

SCHOOL ORGANIZATIONAL BASELINE EVALUATION

Assessment date
2026-09-11

Rubric
v2 (approved)

Harborview International School

Singapore

8 of 10

INTERNATIONAL TRIPS,
SCORED ON ITS OWN

1 of 10

ACROSS EVERY
PROGRAM PATH

Operational Capability Framework

Ten areas, OC01–OC10 · dimensions at standard, a count, not a score · six program paths, rubric v2

DIMENSION REVIEW

Dots: each documented program path, in the order on page 2. Chip: the org-level state, the weakest path's.

OC01	Governance & Policy		PROGRESSING
	Five of the six program paths carry a governing instrument; exchange and homestay carries none.		
OC02	Risk Assessment		NOT EVIDENCED
	The six-step method governs international trips and, in short form, elementary day trips.		
OC03	Partner Vetting		PROGRESSING
	Week Without Walls runs a full vetting checklist, site visits, annual re-approval, and signed ...		
OC04	Pre-Departure Documentation		AT STANDARD
	Every path documents a consent instrument and pre-departure information to families, which is ...		
OC05	Staffing & Ratios		NOT EVIDENCED
	International trips and Week Without Walls run on the staffing manual's ratios, caps, and two-...		
OC06	Medical & Welfare		NOT EVIDENCED
	Trip health summaries, auto-injector readiness, medication plans, and repatriation are documen...		
OC07	Safeguarding		PROGRESSING
	A staff code of conduct for trips and gender-balanced overnight staffing cover international t...		
OC08	Incident Response		PROGRESSING
	The duty phone, three severity levels, and ordered first actions govern international trips an...		
OC09	Communications		PROGRESSING
	Incident communication issues only from the Head of School's office for international trips an...		
OC10	Post-Trip Review		NOT EVIDENCED
	Week Without Walls and athletics both run a documented post-program or post-season review with...		

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	Leadership & Trips Accountability Chart HIA-ORG-001 v1.0 · issued 2026-08-01
Athletics & Activities Travel Policy HIA-POL-006 v1.2 · issued 2025-08-18	Elementary Field Trip Procedure HIA-PROC-002 v2.0 · issued 2026-08-25	Week Without Walls Program Handbook HIA-PROG-003 v3.1 · issued 2026-09-01	Service Learning & CAS Off-Campus Guidelines HIA-PROC-004 v1.0 · issued 2026-08-15	

Every evidence line on pages 4–13 is anchored to a section and page of these nine documents. The full register is on page 17.

PROGRAM PATHS

Every Way a Student Leaves Campus

Harborview International School

A program path is one way a student leaves campus under the school's name. This evaluation reads six paths. Each is scored on all ten dimensions from its own governing document, and the org-level state for a dimension is the weakest state among the paths that carry a document. A path with no governing document is not scored against the dimensions; its absence is recorded once, under Governance & Policy.

PATHS, INSTRUMENTS, AND OWNERS

PATH	GOVERNING INSTRUMENT	OWNER	READ
International multi-day trips Category B and C under HIA-POL-001: overnight Singapore/Malaysia and all other international travel.	HIA-POL-001, HIA-POL-004, HIA-POL-005, HIA-SOP-001	Head of School	PROGRESSING
Elementary day trips Category A under HIA-POL-001, scoped to Pre-Kindergarten through Grade 5.	HIA-PROC-002	Elementary Principal	PROGRESSING
Athletics & activities travel Team fixtures and tournaments, plus Activities Office travel (Model United Nations, arts festivals, robotics).	HIA-POL-006	Director of Athletics & Activities	PROGRESSING
Week Without Walls Grades 6-12 residential program, five days each February; Middle School runs as Category B, High School as Category C.	HIA-PROG-003	Director of Experiential Learning	PROGRESSING
Service Learning & CAS High School CAS placements, Middle School service learning, and the one annual service trip abroad (run as Category C).	HIA-PROC-004	Service Learning & CAS Coordinator	PROGRESSING
Exchange & homestay No dedicated program exists. Host-family accommodation appears only inside HIA-POL-006 section 6, scoped to Conference athletics tournaments, not as a standalone exchange program.	no governing document	not named	NOT EVIDENCED

PATH BY DIMENSION

Path	OC01	OC02	OC03	OC04	OC05	OC06	OC07	OC08	OC09	OC10
International multi-day trips	●	●	●	●	●	●	●	●	●	●
Elementary day trips	●	●	●	●	●	●	●	●	●	●
Athletics & activities travel	●	●	●	●	●	●	●	●	●	●
Week Without Walls	●	●	●	●	●	●	●	●	●	●
Service Learning & CAS	●	●	●	●	●	●	●	●	●	●
Exchange & homestay	○	○	○	○	○	○	○	○	○	○
Org-level state	●	●	●	●	●	●	●	●	●	●

● At Standard ● Progressing ● Not Evidenced ○ not scored, no document

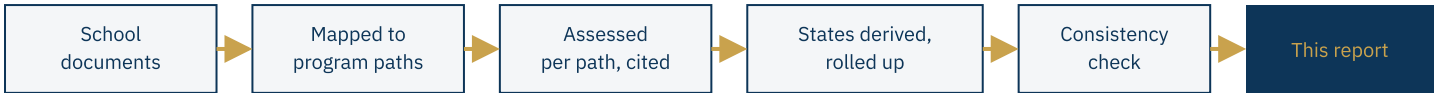
A path's read is At standard only when every dimension scored for it reads At standard. The org-level state does not average paths: one path without an instrument for a practice is enough for the organization to read below At standard on it, since the practice is then not documented for every path the school runs.

EVALUATION METHOD

How the Evidence Was Read

Harborview International School

Every statement in this evaluation derives from the nine documents on page 1, each read in full and mapped to the program path it governs. 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

Path mapping and section-level indexing
Each submitted document is assigned to the program path it governs and split into labeled sections with page positions, so every statement is traceable to a path and to the exact place in its source.
- 2

Assessment per path, with cited sections
Each path is assessed against all ten dimensions from its own document(s) only. Every evidence statement cites the section behind it; a statement that cannot be tied to one section is returned without a citation, never guessed.
- 3

Anchor resolution
Each cited section resolves to its document, heading, and page. In this evaluation 156 of 156 evidence lines resolved to anchors.
- 4

Open-item verification
Every open item claims an absence within one path's document(s). Each claim is checked against the sectioned text; an item contradicted by the document is removed. Doubtful cases keep the item.
- 5

States derived per path, then rolled up
A path's state on a dimension comes from the approved rubric (v2): evidence depth, anchoring, and classified open items. The org-level state for that dimension is the weakest state among the paths that carry a governing document. A path with no document is recorded once, as an open item under Governance & Policy, rather than scored on every dimension.
- 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 path's governing document(s).

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.

