SCHOOL ADVISORY COMMITTEE & CRISIS MANAGEMENT TEAM PROTOCOLS

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INTRODUCTION

The Royal Winnipeg Ballet (RWB) School takes the safety and well-being of its students, staff, and community very seriously. The School Advisory Committee & School Crisis Management Team protocols exist to provide a framework, useful guiding principles, and a recommended course of action to assist the RWB School in supporting Professional and Recreational Division students and responding quickly and responsibly in a crisis situation.

The protocols outlined in this document operate in conjunction with the guidelines, policies and procedures contained within the Employee Child Protection Policies and Procedures Manual.

FORMATION

The School Advisory Committee and School Crisis Management Team are comprised of a group of experienced staff who are familiar with the community, students and each other to make the necessary decisions when an advisory and/or crisis situation occurs. Goals and objectives include:

- **SAFETY**: to ensure immediate safety of all students.
- **PREVENTION OF FURTHER INJURY**: to be aware of secondary reactions and to identify at-risk students and staff for necessary intervention.
- **STABILITY***:* to re-establish the stability of the school routine as soon as possible.
- **CONSISTENCY**: to control the flow of information.
- **SUPPORT TO INDIVIDUALS AND GROUPS**: to provide effective counselling to facilitate adjustment to individuals and groups, and to mitigate post-incident delayed reactions.
- **EMPOWERMENT OF STUDENTS' RESPONSE CAPABILITIES**: to enhance the students' personal growth with effective coping techniques regarding the advisory and/or crisis situation.

SELECTION CRITERIA

Members must:

- Have the trust of students, parents, and staff
- Have the ability to remain calm in tense situations
- Have the authority to make decisions
- Have the knowledge and skills to be a helpful resource
- Be perceptive of and sensitive to the feelings of others

SCHOOL ADVISORY COMMITTEE

The School Advisory Committee meets when:

- There is a concern relating to student safety and well-being;
- An infraction or repeated disrespect of school rules, policies, and/or procedures occurs that may warrant student expulsion; or
- There are violations of the:
    - School and Student Boarding Codes of Conduct
    - Code of Conduct – Adult/Child and Child/Child Interactions.

Activities include, but are not limited to:

- Collecting information
- Determining impacts
- Categorizing the situation by crisis category (see Crisis Management Categories)
- Expanding to form the School Crisis Management Team in a Crisis Category 2 or 3 situation
- Proceeding as follows in a Crisis Category 1 situation:
    - Defining the response
    - Communicating information
    - Providing support where needed
    - Coordinating follow-up
    - Evaluating the response
    - Updating policies and procedures pertaining to the School Advisory Committee

In situations where an issue relating to student safety and well-being may have a medium or high impact to students and/or the RWB (see Crisis Management Categories), the School Advisory Committee is adapted to form the School Crisis Management Team.

COMPOSITION OF COMMITTEE

The School Advisory Committee is comprised of the following:

- **TEAM LEADER:** School Director
- **STAFF & COMMUNICATIONS LIAISON:** School Managing Director
- **COMMUNITY LIAISON:** Division Principals with support from Division Vice-Principals
- **STUDENT SUPPORT LIAISON:** Student Care Counsellors
- **STUDENT BOARDING LIAISON:** Head Boarding Advisor or designate

The following positions may be called upon:

- People Services
- RWB Medical Support Team

SCHOOL CRISIS MANAGEMENT TEAM

Crisis Management involves preventions, interventions, and follow-up. The School Crisis Management Team focuses on a time-limited, problem-focused intervention to identify, confront, and resolve a crisis, restore equilibrium, and support adaptive responses.

The School Crisis Management Team meets when the School Advisory Committee has determined that an issue relating to student safety and well-being may have a medium or high impact to students and/or the RWB (see Crisis Management Categories).

