

5 of 10

DIMENSIONS AT STANDARD (A COUNT, NOT A SCORE)

Operational Capability Framework

Ten areas, OC01–OC10 · states per rubric v1

DIMENSION REVIEW

OC01	Governance & Policy Board policy HIA-POL-001 v2.1 governs all trips under resolution HIA-BG-2026-02.	7 anchored · 2 open	AT STANDARD
OC02	Risk Assessment HIA-POL-005 defines a six-step assessment applied to every category.	7 anchored · 2 open	AT STANDARD
OC03	Partner Vetting Provider controls appear at two points: written operational-readiness confirmation at the midd...	2 anchored · 4 open	PROGRESSING
OC04	Pre-Departure Documentation Pre-departure controls are assigned and checked: written consent through HIA-FORM-001, coordin...	5 anchored · 3 open	AT STANDARD
OC05	Staffing & Ratios Staffing parameters are explicit: two-staff minimum, ratios for every category, group-size cap...	7 anchored · 2 open	AT STANDARD
OC06	Medical & Welfare Health information updates on a defined cycle, trip health summaries and anaphylaxis readiness...	7 anchored · 2 open	AT STANDARD
OC07	Safeguarding Trip safeguarding is delegated to HIA-POL-003, which was not provided.	4 anchored · 3 open	PROGRESSING
OC08	Incident Response First actions are ordered and unambiguous: account for students, make safe, obtain medical hel...	5 anchored · 4 open	PROGRESSING
OC09	Communications Communication discipline during incidents is defined: the field speaks only to the duty phone ...	4 anchored · 3 open	PROGRESSING
OC10	Post-Trip Review Post-trip traces exist at the edges: the daily trip log, behavior referrals on return, and an ...	3 anchored · 4 open	PROGRESSING

DOCUMENTS ASSESSED

Educational Trips & Activities Policy HIA-POL-001 v2.1 · issued 2026-01-12	Medical Information & Student Health Policy HIA-POL-004 v1.3 · issued 2025-08-20	Trip Risk Management & Emergency Procedures HIA-POL-005 v3.0 · issued 2026-02-02	Trip Operations & Safety Manual HIA-SOP-001 v2.0 · issued 2026-02-02
--	--	--	--

Every evidence line on pages 3–7 is anchored to a section and page of these four documents. The full register, including referenced documents not provided for assessment, is on page 8.

EVALUATION METHOD

How the Evidence Was Read

Harborview International School

Every statement in this evaluation derives from the four documents on page 1. The pipeline below is what actually ran on 2026-08-24; each step is recorded and checkable. OC stands for Operational Capability: the framework's ten areas run from OC01 Governance & Policy through OC10 Post-Trip Review, and every dimension carries its code beside its evidence.



THE PIPELINE

- 1

Section-level indexing
Each submitted document is split into labeled sections with page positions. Every section carries an id, so statements drawn from it are traceable to the exact place in the source.
- 2

Assessment with cited sections
The assessment model reads the sectioned documents and must cite the section id behind every evidence statement. A statement it cannot tie to one section is returned without a citation, never guessed.
- 3

Anchor resolution
The pipeline, not the model, resolves each cited id to its document, section heading, and page. An invalid citation is flagged as unanchored; anchors cannot be fabricated. In this evaluation, every evidence line resolved: 51 of 51 anchored.
- 4

Open-item verification
Every open item claims an absence. A second pass checks each claim against the sectioned documents; an item explicitly contradicted by document text is removed, with the contradicting section recorded. 0 item(s) were removed from this evaluation by that check. Doubtful cases keep the item.
- 5

Rubric-derived states
Dimension states come from the approved rubric (v1), derived from countable properties: evidence depth, anchoring, and classified open items. The score the model assigns is analyst-facing input; it never sets the state and does not appear in this report.
- 6

Consistency check
Before this report can render, the assessment is checked against the school's canonical record: names, location, and every cited document must agree, or generation is blocked.