Analyst review of every 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 10

Governance & Policy

Harborview International School

OC01 · Operational Capability Area 1 of 10

PROGRESSING

Governance & Policy

18 evidence lines · 9 open items · by program path

Five of the six program paths carry a governing instrument; exchange and homestay carries none. International trips run under a Board-approved policy with defined approval authorities. Team and activity travel is approved by its Director with the Head of School informed rather than approving, and that policy's review date has passed. Service and CAS guidelines are approved one level below the school's usual pattern and authorize unaccompanied placements without reference to the staffing manual.

International

AT STANDARD

Elementary

AT STANDARD

Athletics

PROGRESSING

Week Without Walls

AT STANDARD

Service & CAS

PROGRESSING

☒ what the documents state ☐ open items

INTERNATIONAL MULTI-DAY TRIPS HIA-POL-001, HIA-POL-004, HIA-POL-005, HIA-SOP-001 AT STANDARD

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

ELEMENTARY DAY TRIPS HIA-PROC-002 AT STANDARD

- Category A day trips operate under HIA-POL-001, with divisional procedure set out in HIA-PROC-002. (HIA-PROC-002, 1. Purpose and Scope, p. 1)
- The Elementary Principal approves each trip before it is added to the elementary trip calendar. (HIA-PROC-002, 2. Roles, p. 1)
- The procedure carries a defined annual review cycle, reissued each August, with version history in the control block. (HIA-PROC-002, 1. Purpose and Scope, p. 1)
- ☐ No policy version-control log beyond the current-version block identified in submitted materials (records · absent)

ATHLETICS & ACTIVITIES TRAVEL HIA-POL-006 PROGRESSING

- The Director of Athletics & Activities approves all team and activity travel, including overnight and international tournaments under the Conference. (HIA-POL-006, 3. Approval, p. 1)
- The policy carries a defined annual review cycle and version history in the control block. (HIA-POL-006, 3. Approval, p. 1)
- ☐ No Head of School approval step for overnight or international tournament travel identified in submitted materials; the Head of School is described as informed rather than approving (structural · absent)
- ☐ No evidence the annual review due August 2026 was completed; the control block's next-review date has passed (procedural · absent)

WEEK WITHOUT WALLS HIA-PROG-003 AT STANDARD

- The Director of Experiential Learning proposes the program slate each May; the Head of School approves the slate. (HIA-PROG-003, 2. Governance and Approval, p. 1)
- Each program completes its category approval under HIA-POL-001: Divisional Principal endorsement, and for Category C, Head of School approval with Board Chair notification. (HIA-PROG-003, 2. Governance and Approval, p. 1)
- The Board of Governors receives the approved slate for information at its June meeting. (HIA-PROG-003, 2. Governance and Approval, p. 1)
- A program that does not receive Divisional Principal endorsement is removed from the slate before family communication begins. (HIA-PROG-003, 2. Governance and Approval, p. 1)
- ☐ No policy version-control log beyond the current-version block identified in submitted materials (records · absent)

SERVICE LEARNING & CAS HIA-PROC-004 PROGRESSING

- These are the school's first-issue Service Learning & CAS guidelines, approved by the High School Principal. (HIA-PROC-004, 1. Purpose and Scope, p. 1)
- The Service Learning & CAS Coordinator approves local placements and keeps the placement register for both divisions. (HIA-PROC-004, 2. Roles, p. 1)
- ☐ Approved by the High School Principal rather than the Head of School, one level below the school's approval pattern for other off-campus paths, per submitted materials (structural · absent)
- ☐ Independent, unaccompanied placements are authorized with no cross-reference to HIA-SOP-001's minimum-two-staff standard identified in submitted materials (structural · absent)

EXCHANGE & HOMESTAY no governing document NOT EVIDENCED

- ☐ No governing instrument names the exchange and homestay path (structural · absent)

DIMENSION EVIDENCE · 2 OF 10

Risk Assessment

Harborview International School

OC02 · Operational Capability Area 2 of 10

NOT EVIDENCED

Risk Assessment

13 evidence lines · 7 open items · by program path

The six-step method governs international trips and, in short form, elementary day trips. Week Without Walls applies it but accepts an accredited provider's assessment for steps 1 through 5. Service and CAS placements use a one-page checklist in its place. Team and activity travel references no risk assessment at all, and that silence sets the org-level state.

International

AT STANDARD

Elementary

AT STANDARD

Athletics

NOT EVIDENCED

Week Without Walls

PROGRESSING

Service & CAS

PROGRESSING

☒ what the documents state ☐ open items

INTERNATIONAL MULTI-DAY TRIPS HIA-POL-001, HIA-POL-004, HIA-POL-005, HIA-SOP-001

AT STANDARD

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

ELEMENTARY DAY TRIPS HIA-PROC-002

AT STANDARD

- A Category A Short-Form Risk Assessment covers the venue, transport, hazards and controls, and the nearest clinic. (HIA-PROC-002, 3. Planning Timeline, p. 1)
- The short form is the Category A application of the six-step method in HIA-POL-005; assessment depth scales with trip category. (HIA-PROC-002, 3. Planning Timeline, p. 1)
- The Elementary Principal reviews and signs the Short-Form Risk Assessment before the trip file is closed. (HIA-PROC-002, 3. Planning Timeline, p. 1)
- ☐ No defined threshold for when a Category A risk assessment escalates to a fuller review identified in submitted materials (procedural · absent)
- ☐ No re-assessment trigger for a change of venue or activity after the form is signed identified in submitted materials (procedural · absent)

ATHLETICS & ACTIVITIES TRAVEL HIA-POL-006

NOT EVIDENCED

- No evidence of this practice in the governing document.
- ☐ No risk assessment process or reference to the school's six-step method identified in submitted materials for team and activity travel (structural · absent)

WEEK WITHOUT WALLS HIA-PROG-003

PROGRESSING

- Each program has a risk assessment on the trip file, prepared under HIA-POL-005's six-step method. (HIA-PROG-003, 4. Risk Assessment, p. 1)
- Where the provider holds a recognized accreditation, the provider's risk assessment substitutes for steps 1 through 5, and the Program Leader completes step 6, educational proportionality. (HIA-PROG-003, 4. Risk Assessment, p. 1)
- ☐ For programs where an accredited provider's assessment substitutes for steps 1 through 5, no independent verification of that assessment against the school's own standard identified in submitted materials (structural · absent)

SERVICE LEARNING & CAS HIA-PROC-004

PROGRESSING

- The Coordinator completes a one-page Placement Risk Checklist before a placement opens, covering the site, supervision, travel, and the activity itself. (HIA-PROC-004, 6. Risk Assessment, p. 2)
- ☐ The Placement Risk Checklist is a one-page checklist, not the school's six-step method under HIA-POL-005; no reference to that method identified in submitted materials (structural · absent)

DIMENSION EVIDENCE · 3 OF 10

Partner Vetting

Harborview International School

OC03 · Operational Capability Area 3 of 10

PROGRESSING

Partner Vetting

9 evidence lines · 11 open items · by program path

Week Without Walls runs a full vetting checklist, site visits, annual re-approval, and signed agreements. Every other path is thinner: a contracted transport list for international and elementary trips, host families whose suitability rests with host schools for athletics, and partner agreements signed only where the partner asks for one in Service and CAS.

