

## Feedback Policy and Procedure

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### **Purpose**

We value our student, staff and other stakeholder views and the Academy has a variety of formal and informal means to gather, record, evaluate and respond to feedback.

This policy document sets out the ways in which students, staff and other stakeholders are able to voice views and opinions about their experience of Celtic English Academy.

It specifies the procedure by which the feedback should be obtained and what should be done with the feedback once gathered.

It also emphasises the need to value the feedback, and for timely action to be taken in response to valid issues and justifiable concerns raised through feedback mechanisms and describes how this can be done.

It is the policy of the academy to collect feedback using as anonymous a process as possible in order to ensure that results are valid and reliable.

### **Responsibilities**

This section details the responsibilities of all staff, and of particular groups, in collecting, communicating and acting upon feedback within the Academy:

#### **A. Senior Management (Directors, CEO, or equivalent)**

- To ensure all feedback channels are running effectively and efficiently to ensure all feedback is acted upon in order for timely action to be taken
- To deal with complaints promptly, fairly and with respect to English UK guidelines

#### **B. Managers (Department Managers, line managers or equivalent)**

- To ensure all feedback is recorded, saved, actioned and reviewed

#### **C. All staff**

- To take responsibility for listening to, recording and communicating feedback and in particular complaints, to their line manager within 24 hours
- To refer students to the appropriate manager for their complaint

#### **D. Named staff**

The following named staff have responsibilities documented within this policy:

- **CEO** – Shoko Doherty
- **Director of Studies** – Ceri Thomas
- **Operations Manager** – Marta Abellan
- **Organisational Development & Communications Manager** – Emelyne Burkhard
- **Business Development Manager** – Maria Rivero
- **Digital Marketing Manager** – Pablo Quintela
- **Group & University Progression Manager** – Grant Hubbard
- **Accommodation Officer** – Carla Morgan
- **Marketing & Student Support Officer** – Elodie Mallet
- **Finance & Operations Officer** – Joshua Nixon

### Categories of Feedback

There are three main categories of feedback within the Academy; student feedback, stakeholder feedback and staff feedback.

#### A. Student Feedback

Student feedback incorporates all aspects of the student experience. This includes their course, transfers, first day impression, homestay or residence placement, social activities and student support.

There are three primary methods of collecting student feedback:

##### 1. Initial feedback

Initial feedback is informal and verbal. First and second week students are invited to the local pub or cafe for a complementary drink and a chat on Fridays at 12 midday after lessons finish. This is led by one of the Operations Officer or Assistant level staff. The purpose is to create a relaxed and friendly environment for the students to share their initial feedback. The staff member gathers feedback in notebook form whilst directing conversation around set topics and answering questions. After the session, the conducting staff updates the Academic, Operations and management team by email and records individual student feedback on their student record. Individual issues to follow up on are also communicated to the specific staff e.g., Accommodation.

##### 2. Mid-term feedback

Mid-term feedback is for any student who studies with us longer than 6 weeks. Mid-term feedback is formal, submitted electronically and asks more detailed questions about the student's experience at the Academy. Students can rate our services (for example, their course book, teacher, homestay provider) and write comments about aspects of their stay (for example, what did they think of Cardiff as a city).

##### 3. End of course feedback

End of course feedback is formal, submitted electronically and asks more detailed questions about the student's experience at the Academy. Students can rate our services (for example, their course book, teacher, homestay provider) and write comments about aspects of their stay (for example, what did they think of Cardiff as a city).

Secondary methods of collecting student feedback include:

##### 4. Groups feedback (closed groups and Teacher Development)

Paper forms are given to groups and their group leader:

1. On arrival to capture initial feedback on accommodation, transfer and first day experience
2. On departure to capture end of course feedback which asks more detailed questions about the student's experience at the Academy. Students can rate our services (for example, their course book, teacher, homestay provider) and write comments about aspects of their stay (for example, what did they think of Cardiff as a city).
3. Teachers will also be able to provide feedback about their school placement days, if relevant

Student feedback forms are tailored to young learners and to teachers by using a graded level of English and some specific questions.