READING THE DIMENSION STATES

AT STANDARD

Documented practice meets the framework standard: at least three anchored evidence items, no structural open items, at most two procedural open items.

PROGRESSING

Practice is evidenced; the documentation is still maturing against at least one of the standard's tests.

NOT EVIDENCED

No documentary evidence of the practice in any form was found in the submitted materials.

OPEN ITEMS

Each open item carries a severity class (structural: governing instrument absent; procedural: procedure or template undocumented; records: records missing) and a provenance class. Every open item in this evaluation is class absent: no evidence in any form.

Analyst review of every dimension finding against the source documents is a step of the production service; it was not performed on this showcase artifact, whose findings are pipeline output as described above. This evaluation structures what the school's documents state. It does not certify outcomes, and open items are the school's to weigh and sequence.

DIMENSION EVIDENCE · 1 OF 5

Governance & Risk Assessment

Harborview International School

OC01 · Operational Capability Area 1 of 10

AT STANDARD

Governance & Policy

7 anchored evidence · 2 open items

Board policy HIA-POL-001 v2.1 governs all trips under resolution HIA-BG-2026-02. Three trip categories carry defined approval authorities. Five named roles hold recorded accountability before planning begins. Annual Board review and cancellation authority are documented.

- WHAT THE DOCUMENTS STATE
- Board of Governors approved HIA-POL-001 v2.1 under resolution HIA-BG-2026-02. [\(HIA-POL-001 Educational Trips & Activities Policy, Introduction, p. 1\)](#)
 - Three trip categories each carry a defined approval authority. [\(HIA-POL-001 Educational Trips & Activities Policy, 2. Trip Classification, p. 1\)](#)
 - Five named roles hold recorded accountability before planning begins. [\(HIA-POL-001 Educational Trips & Activities Policy, 3. Accountability, p. 1\)](#)
 - Head of School holds cancellation authority; deputy succession is defined. [\(HIA-POL-001 Educational Trips & Activities Policy, 4. Cancellation and Escalation, p. 2\)](#)
 - Risk assessment is a mandatory gate for every category. [\(HIA-POL-001 Educational Trips & Activities Policy, 5. Risk Assessment Requirement, p. 2\)](#)
 - Annual Board review each January with Board-approved amendments. [\(HIA-POL-001 Educational Trips & Activities Policy, 8. Policy Review, p. 2\)](#)
 - Related policies are cross-referenced in the document control block. [\(HIA-POL-001 Educational Trips & Activities Policy, Introduction, p. 1\)](#)

- OPEN ITEMS
- ☐ No risk appetite or residual-risk tolerance statement identified in submitted materials *(procedural · absent)*
 - ☐ No policy version-control log beyond the current-version block identified in submitted materials *(records · absent)*

OC02 · Operational Capability Area 2 of 10

AT STANDARD

Risk Assessment

7 anchored evidence · 2 open items

HIA-POL-005 defines a six-step assessment applied to every category. Threats span four domains, scoring uses a five-point matrix, and residual scores above the acceptance line require sign-off. Intelligence triangulates three named sources and resolves to recorded decision tiers.

- WHAT THE DOCUMENTS STATE
- Six assessment steps run from destination context through educational proportionality. [\(HIA-POL-005 Trip Risk Management & Emergency Procedures, 2. The Six-Step Risk Assessment, p. 1\)](#)
 - Threats identified across Health and Medical, Security and Crime, Environmental, Infrastructure and Travel. [\(HIA-POL-005 Trip Risk Management & Emergency Procedures, 2. The Six-Step Risk Assessment, p. 1\)](#)
 - Inherent risk scored for likelihood and severity on a five-point matrix. [\(HIA-POL-005 Trip Risk Management & Emergency Procedures, 2. The Six-Step Risk Assessment, p. 1\)](#)
 - Residual scores above the acceptance line require Divisional Principal sign-off. [\(HIA-POL-005 Trip Risk Management & Emergency Procedures, 2. The Six-Step Risk Assessment, p. 1\)](#)
 - Intelligence triangulates MFA Singapore, U.S. State Department, and Crisis24. [\(HIA-POL-005 Trip Risk Management & Emergency Procedures, 3. Destination Intelligence, p. 1\)](#)
 - Sources are re-checked in the week before departure; the most cautious reading governs. [\(HIA-POL-005 Trip Risk Management & Emergency Procedures, 3. Destination Intelligence, p. 1\)](#)
 - Each assessment resolves to one of three recorded decision tiers. [\(HIA-POL-005 Trip Risk Management & Emergency Procedures, 4. Decision Tiers, p. 2\)](#)