FUNCTIONS

The School Crisis Management Team is formally activated in a Crisis Category 2 or 3 situation and meets to:

- Define the crisis response,
- Enact the crisis response, and
- Coordinate all of the resources of the RWB School in support of the crisis response

This includes, but is not limited to, the following activities:

- Collecting information
- Determining impacts
- Defining the crisis response
- Communicating information
- Providing support where needed
- Coordinating follow-up
- Evaluating the crisis response
- Updating policies and procedures pertaining to School Crisis Management after a crisis situation and on a regular basis

COMPOSITION OF MANAGEMENT TEAM

The School Crisis Management Team is comprised of the following:

- **TEAM LEADER:** School Director
- **STAFF & COMMUNICATIONS LIAISON:** School Managing Director
- **COMMUNITY LIAISON:** Division Principals with support from Division Vice-Principals
- **LEADERSHIP LIAISON:** Artistic Director & CEO
- **LEGAL & INSURANCE LIAISON:** Director of Finance and Administration

The following positions may be called upon:

- Director of Marketing and Communications
- People Services
- Student Care Counsellors
- Head Boarding Advisor or designate
- RWB Medical Support Team

ROLES

TEAM MEMBER	ROLES
TEAM LEADER School Director	• Gather the team to meet • Oversee the process by which the advisory and/or crisis response is defined and enacted • Approve and direct advisory and/or crisis response • Conduct evaluation
STAFF AND COMMUNICATIONS LIAISON School Managing Director	• Ensure staff have the necessary information and resources to support the advisory and/or crisis response • Approve all internal and external communications • Work with the Director of Marketing and Communications on a communication plan as needed • Work with Peoples Services to ensure appropriate support for staff, including conducting staff debriefing meeting as needed • Responsible for the secured files of the School Advisory Committee; file all notes, information, and other documentation
COMMUNITY LIAISON Division Principals with support from Division Vice-Principals	• Liaise with outside agencies, such as Winnipeg Police or Child and Family Services • Lead investigations • Coordinate all communication with students and parents • Coordinate support for students and parents, utilizing internal and external resources as appropriate • Liaise with RWB Medical Support Team
STUDENT SUPPORT LIAISON Student Care Counsellors	Under the direction of the Professional Division Principal: • Accompany and support students through the investigative process • Help screen students at risk • Conduct individual and group meetings with students • Support the coordination of support for students and parents, utilizing internal and external resources as appropriate
STUDENT BOARDING LIAISON Head Boarding Advisor or designate	Under the direction of the Professional Division Principal: • Support investigations in advisory situations involving Student Boarding • Support communication with students and parents in advisory situations involving Student Boarding • Coordinate support for Student Boarding staff, utilizing internal and external resources as appropriate
LEADERSHIP LIAISON Artistic Director & CEO	• Provide input and guidance on crisis response • Provide updates to the RWB Board of Directors and other pertinent stakeholders as appropriate
LEGAL & INSURANCE LIAISON Director of Finance and Administration	• Provide input on the crisis response • Assess financial and other implications of the crisis response • Liaise with legal team • Liaise with insurance team

CRISIS MANAGEMENT CATEGORIES

CRISIS CATEGORY 1
Defined as issues relating to student safety and well-being that may have a minimal impact to students and/or the school, which may include a breach of school rules. Issues in this category will be managed by the School Advisory Committee.

CRISIS CATEGORY 2
Defined as issues relating to student safety and well-being that may have a medium impact to students and/or the school, which may include a breach of school rules. Issues in this category may be referred to the School Crisis Management Team. Examples include:

A. Health and safety issues
B. Student progress concerns
C. Student performance issues
D. Disrespectful behavior towards others
E. Bullying
F. Harassment
G. Inappropriate sexual relationships
H. Underage drinking and/or drinking on RWB property

CRISIS CATEGORY 3
Defined as issues relating to student safety and well-being that may have a high impact to students and/or the school, which may include a breach of school rules. Issues in this category will be managed by the School Crisis Management Team. Examples include:

A. Activity of any kind that has the potential to attract negative media attention
B. Activity of any kind that has legal implications
C. Activity of any kind that has insurance implications

NOTE: Rules are defined as any direction given in the School and Student Boarding Codes of Conduct, as well as all school rules, policies and procedures, either written or unwritten.

INVESTIGATIONS

During an investigation, it may be necessary for members of the School Advisory Committee and School Crisis Management Team to interview students, parents, or staff. It is recognized that members of outside agencies, such as the Winnipeg Police or Child and Family Services, may need to be contacted.

NOTE: If at any time there is suspicion that a child may be in need of protection, refer to the RWB Employee Child Protection Policies and Procedures Manual. A report to a Child and Family Services agency and/or the Police is required in these situations. Individuals are not required, nor should they attempt, to diagnose or investigate potential abuse.

