HANBRIDGE INSTITUTE

Manual Code / Criterion	:	C2.4.1
APSR Manual Title	:	Feedback and Complaint Management System
Approved By	:	Alan Go	Chairman of PMER Committee

REVISION HISTORY

Version Number	Description of Revision	Effective Date
00	Initial Release	27 Mar 2017
	PM-0105-C2.6-06 Management of Feedback and Complaints Policy	
01	1. Changed Criterion to 2.6 2. Added 1.1 "The dispute resolution policy and procedures are to be made known to students. This may be through the website, student handbook or orientation materials." 3. Added to 1.2 "and acknowledgement of feedback will be done within 3 days." 4. Added 1.7 "The dispute resolution policy and procedures are to be aligned with the Private Education Regulations." 5. Added 1.9 "Feedback should be utilized in order to identify what drives positive experiences so that the school can enhance these areas." 6. Added 3.3 – 3.8 on Student and Staff Satisfaction Surveys 7. Added to 3.11 "Student survey findings should be utilized in the review of academic and administrative processes. Staff survey findings should be utilized to improve overall staff satisfaction and retention. 8. Added point on review	15 Jun 2017
02	1. Added statement on review by process owner	15 Jan 2018
03	1. Added staff survey findings to be used for review of academic and administrative processes in section 3.11 2. Updated preparer and approver document signatory list	27 Nov 2018
04	1. Amended Department Coding from "0101" to "0105" 2. Removed General Information header and box 3. Removed signing date from Document Signatory List 4. Amended Prepared By Name 5. Amended write-up in point 3.5 regarding areas covered in the Student Surveys in section 3 6. Added "Human Resource Policy and Practices" under 3.8	17 Jul 2019

Version Number	Description of Revision	Effective Date
05	1. Added "Systems & Review" Table	01 Dec 2019
06	1. Changed logo 2. Amended "School" to "Institute" throughout the manual	18 Mar 2020
PM-0600-C2.6.1-05 Dispute Resolution Policy		
01	Changed Criterion to 2.6.1	15 Jun 2017
02	Updated Document Signatory List	27 Nov 2018
03	1. Removed General Information header and box 2. Removed signing date Documentary 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
05	1. Removed "through the CPE Student Services Centre." from point 3.1 under Section 3 Alternate Remedies in Dispute Resolution.	20 Nov 2020
OM-0407-C2.6.1-05 Internal Feedback and Complaint Management System		
01	1. Changed Criterion to 2.6.1 2. Changed write-up for Section 4: Review of Internal Feedbacks and Complaints 3. Updated flowchart to reflect changes	15 Jun 2017
02	1. Added section on review of process	15 Jan 2018
03	1. Updated Document Signatory List	27 Nov 2018
04	1. Amended Department Coding from "0410" to "0407" 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 "Principal" to "Management" in Point 2.1 7. Amended "Designated Independent Internal Auditor" to "Independent Internal Process Auditor" in Point 5.1	17 Jul 2019
05	1. Changed logo 2. Amended "School" to "Institute" throughout the manual	18 Mar 2020
OM-0601-C2.6.1-07 External Feedback and Complaint Management System		
01	1. Changed Criterion to 2.6.1 2. Added word External to Manual title 3. Added in Note 2: If the process takes more than 21 working days to resolve, 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.	15 Jun 2017

Version Number	Description of Revision	Effective Date
	4. Changed whole write-up on Point 4: Review of External Feedbacks and Complaints 5. Changed "counseling" to "counselling"	
02	1. Added section on review	15 Jan 2018
03	1. Updated Document Signatory List	27 Nov 2018
04	1. Removed General Information header and box 2. Removed signing date from Document Signatory List 3. Amended Approved By Name 4. Amended "Designated Independent Internal Auditor" to "Independent Internal Process Auditor" in Point 5.1	17 Jul 2019
05	1. Changed logo 2. Amended "School" to "Institute" throughout the manual	18 Mar 2020
06	1. Amended point 4.1 on frequency of review from "… minimally once every 3 years." to "… on an annual basis."	30 May 2020
07	1. Removed "through the Committee for Private Education Student Services Centre." from the 7th bullet point under point 2.2 section 2 Student Complaint Process 2. Added Programme Head to Documentation & Responsibility for all Academic Director	20 Nov 2020
	C2.4.1 Feedback and Complaint Management System	

08	1. Revamped Manual Formatting.
	2. Combined Policy and Operation Manual
	   a. PM-0105-C2.6-06 Management of Feedback and Complaints Policy
	   b. PM-0600-C2.6.1-05 Dispute Resolution Policy
	   c. OM-0407-C2.6.1-05 Internal Feedback and Complaint Management System
	   d. OM-0601-C2.6.1-07 External Feedback and Complaint Management System
	3. Amended Criterion Number from C2.6.1 to C2.4.1.
	4. Amended Manual Name to "Feedback and Complaint Management".
	5. Added Point 1.b.i. under Approach (Policy Manual) section.
	6. Amended "Principal" to "Head of Operations" in the sixth point under Point 2.b.ii. of Process (Operation Manual) section.
	7. Amended "Administration Department" to "School Operations Department" throughout the manual.
	8. Amended "HR Department" to "School Operations Department" throughout the manual.
	9. Amended "HR Executive" to "Head of Operations" throughout the manual.
		01 Sep 2023

GD 4.0 REQUIREMENT STATEMENTS

1. Ensure and effective feedback management system.

2. Ensure that the dispute resolution policy and procedures are aligned with the Private Education Regulations and communicated to students.