#### **5. Biannual focus groups**

Biannual focus groups are an informal way for the DOS and the CEO to speak to students directly. The DOS and CEO choose one class from each level and ask them the same questions based on BC criteria.

#### **6. Google and Facebook reviews**

Past, present or future students are able to leave reviews on Celtic English Academy Google or Facebook social media pages at any time. Reviews are monitored by the CEO, Digital Marketing Manager, Organisational Development & Communications Manager, and Business Development Manager and replies are given and action followed up.

### **B. Stakeholder Feedback**

Celtic seeks feedback from key stakeholders once a year. Stakeholders are asked to complete an online questionnaire using Google forms which asks them about their experience of working with us and any suggestions for improvement.

We currently request feedback from the following stakeholders:

- Homestay providers
- Residence providers (Cardiff and Bangor)
- Partner Educational Tour Operator (ETOs)

Additionally, we request agent feedback after the departure of every group.

### **C. Staff Feedback**

Celtic values the diversity of its workforce, and the range of views and opinions it contains. We are committed to continuing to create and streamline more effective channels for staff to feedback to senior management.

The following initiatives are informal and formal opportunities for this to happen at various frequencies throughout the year:

- AGM (annually)
- Employee Forum (quarterly)
- Listening lunches (monthly)
- Employee Survey (annually)
- INSET days (termly)
- Focus groups with management, teachers and junior staff (biannual)
- Staff suggestions and ideas digital board (online Padlet) – replaces physical box

Celtic is a family run business that operates an 'open door policy' with regards to accessing time with senior management. The CEO will always make time for any member of staff who needs to speak with them urgently about a concern. The monthly board meeting also has a space for Directors to review staff suggestions and feedback.

### **Procedure**

The procedure as below outlines the stages of the feedback loop for each category of feedback and who is responsible for each stage:

- 1) Ask customers
- 2) Store results
- 3) Analyse results
- 4) Communicate results
- 5) Act on results
- 6) Check that action is effective
- 7) Make permanent changes to improve service

### **Urgent complaints**

Urgent complaints are those that have the ability to cause reputational damage to the Academy or a member of staff if not resolved immediately.

In this instance, and if received under any category of feedback, they should be raised immediately to the CEO in person or by phone. If they are not able to be reached, the feedback should be raised to the DOS.

## **A. Student Feedback**

### **1. Initial feedback**

- Initial feedback will take the form of informal questions during student weekly feedback drinks every Friday at 12pm. New starters are welcome to come to this event during week 1 or week 2 of their course.
- The Operations Officer or Marketing & Student Support Officer will buy each student a drink and ask the questions in the feedback drinks questionnaire to facilitate discussion, and record notes in the initial feedback notebook.
- A summary of initial feedback should be typed, saved and emailed to all managers each Friday.
- The Officer conducting the drinks should record any complaints into the complaints section on Fidelo each with a time set for review and should inform the manager of any assigned complaints by email.
- On the following Tuesday, a follow up email will be sent to any students who missed the first week drinks by the Operations Officer using the template email on Fidelo which re-invites them to the next drinks and reminds them who to contact if they have any concerns.
- Department leads should review the effectiveness of their action with the customer and make further action as necessary until all reasonable action has been taken to get a result that is satisfactory to all parties. If this is not possible, the student should be referred to complaint's procedure.
- Any positive feedback can be shared in the Inter-departmental meeting (IDM) as appropriate by the CEO/Organisational Development & Communications Manager, or recorded on the digital Staff Shout Outs praise board, which is viewed by all staff.

### **2. Mid term feedback**

- Teachers will collect mid term feedback in class in paper based forms and are conducted every half term, at 6/7 weeks.
- Teachers will scan these to the DOS, who will share them with the Operations Manager within 48 hours
- The DOS will save the report in the Student Feedback folder on the Drive
- The DOS and Operations Manager are responsible for recording any complaints associated with their department on Fidelo, with a time set for review.