PROCEDURES

1. **GATHER INFORMATION:**
    a) Community Liaison interviews students involved. Student interviews require a Student Support Liaison and another member of the School Advisory Committee to be present. Parents of students under the age of 18 years are notified in advance of student interviews in **Crisis Category 2 or 3 situations**. This is also done whenever possible and/or at the discretion of the Community Liaison in **Crisis Category 1 situations**.

    b) Community Liaison interviews parents involved. Parent interviews require another member of the School Advisory Committee to be present in **Crisis Category 2 or 3 situations**. This is also done whenever possible and/or at the discretion of the Community Liaison in **Crisis Category 1 situations**.

    c) A School Advisory Committee member and/or the Manager interviews involved staff in **Crisis Category 1 situations.** In **Crisis Category 2 or 3 situations**, a School Advisory Committee member interviews staff involved in the presence of their Manager and/or People Services. A person cannot act as the Manager and on behalf of School Advisory Committee in the same interview.

    d) A School Advisory Committee member interviews other involved persons in **Crisis Category 1 situations.** In **Crisis Category 2 or 3 situations**, a School Advisory Committee member interviews staff involved in the presence of another School Advisory Committee member.

    Detailed notes must be taken of all interviews and meetings and shared with the School Advisory Committee.

2. **REVIEW:** School Advisory Committee reviews gathered information.
3. **SAFETY PLAN:** Define and implement protective measures to ensure the safety of all students.
4. **RISK IMPACT:** School Advisory Committee assess the potential risks to the student(s) and/or the RWB.
    a) **Legal Counsel**: Staff and Communications Liaison contacts legal counsel with relevant information as required. Consultations with legal counsel require the Communications Liaison and another member of the School Advisory Committee or Crisis Management Team to be present.
5. **CATEGORIZE CRISIS:** School Advisory Committee determines the Crisis Category based on gathered information.
    a) **Crisis Category 1 situations:** School Advisory Committee defines the response.
    b) **Crisis Category 2 or 3 situations:** School Crisis Management Team defines the crisis response.
6. **COMMUNICATION:**
    a) **Outside Agencies:** Team Leader is the primary contact with Winnipeg Police, Child and Family Services and/or other external agencies.
        i. In these situations, the individual who brought the situation forward will be asked to make a report to an outside agency. Should support be required when placing the call, the individual may seek support from the Supervisor, People Services, or a member of the School Advisory Committee.
    b) **Parent:** Community Liaison contacts the parent(s) and advises them of any relevant outcomes, including disciplinary decisions as required.
    c) **Board of Directors:** Artistic Director & CEO contacts the Board of Directors with relevant information as required.
    d) **Student:** Community Liaison speaks with student(s) and advises them of any relevant outcomes, including disciplinary decisions as required.

e) **Staff:** Staff and Communications Liaison contacts staff, as appropriate, with relevant information as required, including but not limited to:
    i. The Director of Marketing and Communications to consult on the communications plan as necessary
    ii. People Services to consult on the staff support plan as necessary

7. **FOLLOW-THROUGH:** Team Leader ensures the advisory and/or crisis response is completed, in its entirety, including detailed reporting and that there is an appropriate resolution to the crisis situation.
8. **DOCUMENTATION:** All information, notes, and other documentation will be kept in the secured files of the School Advisory Committee. A letter outlining the situation, outcome, and follow-up will be placed in the employee personnel file and/or the student file as appropriate.
9. **REVIEW AND UPDATE:** Team Leader reviews the School Advisory Committee & School Crisis Management protocols with team members after a crisis situation, and annually, to ensure best practices are reflected.

NOTE: Members of the School Advisory Committee and Crisis Management Team should have access to a list of contacts at all times. This contact list should be updated regularly.

CONFLICT OF INTEREST

Investigators are expected to act objectively and disclose potential conflicts of interest if they are not able to maintain impartiality. If it is determined that there is a conflict, an alternate investigator will be assigned by the Leadership Liaison. If the Leadership Liaison discloses a potential conflict of interest, an alternate will be assigned by the Chair of the RWB Board of Directors. If the Chair discloses a potential conflict of interest, an alternate will be assigned by the RWB Board of Directors at large. Alternates will follow the aforementioned procedures and submit complete documentation to the School Advisory Committee.

If an investigator fails to disclose a known potential conflict of interest, they may face disciplinary action up to and including termination of employment.