMPLATES

1. Institute Management System

2. Student P-File

3. Standard Student Contract

4. Job Application Form

5. Communication of Changed to Manuals Memo

6. Annual Reports

7. FPS File 1

8. Staff Handbook

9. Acknowledgement Form for Access Rights

10. Acknowledgement of Personal Data Protection Statement

11. Student Application Form (Local & International)

12. Issuance and Exit Clearance Form

13. Staff Access Rights Overview

14. Access Rights Request Form

15. Facility Complaint Record Book

16. Corporate Plan

17. Department Work Plans

18. KPI Data Collection Table

19. PMER Committee Meeting Report

20. Strategic Plan

21. Outcome Based Evaluation Report

22. IPRAA Report