International	PROGRESSING	Elementary	PROGRESSING	Athletics	PROGRESSING	Week Without Walls	AT STANDARD
Service & CAS	PROGRESSING						

■ what the documents state □ open items

INTERNATIONAL MULTI-DAY TRIPS HIA-POL-001, HIA-POL-004, HIA-POL-005, HIA-SOP-001

PROGRESSING

- In-country provider written confirmation is required at the middle decision tier. (HIA-POL-005, 4. Decision Tiers, p. 2)
- Coach and minibus operators are booked from a contracted supplier list. (HIA-SOP-001, 4. Transport, p. 1)
- 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)

ELEMENTARY DAY TRIPS HIA-PROC-002

PROGRESSING

- Coaches are booked from the school's contracted supplier list maintained by the Operations Office. (HIA-PROC-002, 7. Transport, p. 2)
- No provider vetting framework or checklist for venues or transport operators identified in submitted materials (structural · absent)
- No insurance or safety verification for external venues identified in submitted materials (procedural · absent)

ATHLETICS & ACTIVITIES TRAVEL HIA-POL-006

PROGRESSING

- For Conference tournaments, students are housed with host families arranged by the host school. (HIA-POL-006, 6. Accommodation, p. 2)
- No Harborview standard for host-family suitability; responsibility is assigned entirely to host schools, per submitted materials (structural · absent)
- No vetting or supplier-list reference for tournament or activity travel transport identified in submitted materials (procedural · absent)

WEEK WITHOUT WALLS HIA-PROG-003

AT STANDARD

- A new provider completes a vetting checklist before first use: operating license, insurance certificate with minimum cover, staff qualifications, a safeguarding policy, an emergency plan, and references from two schools. (HIA-PROG-003, 3. Partner Providers, p. 1)
- The Director of Experiential Learning conducts a site visit before a new provider's first program. (HIA-PROG-003, 3. Partner Providers, p. 1)
- Approved providers are re-approved annually against the same checklist, and a signed service agreement is in place before every program. (HIA-PROG-003, 3. Partner Providers, p. 1)
- The Director of Experiential Learning maintains a file on each approved provider, including the vetting checklist, references, and the site visit report. (HIA-PROG-003, 3. Partner Providers, p. 1)
- No defined consequence or removal timeline if a provider fails re-approval identified in submitted materials (procedural · absent)

SERVICE LEARNING & CAS HIA-PROC-004

PROGRESSING

- The Coordinator visits a partner organization and meets its staff before any student attends a placement there. (HIA-PROC-004, 3. Partner Organizations, p. 1)
- A partner agreement is signed only where the partner organization requires one; no standard agreement, insurance, or safeguarding check for partner organizations identified in submitted materials (structural · absent)
- Where a partner organization has hosted Harborview students before, the placement may resume without a further site visit, with no periodic re-check identified in submitted materials (procedural · absent)

DIMENSION EVIDENCE · 4 OF 10

Pre-Departure Documentation

Harborview International School

OC04 · Operational Capability Area 4 of 10

AT STANDARD

Pre-Departure Documentation

20 evidence lines · 7 open items · by program path

Every path documents a consent instrument and pre-departure information to families, which is why this is the one dimension that reads At standard across the organization. Three paths collect consent annually or per season rather than per trip, and Week Without Walls names no program-specific consent form.

International	AT STANDARD	Elementary	AT STANDARD	Athletics	AT STANDARD	Week Without Walls	AT STANDARD
Service & CAS	AT STANDARD	■ what the documents state □ open items					

INTERNATIONAL MULTI-DAY TRIPS HIA-POL-001, HIA-POL-004, HIA-POL-005, HIA-SOP-001

AT STANDARD

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

- 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*)

ELEMENTARY DAY TRIPS HIA-PROC-002

AT STANDARD

- Families sign an annual Elementary Local Excursions Consent at the start of the school year, covering all Category A trips for that grade. ([HIA-PROC-002, 4. Consent and Family Communication, p. 1](#))
- A Parent Information Letter with the itinerary, times, and what to bring is sent at least one week before each trip. ([HIA-PROC-002, 4. Consent and Family Communication, p. 1](#))
- The Elementary Office keeps a record of the annual consent on file for each student. ([HIA-PROC-002, 4. Consent and Family Communication, p. 1](#))
- The Elementary Office confirms the pickup and return time with the venue before departure and keeps a copy of the transport booking with the trip file. ([HIA-PROC-002, 7. Transport, p. 2](#))
- Consent is collected annually rather than per trip, and the Parent Information Letter is informational rather than a consent step, per submitted materials (*procedural · absent*)

ATHLETICS & ACTIVITIES TRAVEL HIA-POL-006

AT STANDARD

- Families sign one Athletics Participation & Travel Consent at the start of each season, covering all fixtures and tournaments for that season. ([HIA-POL-006, 4. Consent, p. 1](#))
- A tournament information letter with the itinerary, times, and staff contacts is sent at least ten days before each departure. ([HIA-POL-006, 4. Consent, p. 1](#))
- The signed consent and tournament information letter are kept on file by the Activities Office for the season. ([HIA-POL-006, 4. Consent, p. 1](#))
- Consent is collected once per season rather than per trip, unlike the school's standard per-trip consent process, per submitted materials (*procedural · absent*)

WEEK WITHOUT WALLS HIA-PROG-003

AT STANDARD

- Students rank their program choices each spring. ([HIA-PROG-003, 6. Student Placement and Inclusion, p. 2](#))
- The Divisional Counselor reviews proposed placements for students with known medical, learning, or wellbeing needs before placements are confirmed. ([HIA-PROG-003, 6. Student Placement and Inclusion, p. 2](#))
- The School Nurse prepares a trip health summary for each program under HIA-POL-004. ([HIA-PROG-003, 6. Student Placement and Inclusion, p. 2](#))
- Families receive a program-specific packing list and a full staff contact list before departure. ([HIA-PROG-003, 7. Family Communication, p. 2](#))
- The payment schedule and withdrawal terms are stated at the information evening and confirmed in writing. ([HIA-PROG-003, 7. Family Communication, p. 2](#))
- No Week Without Walls-specific consent form identified in submitted materials; family engagement is described through ranking, an information evening, and payment terms, not a named consent step (*procedural · absent*)

SERVICE LEARNING & CAS HIA-PROC-004

AT STANDARD

- Families sign an annual CAS and Service Learning Consent at the start of the school year, covering placements for that year. ([HIA-PROC-004, 5. Consent, p. 2](#))
- Parents are informed by email whenever a new placement is added, including the partner organization's name, the schedule, and whether the placement is independent or staff-accompanied. ([HIA-PROC-004, 5. Consent, p. 2](#))
- Families may decline an independent placement and request a staff-accompanied alternative at any time. ([HIA-PROC-004, 5. Consent, p. 2](#))
- Consent is collected annually rather than per placement, per submitted materials (*procedural · absent*)

DIMENSION EVIDENCE · 5 OF 10

Staffing & Ratios

Harborview International School

OC05 · Operational Capability Area 5 of 10

NOT EVIDENCED

Staffing & Ratios

17 evidence lines · 4 open items · by program path

International trips and Week Without Walls run on the staffing manual's ratios, caps, and two-staff minimum. Elementary day trips set their own ratios. Athletics runs one coach to fifteen with chaperones counted. Independent Service and CAS placements have no Harborview staffing framework at all, and that absence sets the org-level state.