- OPEN ITEMS
- ☐ No numeric acceptance-line threshold identified in submitted materials *(procedural · absent)*
 - ☐ No re-assessment trigger for post-approval itinerary changes identified in submitted materials *(procedural · absent)*

DIMENSION EVIDENCE · 2 OF 5

Partner Vetting & Pre-Departure

Harborview International School

OC03 · Operational Capability Area 3 of 10

PROGRESSING

Partner Vetting

2 anchored evidence · 4 open items

Provider controls appear at two points: written operational-readiness confirmation at the middle decision tier, and transport booked from a contracted supplier list. No vetting instrument governs how providers enter or stay on that list.

WHAT THE DOCUMENTS STATE

- In-country provider written confirmation is required at the middle decision tier. [\(HIA-POL-005 Trip Risk Management & Emergency Procedures, 4. Decision Tiers, p. 2\)](#)
- Coach and minibus operators are booked from a contracted supplier list. [\(HIA-SOP-001 Trip Operations & Safety Manual, 4. Transport, p. 1\)](#)

OPEN ITEMS

- No provider vetting framework or checklist identified in submitted materials *(structural · absent)*
- No provider insurance or liability verification identified in submitted materials *(procedural · absent)*
- No supplier re-approval or audit cycle identified in submitted materials *(procedural · absent)*
- No competence or licensing checks for activity providers identified in submitted materials *(procedural · absent)*

OC04 · Operational Capability Area 4 of 10

AT STANDARD

Pre-Departure Documentation

5 anchored evidence · 3 open items

Pre-departure controls are assigned and checked: written consent through HIA-FORM-001, coordinator file checks before approval, nurse-prepared health summaries reviewed in person, and a final intelligence re-check in departure week.

WHAT THE DOCUMENTS STATE

- Written parental consent is required before departure using HIA-FORM-001 forms. [\(HIA-POL-001 Educational Trips & Activities Policy, 6. Parental Consent, p. 2\)](#)
- Trips Coordinator confirms consent coverage during the trip-file check. [\(HIA-POL-001 Educational Trips & Activities Policy, 6. Parental Consent, p. 2\)](#)
- Trips Coordinator checks each trip file for completeness before it reaches the approver. [\(HIA-POL-001 Educational Trips & Activities Policy, 3. Accountability, p. 1\)](#)
- Nurse-prepared trip health summaries are reviewed with the Trip Leader before departure. [\(HIA-POL-004 Medical Information & Student Health Policy, 3. Trip Health Summaries, p. 1\)](#)
- Destination intelligence is re-checked in the week before departure. [\(HIA-POL-005 Trip Risk Management & Emergency Procedures, 3. Destination Intelligence, p. 1\)](#)

OPEN ITEMS

- HIA-FORM-001 referenced but not submitted; consent form content not evidenced *(records · absent)*
- No student pre-departure briefing pack identified in submitted materials *(procedural · absent)*
- No travel document or visa verification step identified in submitted materials *(procedural · absent)*

DIMENSION EVIDENCE · 3 OF 5

Staffing & Medical Welfare

Harborview International School

OC05 · Operational Capability Area 5 of 10

AT STANDARD

Staffing & Ratios

7 anchored evidence · 2 open items

Staffing parameters are explicit: two-staff minimum, ratios for every category, group-size caps with split-group staffing, employee-only counting, and a three-year Trip Leader renewal cycle with a maintained register.