- The DOS and Operations Manager will record all other constructive comments and create a 'wish list' of action, colour coded for urgency/importance, which can be reviewed in the monthly feedback review meeting, and again in the IDM.
- Department leads should review the effectiveness of their action with the customer, and make further action as necessary until all reasonable action has been taken to get a result that is satisfactory to all parties
- If this is not possible, the student should be referred to complaint's procedure

### **3. End of course feedback**

- On Tuesday of the student's final week, the Operations Manager will send out a template email from Fidelo directing the departing students to the Fidelo end of course feedback questionnaire embedded in the website or via Google forms.
- Teachers will remind students about the questionnaire when they hand their students their certificates on Friday.
- On Tuesdays, the Operations Manager will use the Fidelo Students->Feedback list to access the end of course feedback from the past week by selecting the appropriate time period, choosing "answered 'yes'" from the drop down and clicking on 'extended report'. (Note individual feedback for a given student can be obtained by highlighting the student's name and clicking 'results')
- The Operations Manager will share the report by email with the CEO, DOS and all managers
- The Operations Manager will save the report in the Student Feedback folder on the Drive
- The Operations Manager will record any complaints on Fidelo and should inform the CEO/DOS of any assigned complaints by email.
- The CEO or DOS will respond to any complaints
- The Operations Manager will record all other constructive comments and create a 'wish list' of action, colour coded for urgency/importance, which can be reviewed in the monthly feedback review meeting, and again in the monthly IDM and Board Meeting.

### **4. Groups feedback (closed groups and Teacher Development)**

- Initial feedback
  - The Group & University Progression Manager will collect initial paper based feedback from the students and the group leader on the first day.
  - The staff member collecting the feedback should record any complaints into the complaints section on Fidelo with a time set for review.
  - The staff member should scan and share the feedback with the relevant department managers.
  - The staff member should save the feedback to the Student Feedback folder in the Drive.
  - The Group & University Progression Manager will record all other constructive comments and create a 'wish list' of action, colour coded for urgency/importance, which can be reviewed in the monthly feedback review meetings, and again in the monthly IDM and Board Meeting.
- End of course feedback
  - The Group & University Progression Manager will collect end of course paper based feedback from the students and the group leader during their farewell party.

- The end of course questionnaire is tailored to whether the group is young learners or adults.
- The DOS organises the collection of the end of course questionnaire from Teacher Development groups
- The Group & University Progression Manager should record any complaints from young learners or adult groups into the complaints section on Fidelo with a time set for review.
- The DOS should record any complaints from Teacher Development groups into the complaints section on Fidelo with a time set for review
- The Group & University Progression Manager should scan and save the feedback in the Student Feedback folder and share the feedback with the Organisational Development & Communications Manager.
- The Group & University Progression Manager will record all other constructive comments and create a 'wish list' of action, colour coded for urgency/importance, which can be reviewed in the monthly feedback review meetings, and again in the monthly IDM and Board Meeting.

#### **5. Biannual focus groups**

- Every 6 months, the DOS will identify four classes for focus groups, inform the teacher and send calendar invitations to the CEO and Organisational Development & Communications Manager.
- The Organisational Development & Communications Manager will take minutes and write these up with suggested actions and store them in the Student feedback folder in the Drive. They will also share them with the DOS and the CEO.
- The DOS and CEO can analyse the feedback
- The DOS and CEO can communicate the feedback to the appropriate manager
- Departmental leads to set actions as necessary
- DOS and CEO to check in on departmental progress at set time intervals

#### **6. Google & Facebook reviews**

- Reviews are monitored by the CEO, Digital Marketing Manager, Organisational Development & Communications Manager, and Business Development Manager and written replies are provided for each review.
- Some students are contacted directly, in person or by telephone or email if the nature of their reviews are critical or further action is required to address any concern or present situation. It is recommended to follow up offline in these cases.
- Critical reviews from present students are recorded on the Complaints tab of the students' record and followed up with the relevant staff member to address the complaint
- Operations department staff encourage all weekly leaving students to leave Google or Facebook reviews and students are actively encouraged to give their feedback online
- The Digital Marketing Manager and Organisational Development & Communications Manager oversee the tone of voice and style of replies to online reviews, to protect the organisation brand and reputation.
- 5\* reviews are shared and celebrated across the teams

#### **7. Review of student feedback – monthly meeting**

- The Operations Manager, Group & University Progression Manager and Organisational Development & Communications Manager will collate initial, mid-term, end of course and groups feedback (complaints, constructive feedback and wish list)

for a monthly review meeting with the DOS and CEO prior to the IDM and Board meeting to set actions and to agree priorities.