International	AT STANDARD	Elementary	AT STANDARD	Athletics	PROGRESSING	Week Without Walls	AT STANDARD
Service & CAS	NOT EVIDENCED						
■ what the documents state □ open items							

INTERNATIONAL MULTI-DAY TRIPS HIA-POL-001, HIA-POL-004, HIA-POL-005, HIA-SOP-001

AT STANDARD

- Minimum two Harborview staff on every trip regardless of group size. (HIA-SOP-001, 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, 1. Staffing and Supervision Ratios, p. 1)
- Group caps of 60, 45, and 30 by category, with split groups separately staffed. (HIA-SOP-001, 1. Staffing and Supervision Ratios, p. 1)
- Only current employees count toward supervision ratios. (HIA-SOP-001, 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, 2. Staff Selection and Competence, p. 1)
- Category B and C Trip Leaders must have co-led a lower-category trip. (HIA-SOP-001, 2. Staff Selection and Competence, p. 1)
- A register of current Trip Leaders and renewal dates is maintained. (HIA-SOP-001, 2. Staff Selection and Competence, p. 1)
- 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)

ELEMENTARY DAY TRIPS HIA-PROC-002

AT STANDARD

- Supervision ratios are set at 1:8 for Pre-Kindergarten through Grade 2 and 1:10 for Grades 3 through 5. (HIA-PROC-002, 5. Supervision, p. 2)
- The Grade Level Leader assigns each adult a small group of students and confirms the final adult-to-student ratio the day before the trip. (HIA-PROC-002, 5. Supervision, p. 2)
- Students wear school shirts and name tags for the duration of the trip. (HIA-PROC-002, 5. Supervision, p. 2)

ATHLETICS & ACTIVITIES TRAVEL HIA-POL-006

PROGRESSING

- The Head Coach leads the traveling party for each fixture or tournament and is the point of contact during travel. (HIA-POL-006, 5. Supervision, p. 2)
- Supervision is provided at a ratio of one coach for every fifteen students. (HIA-POL-006, 5. Supervision, p. 2)
- The Head Coach assigns supervision duties for meals, free time, and overnight arrangements before departure. (HIA-POL-006, 5. Supervision, p. 2)
- Assistant coaches and approved parent chaperones count toward the supervision ratio with no definition of 'approved' or a screening process identified in submitted materials (structural · absent)

WEEK WITHOUT WALLS HIA-PROG-003

AT STANDARD

- Program Leaders are Trip Leaders under HIA-SOP-001, and staffing ratios and group size caps follow that manual for the program's category. (HIA-PROG-003, 5. Staffing, p. 2)
- Each program maintains gender-balanced staffing per HIA-SOP-001. (HIA-PROG-003, 5. Staffing, p. 2)
- A Program Coordinator remains at school for each program for the duration of the week. (HIA-PROG-003, 5. Staffing, p. 2)
- The Trips Coordinator confirms each Program Leader's experience against the Trip Leader register before the slate is finalized. (HIA-PROG-003, 5. Staffing, p. 2)

SERVICE LEARNING & CAS HIA-PROC-004

NOT EVIDENCED

- No evidence of this practice in the governing document.
- No Harborview staffing or supervision-ratio framework for independent placements identified in submitted materials; supervision is a named site supervisor at the partner organization, not a Harborview staff ratio (structural · absent)

DIMENSION EVIDENCE · 6 OF 10

Medical & Welfare

Harborview International School

OC06 · Operational Capability Area 6 of 10

NOT EVIDENCED

Medical & Welfare

18 evidence lines · 6 open items · by program path

Trip health summaries, auto-injector readiness, medication plans, and repatriation are documented for international trips and cross-referenced by Week Without Walls and elementary day trips. Athletics keeps a separate athlete medical record under the Athletic Trainer with no link to the School Nurse. Service and CAS placements document no medical arrangement, and that absence sets the org-level state.

International

AT STANDARD

Elementary

AT STANDARD

Athletics

PROGRESSING

Week Without Walls

AT STANDARD

Service & CAS

NOT EVIDENCED

☒ what the documents state ☐ open items

INTERNATIONAL MULTI-DAY TRIPS

HIA-POL-001, HIA-POL-004, HIA-POL-005, HIA-SOP-001

AT STANDARD

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

ELEMENTARY DAY TRIPS

HIA-PROC-002

AT STANDARD

- The classroom health list travels with the group on every trip, consistent with HIA-POL-004. *(HIA-PROC-002, 6. Health and First Aid, p. 2)*
- Auto-injectors travel with the student and a trained adult, confirmed with families in advance. *(HIA-PROC-002, 6. Health and First Aid, p. 2)*
- Every trip carries a school first aid kit, checked before departure. *(HIA-PROC-002, 6. Health and First Aid, p. 2)*
- At least one adult on every trip holds a current first aid certificate. *(HIA-PROC-002, 6. Health and First Aid, p. 2)*
- ☐ No mental-health or wellbeing contact route specific to day trips identified in submitted materials *(procedural · absent)*

ATHLETICS & ACTIVITIES TRAVEL

HIA-POL-006

PROGRESSING

- The Athletic Trainer travels with teams to all tournaments and holds athlete medical forms collected at the start of each season. *(HIA-POL-006, 7. Medical, p. 2)*
- A concussion protocol applies to all contact sports: immediate removal from play, no same-day return, and medical clearance before resuming. *(HIA-POL-006, 7. Medical, p. 2)*
- The Athletic Trainer keeps a record of every concussion removal and follows up with the family and coach. *(HIA-POL-006, 7. Medical, p. 2)*
- Completed medical forms are kept in the Athletic Trainer's office for the season. *(HIA-POL-006, 7. Medical, p. 2)*
- ☐ No reference to the School Nurse or the trip health summary process used for other trip categories identified in submitted materials; athlete medical forms are a separate record system *(structural · absent)*