WHAT THE DOCUMENTS STATE

- Minimum two Harborview staff on every trip regardless of group size. ([HIA-SOP-001 Trip Operations & Safety Manual, 1. Staffing and Supervision Ratios, p. 1](#))
- Ratios are 1:10 under 30 students and 1:12 at 30 or more, all categories. ([HIA-SOP-001 Trip Operations & Safety Manual, 1. Staffing and Supervision Ratios, p. 1](#))
- Group caps of 60, 45, and 30 by category, with split groups separately staffed. ([HIA-SOP-001 Trip Operations & Safety Manual, 1. Staffing and Supervision Ratios, p. 1](#))
- Only current employees count toward supervision ratios. ([HIA-SOP-001 Trip Operations & Safety Manual, 1. Staffing and Supervision Ratios, p. 1](#))
- Trip Leader status renews every three years with first aid currency and co-leading review. ([HIA-SOP-001 Trip Operations & Safety Manual, 2. Staff Selection and Competence, p. 1](#))
- Category B and C Trip Leaders must have co-led a lower-category trip. ([HIA-SOP-001 Trip Operations & Safety Manual, 2. Staff Selection and Competence, p. 1](#))
- A register of current Trip Leaders and renewal dates is maintained. ([HIA-SOP-001 Trip Operations & Safety Manual, 2. Staff Selection and Competence, p. 1](#))

OPEN ITEMS

- ☐ No Trip Leader withdrawal or replacement procedure identified in submitted materials (*procedural · absent*)
- ☐ No language competency requirement for international trips identified in submitted materials (*procedural · absent*)

OC06 · Operational Capability Area 6 of 10

AT STANDARD

Medical & Welfare

7 anchored evidence · 2 open items

Health information updates on a defined cycle, trip health summaries and anaphylaxis readiness are documented, medication runs under nurse-prepared plans with logging, wellbeing routes through the counselor, and repatriation is assigned to Crisis24 and the insurer.

WHAT THE DOCUMENTS STATE

- Health records update annually and within five school days of notified changes. ([HIA-POL-004 Medical Information & Student Health Policy, 2. Health Information, p. 1](#))
- Trip health summaries are prepared for Category B and C trips. ([HIA-POL-004 Medical Information & Student Health Policy, 3. Trip Health Summaries, p. 1](#))
- Auto-injector students are flagged; anaphylaxis-trained staff required on B and C trips. ([HIA-POL-004 Medical Information & Student Health Policy, 4. Allergy and Anaphylaxis Readiness, p. 1](#))
- Certified first aiders required on every trip, two on Category C. ([HIA-POL-004 Medical Information & Student Health Policy, 5. First Aid Coverage, p. 1](#))
- Medication plans name dose, timing, and administering staff, with administration logged. ([HIA-POL-004 Medical Information & Student Health Policy, 6. Medication on Trips, p. 1](#))
- Counselor wellbeing notes travel with the summary; counselor reachable via duty phone. ([HIA-POL-004 Medical Information & Student Health Policy, 7. Wellbeing Support on Trips, p. 2](#))
- Repatriation runs through Crisis24 and the insurer with Head of School approval. ([HIA-POL-004 Medical Information & Student Health Policy, 8. Serious Illness and Repatriation, p. 2](#))

OPEN ITEMS

- ☐ No mental health crisis protocol for trips identified in submitted materials (*procedural · absent*)
- ☐ No threshold for engaging Crisis24 versus local treatment identified in submitted materials (*procedural · absent*)

DIMENSION EVIDENCE · 4 OF 5

Safeguarding & Incident Response

Harborview International School

OC07 · Operational Capability Area 7 of 10

PROGRESSING

Safeguarding

4 anchored evidence · 3 open items

Trip safeguarding is delegated to HIA-POL-003, which was not provided. The controls visible in the submitted set are staffing-borne: overnight gender coverage, employee-only supervision, and pairs-only searching.

