



Feedback and Complaints Management

APPROACH

1. **Feedback and complaint management system**

a. Nearly all concerns or questions can be resolved very quickly and informally if parents feel able to voice them as soon as they arise. Every effort should be made to allay concerns at this level and with the least possible formality. The ideal situation is that no concern should ever become a formal complaint. Occasionally, however, a concern may not be adequately resolved in this way and will need to be investigated further. Throughout the procedure, the aim of all parties should be not only to resolve the complaint but also to develop and sustain good relationships between all members of the school community. No matter how formal or serious the complaint, or dissatisfied the complainant, the aim will always be reconciliation between all parties and a renewed commitment to work together amicably.

2. **Dispute Resolution Policy and Procedures for Students**

a. For the purpose of the School's **Dispute Resolution Policy** and procedures, it will cover any students' official complaints that the School receives from any channels and should be communicated to students and aligned with the Private Education Regulations.

b. All complaints must be properly recorded and / or documented. This is to ensure that any staff handling the case are kept aware of the progress / outcomes.

c. Written complaints are to be acknowledged **within 3 working days** of receipt. 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.

d. All feedback / complaints must be resolved **within 21 working days**. In the event that the deadline is not adhered to, respective students / parents must be notified and the reasons with regards to the delay must be made known.

e. In the event that the School and the student / parent cannot come to an agreement or the student does not accept the final decision made by the School's Management Team, they will be referred to CPE for assistance. The officers of CPE will review the issues and may refer the dispute to CPE Mediation – Arbitration Scheme. If the dispute is not resolved through mediation at the Singapore Mediation Centre, the dispute will be referred for arbitration by an arbitrator appointed by the Singapore Institute of Arbitrators.

3. **Using feedback to drive organizational excellence**

a. The **Senior Leadership Team** will review all feedback and complaints received, including all actions taken, once a year. This is to be documented in the **Feedback and Complaints Register**.

b. The **Senior Leadership Team** will also use this review as a platform to identify positive experiences through compliments received from students and parents so that the school can enhance on the different initiatives implemented.

4. Reviewing the feedback and complaints management system

a. The **Feedback and Complaints Management System** will be reviewed once every two years using the platforms of Internal Reviews (carried out by process owners) and Internal Assessments annually (carried out by **QA Staff**).

PROCESS

Write-up: Process Steps & Details

1. Feedback Management System

1.1 The School adopts an integrated approach to managing various feedback provided by students /parents. There are many platforms, channels and avenues whereby stakeholders can voice their issues and / or provide constructive feedback to the school.

1.2 By and large, parents/students are encouraged to resolve any issue as close to source as possible. Feedback and Complaints can be discussed informally with a member of the school staff (E.g. PE teacher, Mathematics teacher, Class teacher, Head of Grade, Head of Department, etc). The member of the school staff will then advise of any action to be taken where appropriate, normally within **5 working days**.

1.3 If parents/students are not satisfied with the advice given above, they can discuss the informal feedback/complaint informally with the Head of Grade/Department. If a resolution is not reached the Head of Department or Head of Grade may seek advice from or pass on the complaint to the VP responsible for Pastoral Matters, APs for Curriculum and Assessment, AP for Student Success, AP for Enrichment or AP for Bilingual Programme. The Principal may also get involved in the dialogue and resolution. The Complainant will be advised of any action to be taken where appropriate, normally within **5 working days**.

1.4 Parents/students wishing to communicate the informal feedback/complaints can do so via face-to-face conversations or through **Email**. Where applicable, the feedback will be acknowledged by the respective staff within **3 working days**, and action to be taken will be advised within the timeline stipulated in point 1.2-1.3 above.

1.5 For official complaints received, it would need to adhere to the **Dispute Resolution Policy and Procedure** as found in Section 2 of this Manual.

1.6 All Feedback and Complaints received would need to be recorded in the **Feedback and Complaints Register** for consolidation, analysis and review purposes.

Write-up: Process Steps & Details

2. Dispute resolution policy and procedures for Students / Parents

2.1 If a resolution is not reached after steps from points 1.2 – 1.3 are taken, the feedback/complaint is discussed informally with the Principal. If an informal resolution is not reached with the Principal, the feedback/complaint is to be submitted formally in the form of writing, to the Principal via the following means:

- Parents/students are to communicate the feedback/complaints to the Principal or relevant Senior Leadership Team (SLT) member directly through Email
- The **Principal/SLT Member** will acknowledge the feedback/complaint within **3 working days**, and conduct an investigation. Findings will be fully reported to the complainant, normally within **10 working days**.
- If the parent/student is not satisfied with the proposed solution, he / she can escalate the matter up to the **CEO, in writing**. The CEO reviews the findings and determines whether further investigation is necessary, with an investigation carried out, if required. Findings will be fully reported to the complainant, normally within **10 working days**.
- If the parent/student is still not satisfied with the outcome / decision, he / she will be referred to CPE for assistance. The officers of CPE will review the issues and may refer the dispute to CPE Mediation –Arbitration Scheme. If the dispute is not resolved through mediation at the Singapore Mediation Centre, the dispute will be referred for arbitration by an arbitrator appointed by the Singapore Institute of Arbitrators.
- The entire process for resolving a formal complaint 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.
- For suggestions and compliments, they can be generic and / or positive. This would not be covered under the Dispute Resolution Policy and Procedure.

3. Using feedback to drive organizational excellence

3.1 The School aims to review all such feedback and complaints received every year. A consolidated **Feedback and Complaints Register** will be reviewed during the SLT Meeting.

3.2 During the SLT Meeting, the **Senior Leadership Team** is to review any feedback and complaints received in the respective areas throughout the year and to discuss on potential policies/procedures improvements or further action plans to be taken, where applicable.

3.3 Throughout the year, relevant suggestions and compliments contributed from parents/students through the various sources (e.g. Email, Surveys, Face to Face conversations) will also be discussed by the **Senior Leadership Team** during the SLT Meetings to identify positive experiences from students and parents so that the school can enhance on the different initiatives implemented.

Write-up: Process Steps & Details

4. Reviewing the feedback and complaints management system

4.1 The [Feedback and Complaints Management System](#) will be reviewed through the following platforms: -

- Internal review by respective process owners using the [Internal Review Form](#)
- Internal assessment by [QA Staff](#) using the [Internal Assessment Report](#)