WEEK WITHOUT WALLS

HIA-PROG-003

AT STANDARD

- The Divisional Counselor reviews proposed placements for students with known medical, learning, or wellbeing needs before placements are confirmed. *(HIA-PROG-003, 6. Student Placement and Inclusion, p. 2)*
- The School Nurse prepares a trip health summary for each program under HIA-POL-004. *(HIA-PROG-003, 6. Student Placement and Inclusion, p. 2)*
- Where a placement cannot accommodate a student's needs, the Divisional Counselor proposes an alternative program in consultation with the family. *(HIA-PROG-003, 6. Student Placement and Inclusion, p. 2)*
- ☐ No program-specific first aid or medical-coverage detail beyond the cross-reference to HIA-POL-004 identified in submitted materials *(procedural · absent)*

SERVICE LEARNING & CAS

HIA-PROC-004

NOT EVIDENCED

- No evidence of this practice in the governing document.*
- ☐ No medical or first-aid arrangement for placements identified in submitted materials, despite HIA-POL-004 being listed as a related document *(structural · absent)*

DIMENSION EVIDENCE · 7 OF 10

Safeguarding

Harborview International School

OC07 · Operational Capability Area 7 of 10

PROGRESSING

Safeguarding

12 evidence lines · 7 open items · by program path

A staff code of conduct for trips and gender-balanced overnight staffing cover international trips and, by cross-reference, Week Without Walls; the safeguarding policy itself was not submitted. Elementary day trips count briefed parent volunteers toward supervision without a screening step. Athletics and Service and CAS rely on host families and site supervisors who are briefed, not screened.

International	AT STANDARD	Elementary	PROGRESSING	Athletics	PROGRESSING	Week Without Walls	PROGRESSING
Service & CAS	PROGRESSING	■ what the documents state □ open items					

INTERNATIONAL MULTI-DAY TRIPS HIA-POL-001, HIA-POL-004, HIA-POL-005, HIA-SOP-001

AT STANDARD

- Trip safeguarding expectations are assigned to HIA-POL-003 by policy. (HIA-POL-001, 7. Safeguarding, p. 2)
- Overnight trips carry at least one male and one female staff member. (HIA-SOP-001, 1. Staffing and Supervision Ratios, p. 1)
- Provider staff never substitute for school supervision. (HIA-SOP-001, 1. Staffing and Supervision Ratios, p. 1)
- Staff search in pairs only during a missing student response. (HIA-SOP-001, 6. Missing Student Procedure, p. 2)
- A staff code of conduct for trips covers one-to-one contact, accommodation, personal communication, and alcohol. (HIA-SOP-001, 9. Staff Conduct on Trips, p. 2)
- HIA-POL-003 referenced but not submitted; safeguarding framework content not evidenced (records · absent)
- No trip-specific safeguarding risk assessment identified in submitted materials (procedural · absent)

ELEMENTARY DAY TRIPS HIA-PROC-002

PROGRESSING

- Parent volunteers who supervise students must first complete the elementary volunteer briefing. (HIA-PROC-002, 5. Supervision, p. 2)
- No background check or screening process for parent volunteers who supervise students identified in submitted materials (structural · absent)

ATHLETICS & ACTIVITIES TRAVEL HIA-POL-006

PROGRESSING

- Athletes are bound by the student section of the Athletics Handbook, covering conduct at fixtures, tournaments, and host family accommodation. (HIA-POL-006, 10. Athlete Conduct, p. 2)
- Coaches and activity advisors are bound by the school's staff expectations for the duration of travel. (HIA-POL-006, 10. Athlete Conduct, p. 2)
- No reference to the trip staff code of conduct in HIA-SOP-001 section 9 identified in submitted materials (procedural · absent)
- No screening or briefing requirement for host families or approved parent chaperones identified in submitted materials (structural · absent)

WEEK WITHOUT WALLS HIA-PROG-003

PROGRESSING

- Each program maintains gender-balanced staffing per HIA-SOP-001, consistent with the school's overnight supervision standard. (HIA-PROG-003, 5. Staffing, p. 2)
- No program-specific reference to the trip staff code of conduct in HIA-SOP-001 section 9, or to safeguarding arrangements with partner providers, identified in submitted materials (procedural · absent)

SERVICE LEARNING & CAS HIA-PROC-004

PROGRESSING

- Site supervisors are briefed by the Coordinator on the school's expectations for adults working with students before a placement begins. (HIA-PROC-004, 7. Safeguarding, p. 2)
- Students attend placements in pairs where possible, and the Coordinator notes on the placement register where a placement is one-to-one with a site supervisor. (HIA-PROC-004, 7. Safeguarding, p. 2)
- Where a placement involves work with young children or vulnerable adults, the Coordinator notes this on the placement register as well. (HIA-PROC-004, 7. Safeguarding, p. 2)
- No background check or vetting process for site supervisors identified in submitted materials; supervisors are briefed, not screened (structural · absent)

DIMENSION EVIDENCE · 8 OF 10

Incident Response

Harborview International School

OC08 · Operational Capability Area 8 of 10

PROGRESSING

Incident Response

20 evidence lines · 7 open items · by program path

The duty phone, three severity levels, and ordered first actions govern international trips and Week Without Walls. Elementary day trips route incidents through the Elementary Office in school hours; athletics through the Director of Athletics & Activities; Service and CAS through the Coordinator. None of those three paths names a duty holder, a severity level, or an escalation timeline.

International	AT STANDARD	Elementary	PROGRESSING	Athletics	PROGRESSING	Week Without Walls	AT STANDARD
Service & CAS	PROGRESSING	■ what the documents state □ open items					

INTERNATIONAL MULTI-DAY TRIPS HIA-POL-001, HIA-POL-004, HIA-POL-005, HIA-SOP-001

AT STANDARD

- First-action order is defined: account for students, make safe, obtain medical help. (*HIA-POL-005, 5. Emergency Response, p. 2*)
- A 24-hour duty phone is staffed whenever a Category B or C trip travels. (*HIA-POL-005, 5. Emergency Response, p. 2*)
- Crisis24 cases open for medical evacuation or security incidents abroad. (*HIA-POL-005, 5. Emergency Response, p. 2*)
- Missing student procedure: stop, re-count, five-minute search, duty phone, police. (*HIA-SOP-001, 6. Missing Student Procedure, p. 2*)
- Duty phone, Crisis24, and insurer contacts travel with every trip file. (*HIA-POL-005, 5. Emergency Response, p. 2*)
- Incidents are graded in three severity levels, each with an escalation timeline to the duty phone and Head of School. (*HIA-POL-005, 5. Emergency Response, p. 2*)
- 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*)