3. Effectively use feedback to identify what drives positive experiences.

4. Review the feedback management system for continual improvement.

APPROACH (POLICY MANUAL)

1. Management of Feedback and Complaints Policy

   a. Handling of Feedbacks and Complaints

      i. The dispute resolution policy and procedures are to be made known to students. This may be through the website, student handbook or orientation materials.

      ii. The Institute accepts both written (emails / letters / Feedback Forms) and verbal communications (meetings / telephone correspondences) for ease of providing feedback and acknowledgement of feedback will be done within 3 days.

      iii. The Institute is to seek feedback from its key stakeholders and external partners for continual improvement of its systems and processes.

      iv. All feedbacks and complaints must be properly recorded and/or documented. Any correspondence (including actions taken) between the Institute 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.

      v. The complainant must be kept informed of the status of their feedback / complaints, and should be responded to in a timely manner.

      vi. All feedbacks / complaints must be resolved within 21 working days. In the event that the deadline is not adhered to, respective complainants must be notified and the reasons with regards to the delay must be made known.

      vii. The dispute resolution policy and procedures are to be aligned with the Private Education Regulations.

      viii. All feedback and complaints are to be evaluated, and improvements to be made in response to them. Such improvements are to be documented for re-evaluation after its implementation, and the complainant/person giving feedback will be informed.

      ix. Feedback should be utilized in order to identify what drives positive experiences so that the Institute can enhance these areas.

b. Review of Feedback and Complaints Management System

    i. The Management Team will review all feedbacks and complaints on an annual basis. This is to be documented in a report format.

    ii. It is noted that feedbacks from any Satisfaction Surveys are covered in the respective Survey Analysis Reports.

    iii. Management Team will also use this review as a platform for reviewing 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.

    iv. The Management Team is to regularly review the Feedback and Complaints Management System, Communication Channels, Policy and Procedures within the Institute, and see how they can be improved.

2. Dispute Resolution Policy

a. Handling of Feedbacks and Complaints

    i. The Institute accepts both written (emails / letters / Feedback Forms) and verbal communications (meetings / telephone correspondences) for ease of providing feedback.

    ii. The Institute is to seek feedback from its key stakeholders and external partners for continual improvement of its systems and processes.

    iii. All feedbacks and complaints must be properly recorded and/or documented. Any correspondence (including actions taken) between the Institute and the student must be annexed as evidences. This is to ensure that any staffs handling the case are kept aware of the progress / outcomes.

    iv. In the event of any appeals for retention, suspension, expulsion and awards, the Institute's Dispute Policy and Process shall follow.

    v. It is the responsibility of the School Operations Department to notify relevant departments of any feedbacks and complaints.

    vi. Students must be kept informed of the status of their feedback / complaints.

    vii. School Operations Department is to respond to respective students within 3 working days of receipt of the feedback / complaint.

    viii. All feedbacks / 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.

    ix. All feedback and complaints are to be evaluated, and improvements to be made in response to them. Such improvements are to be documented for re-evaluation after its implementation, and the complainant / person giving feedback will be informed.

b. Review of Feedback and Complaints Management System

    i. The Management Team will review all feedbacks and complaints on an annual basis. This is to be documented in a report format.

    ii. Management Team will also use this review as a platform for reviewing 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.

    iii. The Management Team is to regularly review the Feedback and Complaints Management System, Communication Channels, Policy and Procedures within the Institute, and see how they can be improved.

c. Alternate Remedies in Dispute Resolution

    i. In the event that the Institute and the student cannot come to an agreement or the student does not accept the final decision made by the Institute's Management Team, they will be referred to Singapore Mediation Centre (SMC) or Singapore Institute of Arbitrators (SIArb) for mediation.

PROCESS (OPERATION MANUAL)

1. **Internal Feedback and Complaint Management System**

   a. Feedback and Complaint Management System

      i. The Institute adopts an integrated approach to managing various feedbacks and complaints provided by their employees. There are many platforms and avenues whereby employees can voice their issues with the Institute's Management Team. The current platforms are as such: -

         ▪ Employee Grievance Procedure

         ▪ Monthly Department Meetings

         ▪ Staff Meetings

   b. Grievance Procedures

      i. For employees that have a grievance or work-related problem, they should not hesitate to make it known. The Institute encourages them to discuss it with their supervisors, and resolve it before it gets too serious or beyond help. Employees are also ensured that the Institute keeps the strictest confidence with regards to various issues as discussed with its employees. The following are the process steps to address employee grievances.