WHAT THE DOCUMENTS STATE

- Trip safeguarding expectations are assigned to HIA-POL-003 by policy. [\(HIA-POL-001 Educational Trips & Activities Policy, 7. Safeguarding, p. 2\)](#)
- Overnight trips carry at least one male and one female staff member. [\(HIA-SOP-001 Trip Operations & Safety Manual, 1. Staffing and Supervision Ratios, p. 1\)](#)
- Provider staff never substitute for school supervision. [\(HIA-SOP-001 Trip Operations & Safety Manual, 1. Staffing and Supervision Ratios, p. 1\)](#)
- Staff search in pairs only during a missing student response. [\(HIA-SOP-001 Trip Operations & Safety Manual, 6. Missing Student Procedure, p. 2\)](#)

OPEN ITEMS

- ☐ HIA-POL-003 referenced but not submitted; safeguarding framework content not evidenced *(records · absent)*
- ☐ No staff code of conduct for trips identified in submitted materials *(structural · absent)*
- ☐ No trip-specific safeguarding risk assessment identified in submitted materials *(procedural · absent)*

OC08 · Operational Capability Area 8 of 10

PROGRESSING

Incident Response

5 anchored evidence · 4 open items

First actions are ordered and unambiguous: account for students, make safe, obtain medical help, then the duty phone. The duty rota runs whenever Category B or C trips travel, and Crisis24 cases open for evacuation or security incidents abroad.

WHAT THE DOCUMENTS STATE

- First-action order is defined: account for students, make safe, obtain medical help. [\(HIA-POL-005 Trip Risk Management & Emergency Procedures, 5. Emergency Response, p. 2\)](#)
- A 24-hour duty phone is staffed whenever a Category B or C trip travels. [\(HIA-POL-005 Trip Risk Management & Emergency Procedures, 5. Emergency Response, p. 2\)](#)
- Crisis24 cases open for medical evacuation or security incidents abroad. [\(HIA-POL-005 Trip Risk Management & Emergency Procedures, 5. Emergency Response, p. 2\)](#)
- Missing student procedure: stop, re-count, five-minute search, duty phone, police. [\(HIA-SOP-001 Trip Operations & Safety Manual, 6. Missing Student Procedure, p. 2\)](#)
- Duty phone, Crisis24, and insurer contacts travel with every trip file. [\(HIA-POL-005 Trip Risk Management & Emergency Procedures, 5. Emergency Response, p. 2\)](#)

OPEN ITEMS

- ☐ No incident severity tiers or escalation timelines identified in submitted materials *(procedural · absent)*
- ☐ No concurrent incident protocol identified in submitted materials *(procedural · absent)*
- ☐ No parent communication timeline during incidents identified in submitted materials *(procedural · absent)*
- ☐ No post-incident report template identified in submitted materials *(records · absent)*

DIMENSION EVIDENCE · 5 OF 5

Communications & Post-Trip Review

Harborview International School

OC09 · Operational Capability Area 9 of 10

PROGRESSING

Communications

4 anchored evidence · 3 open items

Communication discipline during incidents is defined: the field speaks only to the duty phone and emergency services, and parents hear only from the Head of School's office. Routine daily updates run through the school app at Trip Leader discretion.

WHAT THE DOCUMENTS STATE

- Field communication during incidents is restricted to the duty phone and emergency services. *(HIA-POL-005 Trip Risk Management & Emergency Procedures, 6. Communication During an Incident, p. 2)*
- Parent communications during incidents issue only from the Head of School's office. *(HIA-POL-005 Trip Risk Management & Emergency Procedures, 6. Communication During an Incident, p. 2)*
- Daily parent updates are sent through the school app. *(HIA-SOP-001 Trip Operations & Safety Manual, 5. Daily Operations, p. 1)*
- Daily staff briefings cover movements, weather, meals, and student health notes. *(HIA-SOP-001 Trip Operations & Safety Manual, 5. Daily Operations, p. 1)*

OPEN ITEMS

- ☐ No pre-trip parent briefing standard identified in submitted materials *(procedural · absent)*
- ☐ No minimum content or timing standard for daily updates identified in submitted materials *(procedural · absent)*
- ☐ No crisis communication templates identified in submitted materials *(procedural · absent)*

OC10 · Operational Capability Area 10 of 10

PROGRESSING

Post-Trip Review

3 anchored evidence · 4 open items

Post-trip traces exist at the edges: the daily trip log, behavior referrals on return, and an annual activity summary to the Board. No instrument closes the loop from completed trips back into the risk method.