## **B. Stakeholder Feedback**

- Homestay host
  - An annual email to all homestay hosts will be sent by the Accommodation Officer in December containing a link to the Google form questionnaire hosted by our website
  - Google forms will collate the results.
  - The Accommodation Officer will share the results with the CEO, DOS and the Operations Manager
  - The Accommodation Officer will download and save the results in the Stakeholder Feedback file on the drive
  - The Accommodation Officer will review the results in January and create an action plan to be shared with the Operations Manager
- Residence providers (Cardiff and Bangor)
  - Annual paper-based feedback on renewal of contract or if not a renewal year, at the end of each year in December
  - The Accommodation Officer and Group & University Progression Manager will share the results with the CEO, DOS and the Operations Manager
  - The Accommodation Officer and Groups & University Progression Manager will review the results in January and create an action plan to be shared with the Operations Manager
- Educational Tour Operators (ETOs)
  - An annual email to all Educational Tour Operator partners (ETOs) will be sent by the Business Development Manager in January containing a link to the Google form questionnaire
  - Google forms will collate the results in an Excel.
  - The Business Development Manager will share the results with the CEO, DOS and all Marketing department staff
  - The Business Development Manager will download and save the results in the Stakeholder Feedback file on the drive
  - The Business Development Manager will review the results in February and create an action plan to be shared with the CEO and all Marketing department staff

## **C. Staff Feedback**

Celtic values the diversity of its workforce, and the range of views and opinions it contains. We are committed to continuing to create and streamline more effective channels for staff to feedback to senior management.

The following initiatives are formal opportunities for this to happen at various frequencies throughout the year:

- AGM (annually)
  - Each employee is asked for two things they would like to see change or improve over the next 12 months

- The Organisational Development & Communications Manager will scan/collate all feedback and save it to the Staff Feedback -> AGM folder
- The Organisational Development & Communications Manager will create a list of actions, colour coded for urgency/importance, which can be reviewed by the CEO and Board, at the next meeting
- The Organisational Development & Communications Manager will assign action as appropriate using Asana
- Progress on actions will be shared in the following AGM by the CEO
  
- Employee Forum (quarterly)
  - The employee forum is a self-elected group of staff. The forum is made up to two administrative staff, two teaching staff and a member of the Sustainability group.
  - The Organisational Development & Communications Manager chairs the meeting and takes minutes.
  - Should any feedback be requested through the forum or given by the forum informally, it will be communicated to all managers during the next monthly IDM.
  
- Listening lunch (monthly)
  - The CEO invites 1-2 members of staff to a listening lunch each month. This is on a rotational basis, though staff may be prioritised at the CEO's discretion if deemed necessary. Staff are also able to request a listening lunch with the CEO
  - The listening lunch is an informal chat over lunch and an opportunity for staff to discuss anything or nothing and is as much as a relationship builder as a chance for staff to air any concerns or ask any questions with senior management.
  
- INSET days (termly)
  - An informal opportunity for verbal feedback for teaching staff
  - INSET minutes will be the record of any feedback collected
  - The ADOS should set actions as necessary
  
- Focus groups with management, teachers and junior staff (biannual)
  - 1-1.5 hour long focus groups for staff to air concerns or suggestions with the CEO and DOS. The Organisational Development & Communications Manager take minutes
  - Set questions are asked to each group
  - Actions are collated by the Organisational Development & Communications Manager and recorded on Asana
  - Minutes and proposed actions are sent out to each focus group

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