ELEMENTARY DAY TRIPS HIA-PROC-002

PROGRESSING

- Staff follow HIA-SOP-001 section 6 for a missing child: stop movement, re-count, and search the immediate area for up to five minutes. (*HIA-PROC-002, 8. Missing Child, p. 2*)
- If a student remains unaccounted for, staff call the Elementary Office and the police, and keep the group together in one supervised place. (*HIA-PROC-002, 8. Missing Child, p. 2*)
- Staff call the Elementary Office when an incident occurs on a trip; the Elementary Office contacts the Elementary Principal. (*HIA-PROC-002, 9. Incidents, p. 2*)
- For a serious incident, the Elementary Principal informs the Head of School. (*HIA-PROC-002, 9. Incidents, p. 2*)
- The Elementary Office keeps a record of the incident with the trip file. (*HIA-PROC-002, 9. Incidents, p. 2*)
- No named 24-hour duty-phone contact or severity-level grading for a Category A day-trip incident identified in submitted materials (*structural · absent*)

ATHLETICS & ACTIVITIES TRAVEL HIA-POL-006

PROGRESSING

- The Head Coach contacts the Director of Athletics & Activities as soon as practicable when an incident occurs during travel. (*HIA-POL-006, 8. Incidents, p. 2*)
- The Director of Athletics & Activities informs the Head of School as appropriate to the incident. (*HIA-POL-006, 8. Incidents, p. 2*)
- Injuries are recorded in the Athletic Trainer's injury log, noting the student, the nature of the injury, and any treatment given. (*HIA-POL-006, 8. Incidents, p. 2*)
- No duty-phone route, severity-level grading, or escalation timeline for an incident during team or activity travel identified in submitted materials (*structural · absent*)

WEEK WITHOUT WALLS HIA-PROG-003

AT STANDARD

- Each program uses the school's duty phone under HIA-POL-005. (*HIA-PROG-003, 8. Emergency Arrangements, p. 2*)
- The provider's emergency plan is held on the trip file alongside the school's own arrangements. (*HIA-PROG-003, 8. Emergency Arrangements, p. 2*)
- The Program Coordinator monitors each program from school for the duration of the week and holds the provider's emergency contacts. (*HIA-PROG-003, 8. Emergency Arrangements, p. 2*)
- The Program Coordinator escalates any change to a program's itinerary to the Director of Experiential Learning. (*HIA-PROG-003, 8. Emergency Arrangements, p. 2*)
- No program-specific severity-level walkthrough beyond the cross-reference to HIA-POL-005 identified in submitted materials (*procedural · absent*)

SERVICE LEARNING & CAS HIA-PROC-004

PROGRESSING

- A student contacts the Coordinator directly if an incident occurs at a placement, using the contact details given at the start of the placement. (*HIA-PROC-004, 8. Incidents, p. 2*)
- The Coordinator informs the High School Principal of the incident and records it on the placement register. (*HIA-PROC-004, 8. Incidents, p. 2*)
- No duty-phone route or severity-level grading for a placement incident identified in submitted materials (*structural · absent*)

Communications

Harborview International School

OC09 · Operational Capability Area 9 of 10

PROGRESSING

Communications

15 evidence lines · 6 open items · by program path

Incident communication issues only from the Head of School's office for international trips and Week Without Walls, with pre-departure briefings and daily updates. Elementary, athletics, and Service and CAS families receive pre-trip letters or emails; none of those three paths names an incident communication route.

International	AT STANDARD	Elementary	PROGRESSING	Athletics	PROGRESSING	Week Without Walls	AT STANDARD
Service & CAS	PROGRESSING						■ what the documents state □ open items

INTERNATIONAL MULTI-DAY TRIPS HIA-POL-001, HIA-POL-004, HIA-POL-005, HIA-SOP-001 AT STANDARD

- Field communication during incidents is restricted to the duty phone and emergency services. (HIA-POL-005, 6. Communication During an Incident, p. 2)
- Parent communications during incidents issue only from the Head of School's office. (HIA-POL-005, 6. Communication During an Incident, p. 2)
- Daily parent updates are sent through the school app. (HIA-SOP-001, 5. Daily Operations, p. 1)
- Daily staff briefings cover movements, weather, meals, and student health notes. (HIA-SOP-001, 5. Daily Operations, p. 1)
- A pre-departure parent briefing is held for every Category B and C trip, covering itinerary, supervision, and contact routes. (HIA-SOP-001, 10. Pre-Departure Parent Briefing, p. 2)
- 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)

ELEMENTARY DAY TRIPS HIA-PROC-002 PROGRESSING

- A Parent Information Letter is sent by email and posted on the grade's page of the school app at least one week before each trip. (HIA-PROC-002, 4. Consent and Family Communication, p. 1)
- No minimum standard for same-day parent communication if a trip's schedule changes identified in submitted materials (procedural · absent)

ATHLETICS & ACTIVITIES TRAVEL HIA-POL-006 PROGRESSING

- A tournament information letter is sent to families at least ten days before departure. (HIA-POL-006, 4. Consent, p. 1)
- The Head Coach confirms emergency contact numbers for each traveling student before departure. (HIA-POL-006, 5. Supervision, p. 2)
- Activities Office staff remain reachable by phone for the duration of an activities trip using hotel accommodation. (HIA-POL-006, 6. Accommodation, p. 2)
- No incident-specific parent communication route identified in submitted materials; the tournament letter is one-way pre-trip information, not an incident channel (structural · absent)

WEEK WITHOUT WALLS HIA-PROG-003 AT STANDARD

- The Director of Experiential Learning holds a program information evening each October, ahead of student ranking. (HIA-PROG-003, 7. Family Communication, p. 2)
- Each Program Leader holds a program-specific parent briefing under HIA-SOP-001 section 10. (HIA-PROG-003, 7. Family Communication, p. 2)
- The payment schedule and withdrawal terms are confirmed in writing to families. (HIA-PROG-003, 7. Family Communication, p. 2)
- Families receive a program-specific packing list and a full staff contact list before departure. (HIA-PROG-003, 7. Family Communication, p. 2)
- No program-specific mid-week update cadence beyond the daily operations standard identified in submitted materials (procedural · absent)

SERVICE LEARNING & CAS HIA-PROC-004 PROGRESSING

- Parents are informed by email whenever a new placement is added for their student. (HIA-PROC-004, 5. Consent, p. 2)
- A student who does not check in within thirty minutes of the expected arrival time is contacted directly by the Coordinator. (HIA-PROC-004, 4. Independent Placements, p. 1)
- No incident-specific parent communication route identified in submitted materials (structural · absent)

DIMENSION EVIDENCE · 10 OF 10

Post-Trip Review

Harborview International School

OC10 · Operational Capability Area 10 of 10

NOT EVIDENCED

Post-Trip Review

14 evidence lines · 7 open items · by program path

Week Without Walls and athletics both run a documented post-program or post-season review with findings to the Head of School. International trips keep a daily log and an annual Board summary but no per-trip debrief. Elementary day trips close with attendance reconciliation and no review step, and that absence sets the org-level state. Service and CAS report hours and reflections with no safety review.