WHAT THE DOCUMENTS STATE

- The Trip Leader updates the trip log at the end of each day. *(HIA-SOP-001 Trip Operations & Safety Manual, 5. Daily Operations, p. 1)*
- Serious behavior breaches are referred to the Divisional Principal on return. *(HIA-SOP-001 Trip Operations & Safety Manual, 7. Behavior on Trips, p. 2)*
- An annual trip-activity summary goes to the Board each January. *(HIA-POL-001 Educational Trips & Activities Policy, 8. Policy Review, p. 2)*

OPEN ITEMS

- ☐ No post-trip debrief or review procedure identified in submitted materials *(structural · absent)*
- ☐ No incident learning loop into the risk method identified in submitted materials *(structural · absent)*
- ☐ No provider performance feedback identified in submitted materials *(records · absent)*
- ☐ No student or parent post-trip feedback collection identified in submitted materials *(procedural · absent)*

EVIDENCE BASE

Document Register & Scope

Harborview International School

DOCUMENTS ASSESSED

DOCUMENT	REFERENCE	COVERAGE
Educational Trips & Activities Policy HIA-POL-001_Educational_Trips_and_Activities_Policy_v2.1.pdf	HIA-POL-001 v2.1	Issued 2026-01-12; assessed in full, section-indexed.
Medical Information & Student Health Policy HIA-POL-004_Medical_Information_and_Student_Health_Policy_v1.3.pdf	HIA-POL-004 v1.3	Issued 2025-08-20; assessed in full, section-indexed.
Trip Risk Management & Emergency Procedures HIA-POL-005_Trip_Risk_Management_and_Emergency_Procedures_v3.0.pdf	HIA-POL-005 v3.0	Issued 2026-02-02; assessed in full, section-indexed.
Trip Operations & Safety Manual HIA-SOP-001_Trip_Operations_and_Safety_Manual_v2.0.pdf	HIA-SOP-001 v2.0	Issued 2026-02-02; assessed in full, section-indexed.

REFERENCED, NOT ASSESSED

DOCUMENT	REFERENCE	STATUS
Safeguarding & Child Protection Policy	HIA-POL-003	Referenced by the submitted documents; not provided for assessment. Its content is not evidenced in this evaluation.
Trip Forms & Parent Consent Pack	HIA-FORM-001	Referenced by the submitted documents; not provided for assessment. Its content is not evidenced in this evaluation.

EVIDENCE ACCESS

Each evidence line on pages 3–7 links to the exact page of ETI360's copy of the source document, served for verification alongside this report. The document library of custody copies is held in ETI360's records ([document library](#)); library links open the document, and the page reference in each citation locates the passage.

SCOPE OF THIS EVALUATION

This evaluation reflects the four documents Harborview International School provided as of the assessment date, 2026-08-24, read in full: no sections were omitted. Statements on pages 3–7 are drawn from those documents as written, each anchored to its source section.

The ten OC dimensions are the whole of the Operational Capability Framework's sampling frame, and each carries its code (OC01 through OC10) beside its evidence. Practices outside these ten areas are outside this evaluation's scope.

Every open item in this evaluation carries provenance class absent: no evidence of the practice was found in any form. This evaluation records what was not found; it does not assume undocumented practice exists, and it does not schedule the school's work.

Dimension states were derived under rubric v1 (approved 2026-08-23). A new submission of documents starts a new evaluation cycle; states are re-derived only when an assessment is re-run on the changed evidence base.