         ▪ Employees that have any grievances should discuss them with their immediate supervisor.

         ▪ Supervisors are to discuss and attempt to resolve the issues with the employee.

         ▪ For employees that are not satisfied with the outcome of the discussion, they are to send a formal complaint letter in the form of a Feedback Form to the Head of Operations.

         ▪ The Head of Operations is to review the issue and set up an interview session with the employee.

         ▪ The objective of the interview session is to iron out the issues and to seek an acceptable solution.

         ▪ For employees that are still not satisfied with the outcome, they are to submit an appeal case to the Institute's Management who shall review all cases on a case by case basis.

         ▪ The decision made by the Management shall be final

         For issues that involve personal discriminations, employees are to go straight to the School Operations Department or the Management.

      ii. All feedback and complaint records are to be filed and kept confidential by the School Operations Department. All records will be reviewed and analysed as and when necessary so as to help the Institute in improving their Human Resource Policies and Procedures.

   c. Monthly Department Meetings / Staff Meetings

i. Employees are encouraged to provide feedback during their department's monthly meetings and also during the Staff Meetings. Respective Heads of Department are to note these down in their minutes (if any) and to ensure that the Institute looks into / addresses all issues that have been brought up.

d. Review of Internal Feedbacks and Complaints

i. The Institute aims to review all such feedbacks and complaints through any meeting platform.

ii. All feedbacks and complaints will be given to the Head of Operations for review and processing. The Head of Operations will acknowledge on the form that he/she has received the Feedback Form.

iii. The Head of Operations will work with the necessary relevant executives and departments to address the feedback / complaint. The follow-up action is to be recorded on the Feedback Form, and the Stakeholder that submitted the Feedback Form will be informed of the actions taken.

iv. The Stakeholder will then acknowledge on the Feedback Form, if they are satisfied with the outcome, and leave additional remarks if they have any.

v. The Management will work with Head of Operations to review feedbacks and complaints received and provide recommendations on how to drive positive experiences, including on how to improve the Institute's Policies and Processes.

2. **External Feedback and Complaint Management System**

a. Feedback and Complaint Management System

i. The Institute adopts an integrated approach to manage various feedbacks and complaints provided by students and stakeholders. There are many platforms and avenues where students and stakeholders are able to provide feedback and complaints to the Institute. They are as such: -

- Feedback Form
- Institute's Email

b. Student Complaint Process

i. The Institute communicates the Dispute Resolution procedures to its students through the following channels: -

- The Institute's Official Website
- Student Handbook
- Student Orientation Programme
- Pre-course Counseling

ii. Students who wish to provide any feedback and/or complaints to the Institute should adhere to the following procedure: -

- Students are to approach the School Operations Department to request for a Feedback Form

- The School Operations Department is to acknowledge the feedback / complaint received. This should be done within 3 working days.

- School Operations 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 School Operations Department will explain it clearly to the student.

- The student should acknowledge the situation within 14 working days, whether he/she accepts or is satisfied with the proposed solution.

- If the student is not satisfied with the proposed solution, he/she can escalate the matter up to the Head of Operations (for non-academic issues) or the Academic Director / Programme Head (for academic issues). 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.

  Note 1: As Feedback can be generic and/or positive, the Institute will have the discretion of the need to reply to students.

  Note 2: If the process takes more than 21 working days to resolve, students need to be informed of the reason as to why it is so and justification needs to be provided by the Institute. Justifications need to be recorded on the Feedback Form under the Remarks section.

c. Institute's Email

  i. For any external stakeholders that wish to provide any feedback and/or complaints to the Institute, they can do so via the Institute's official email.

  ii. Any such e-mails received will be forwarded to the respective departments for their investigation and follow up actions.

d. Review of External Feedback and Complaints

  i. The Institute aims to review all such feedbacks and complaint on an annual basis. A feedback and complaints analysis report will be prepared by the School Operations Department and a copy of the Report will be forwarded to the Respective Heads of Department. They are to review any feedbacks and complaints received in the respective areas and provide recommendations to management on how to improve the Institute's Policies and Processes.

ii.   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. This summary will be summarizing all actions collated and to show how the institute uses improvements made in driving the positive experiences to enhance student satisfaction as a whole.

SYSTEMS & REVIEW

1. The Process will be reviewed by Independent Internal Process Auditor through Internal Process Review, Audit, and Assessment of the Institute.

2. 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. Feedback Form

2. Department Meeting Minutes / Staff Meeting Minutes

3. Student Handbook

4. Feedback and Complaints Analysis Report

5. IPRAA Report