International	PROGRESSING	Elementary	NOT EVIDENCED	Athletics	AT STANDARD	Week Without Walls	AT STANDARD
Service & CAS	PROGRESSING						
■ what the documents state □ open items							

INTERNATIONAL MULTI-DAY TRIPS HIA-POL-001, HIA-POL-004, HIA-POL-005, HIA-SOP-001

PROGRESSING

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

ELEMENTARY DAY TRIPS HIA-PROC-002

NOT EVIDENCED

No evidence of this practice in the governing document.

- No post-trip debrief, lessons-learned, or review step identified in submitted materials (structural · absent)

ATHLETICS & ACTIVITIES TRAVEL HIA-POL-006

AT STANDARD

- The Director of Athletics & Activities holds a post-season review with the coaching staff within two weeks of each season's end. (HIA-POL-006, 9. Post-Season Review, p. 2)
- The review covers the injury log with the Athletic Trainer, travel and accommodation arrangements, and any incidents from the season. (HIA-POL-006, 9. Post-Season Review, p. 2)
- Findings are recorded and shared with the Head of School. (HIA-POL-006, 9. Post-Season Review, p. 2)
- Coaches contribute observations on facilities, transport, and accommodation used during the season as part of the review. (HIA-POL-006, 9. Post-Season Review, p. 2)
- No student or parent feedback collection as part of the post-season review identified in submitted materials (procedural · absent)

WEEK WITHOUT WALLS HIA-PROG-003

AT STANDARD

- Within three weeks of each program's return, the Program Leader submits a report, and student and parent feedback is collected. (HIA-PROG-003, 9. Post-Program Review, p. 2)
- The Director of Experiential Learning reviews each provider's performance against the season's programs. (HIA-PROG-003, 9. Post-Program Review, p. 2)
- Findings go to the Head of School and inform the following year's provider list and program slate. (HIA-PROG-003, 9. Post-Program Review, p. 2)
- A provider with unresolved issues from its review is suspended from the approved provider list until the issues are resolved. (HIA-PROG-003, 9. Post-Program Review, p. 2)
- The Board of Governors receives a summary of the post-program reviews alongside the following year's proposed slate. (HIA-PROG-003, 9. Post-Program Review, p. 2)

SERVICE LEARNING & CAS HIA-PROC-004

PROGRESSING

- Students complete written reflections on each placement following the IB CAS guide, reviewed by the student's CAS advisor. (HIA-PROC-004, 9. Reflection and Reporting, p. 2)
- The Coordinator submits an annual hours report to the High School Principal, summarizing participation, placement types, and hours completed. (HIA-PROC-004, 9. Reflection and Reporting, p. 2)
- No safety or incident-pattern review across placements identified in submitted materials; reflection and reporting cover academic and participation records only (structural · absent)

PROGRAM PATHS · 1 OF 3

Ownership by Path

Harborview International School

Program Path · HIA-POL-001, HIA-POL-004, HIA-POL-005, HIA-SOP-001

PROGRESSING

International multi-day trips

Owner: Head of School

The school's longest-running program and the one its policy set was written around. Approval, consent, staffing, medical, and incident arrangements are documented end to end; partner vetting and post-trip review remain Progressing, as in the previous evaluation.



WHO HOLDS WHAT

Proposes	Trip Leader prepares the trip	HIA-POL-001, 3. Accountability, p. 1
Forwards for approval	Trips Coordinator	HIA-POL-001, 3. Accountability, p. 1
Consulted	School Nurse and Divisional Counselor, every Category B and C trip	HIA-POL-001, 3. Accountability, p. 1
Approves	Divisional Principal (A and B); Head of School (C)	HIA-POL-001, 2. Trip Classification, p. 1
Notified	Board Chair, Category C	HIA-POL-001, 2. Trip Classification, p. 1
Consent	Written consent per trip, HIA-FORM-001	HIA-POL-001, 6. Parental Consent, p. 2
Leads in the field	Trip Leader	HIA-POL-001, 3. Accountability, p. 1
Duty contact	24-hour duty phone, senior-leader rota	HIA-POL-005, 5. Emergency Response, p. 2
Cancels	Head of School; Deputy Head if unreachable	HIA-POL-001, 4. Cancellation and Escalation, p. 2
Incident authority	Trip Leader first actions, then duty holder, then Head of School; three severity levels	HIA-POL-005, 5. Emergency Response, p. 2
Parent communication	Head of School's office during incidents; daily app updates; pre-departure briefing	HIA-POL-005, 6. Communication During an Incident, p. 2
Reviews afterward	Board of Governors, annual activity summary; no per-trip debrief	HIA-POL-001, 8. Policy Review, p. 2

Program Path · HIA-PROC-002

PROGRESSING

Elementary day trips

Owner: Elementary Principal

A well-defined divisional procedure that quietly varies the school-wide rules for young children: annual consent, a file check outside the Trips Coordinator, parent volunteers counted toward supervision, and no named duty holder or review step for a day trip.



WHO HOLDS WHAT

Proposes	Grade Level Leader	HIA-PROC-002, 2. Roles, p. 1
Forwards for approval	Not evidenced	
Consulted	Not evidenced	
Approves	Elementary Principal	HIA-PROC-002, 2. Roles, p. 1
Notified	Trips Coordinator receives the calendar each semester, for information	HIA-PROC-002, 2. Roles, p. 1
Consent	Annual Elementary Local Excursions Consent	HIA-PROC-002, 4. Consent and Family Communication, p. 1
Leads in the field	Grade Level Leader	HIA-PROC-002, 2. Roles, p. 1
Duty contact	Elementary Office, school hours; no duty phone	HIA-PROC-002, 9. Incidents, p. 2
Cancels	Not evidenced	
Incident authority	Elementary Office, then Elementary Principal, then Head of School for a serious incident	HIA-PROC-002, 9. Incidents, p. 2
Parent communication	Parent Information Letter before each trip; no incident route	HIA-PROC-002, 4. Consent and Family Communication, p. 1
Reviews afterward	Not evidenced	

Evidence and open items for each path appear under each dimension on pages 4–13, grouped by path. Not evidenced means the path's governing document(s) name nobody for that station.

PROGRAM PATHS · 2 OF 3

Ownership by Path

Harborview International School

Program Path · HIA-POL-006

PROGRESSING

Athletics & activities travel

Owner: Director of Athletics & Activities

The oldest policy in the set and the least reconciled with the others. The Director of Athletics & Activities approves every trip with the Head of School informed; no risk assessment, duty phone route, or cancellation authority is stated. Its post-season review is the strongest element.



WHO HOLDS WHAT

Proposes	Director of Athletics & Activities publishes the season calendar	HIA-POL-006, 2. Season Calendar, p. 1
Forwards for approval	Not evidenced	
Consulted	Not evidenced	
Approves	Director of Athletics & Activities	HIA-POL-006, 3. Approval, p. 1
Notified	Head of School, informed at season start (not approving)	HIA-POL-006, 3. Approval, p. 1
Consent	One Athletics Participation & Travel Consent per season	HIA-POL-006, 4. Consent, p. 1
Leads in the field	Head Coach	HIA-POL-006, 5. Supervision, p. 2
Duty contact	Not evidenced	
Cancels	Not evidenced	
Incident authority	Head Coach, then Director of Athletics & Activities, then Head of School as appropriate	HIA-POL-006, 8. Incidents, p. 2
Parent communication	Tournament information letter before departure; no incident route	HIA-POL-006, 4. Consent, p. 1
Reviews afterward	Director of Athletics & Activities, post-season, findings to Head of School	HIA-POL-006, 9. Post-Season Review, p. 2

Program Path · HIA-PROG-003

PROGRESSING

Week Without Walls

Owner: Director of Experiential Learning

The most mature path after international trips: a full provider vetting cycle, the school's own staffing and duty phone arrangements, and a post-program review that feeds the next year's slate. Its one variance is accepting accredited providers' risk assessments in place of steps 1 through 5.



WHO HOLDS WHAT

Proposes	Director of Experiential Learning, annual slate	HIA-PROG-003, 2. Governance and Approval, p. 1
Forwards for approval	Trips Coordinator confirms Program Leader experience; category approval per HIA-POL-001	HIA-PROG-003, 5. Staffing, p. 2
Consulted	Divisional Counselor on placements; School Nurse trip health summary	HIA-PROG-003, 6. Student Placement and Inclusion, p. 2
Approves	Head of School approves the slate; Divisional Principal endorses each program; Head approves Category C	HIA-PROG-003, 2. Governance and Approval, p. 1
Notified	Board Chair for Category C; Board receives the slate in June	HIA-PROG-003, 2. Governance and Approval, p. 1
Consent	Not evidenced	
Leads in the field	Program Leader, a Trip Leader under HIA-SOP-001	HIA-PROG-003, 5. Staffing, p. 2
Duty contact	School duty phone per HIA-POL-005; Program Coordinator at school	HIA-PROG-003, 8. Emergency Arrangements, p. 2
Cancels	Not evidenced	
Incident authority	Duty phone per HIA-POL-005; Program Coordinator escalates itinerary changes to the Director	HIA-PROG-003, 8. Emergency Arrangements, p. 2
Parent communication	Information evening; program-specific briefing per HIA-SOP-001; written terms, packing list, staff contacts	HIA-PROG-003, 7. Family Communication, p. 2
Reviews afterward	Program Leader report within three weeks; Director reviews providers; findings to Head of School and Board	HIA-PROG-003, 9. Post-Program Review, p. 2

Evidence and open items for each path appear under each dimension on pages 4–13, grouped by path. Not evidenced means the path's governing document(s) name nobody for that station.

Ownership by Path

Harborview International School

Program Path · HIA-PROC-004

PROGRESSING

Service Learning & CAS

Owner: Service Learning & CAS Coordinator

A first-issue guideline approved by the High School Principal. It authorizes unaccompanied placements with a partner's site supervisor standing in for Harborview staff, uses a one-page checklist in place of the six-step method, and documents no medical arrangement for placements.



WHO HOLDS WHAT

Proposes	Subject teachers and advisors may suggest; Coordinator matches	HIA-PROC-004, 2. Roles, p. 1
Forwards for approval	Not evidenced	
Consulted	Not evidenced	
Approves	Service Learning & CAS Coordinator	HIA-PROC-004, 2. Roles, p. 1
Notified	High School Principal, placement list each semester	HIA-PROC-004, 2. Roles, p. 1
Consent	Annual CAS and Service Learning Consent	HIA-PROC-004, 5. Consent, p. 2
Leads in the field	Not evidenced	
Duty contact	Coordinator, by the contact details given at placement start; no duty phone	HIA-PROC-004, 8. Incidents, p. 2
Cancels	Not evidenced	
Incident authority	Coordinator, then High School Principal	HIA-PROC-004, 8. Incidents, p. 2
Parent communication	Email when a placement is added; no incident route	HIA-PROC-004, 5. Consent, p. 2
Reviews afterward	Annual hours report to the High School Principal; no safety review	HIA-PROC-004, 9. Reflection and Reporting, p. 2

Program Path · no governing document

NOT EVIDENCED

Exchange & homestay

Owner: not named in any submitted document

No governing instrument names this path. Host-family accommodation appears only inside the athletics policy, scoped to Conference tournaments.

Not scored against the dimensions: no governing document. Recorded once, under OC01 Governance & Policy.

WHO HOLDS WHAT

Proposes	Not evidenced
Forwards for approval	Not evidenced
Consulted	Not evidenced
Approves	Not evidenced
Notified	Not evidenced
Consent	Not evidenced
Leads in the field	Not evidenced
Duty contact	Not evidenced
Cancels	Not evidenced
Incident authority	Not evidenced
Parent communication	Not evidenced
Reviews afterward	Not evidenced

Evidence and open items for each path appear under each dimension on pages 4–13, grouped by path. Not evidenced means the path's governing document(s) name nobody for that station.

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.
Leadership & Trips Accountability Chart HIA-ORG-001_Leadership_and_Trips_Accountability_Chart_v1.0.pdf	HIA-ORG-001 v1.0	Issued 2026-08-01; assessed in full, section-indexed.
Athletics & Activities Travel Policy HIA-POL-006_Athletics_and_Activities_Travel_Policy_v1.2.pdf	HIA-POL-006 v1.2	Issued 2025-08-18; assessed in full, section-indexed.
Elementary Field Trip Procedure HIA-PROC-002_Elementary_Field_Trip_Procedure_v2.0.pdf	HIA-PROC-002 v2.0	Issued 2026-08-25; assessed in full, section-indexed.
Week Without Walls Program Handbook HIA-PROG-003_Week_Without_Walls_Program_Handbook_v3.1.pdf	HIA-PROG-003 v3.1	Issued 2026-09-01; assessed in full, section-indexed.
Service Learning & CAS Off-Campus Guidelines HIA-PROC-004_Service_Learning_and_CAS_Off-Campus_Guidelines_v1.0.pdf	HIA-PROC-004 v1.0	Issued 2026-08-15; 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.

SCOPE OF THIS EVALUATION

This evaluation reflects the nine documents Harborview International School provided as of the assessment date, 2026-09-11, read in full: no sections were omitted. Each document is assigned to the program path it governs; statements on pages 4–13 are drawn from those documents as written, each anchored to its source section and tagged with its path.

The six program paths on page 2 are those the school's documents name. A path the school runs that no document names would not appear here; the scoping conversation that opens each cycle is where the school confirms the list.

Every open item in this evaluation carries provenance class absent: no evidence of the practice was found in the path's governing document(s). 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 v2 (approved 2026-09-11), which scores each path from its own documents and reports the weakest path's state as the organization's. The document library of custody copies is held in ETI360's records ([document library](#)).