
WESTERN
School Division
Morden, Manitoba

*"Rooted In Caring;
Committed to Learning"*



Pandemic Planning Guidelines

Pandemic Preparedness Committee
May 2009

Introduction

Over the past several years, we have become more aware of the eventuality of a pandemic and its impact on public health.

A pandemic means an epidemic of any disease over a wide geographic area affecting a large proportion of the population. It is a serious public health concern; an influenza pandemic could cause a great deal of illness and death.

A pandemic would affect much more than just the health care system. It is a crisis that will affect all aspects of society. It must be managed by the coordinated participation and co operation of governments, businesses, educational organizations and citizens.

Western School Division is one of several public organizations preparing to respond when the next pandemic arrives. Health officials anticipate having up to three months' warning from the time a pandemic is declared by the World Health Organization to the time the virus arrives in Canada. This is based on the assumption that a pandemic will start elsewhere in the world and spread to North America.

The following Business Continuity Plan will assist the division during a pandemic.

1. Organizational Structure

Formation of Operations Committee

In the event of a pandemic being declared, the Business Continuity Team will be formed. This team will consist of the following members:

- The Chair of the Board of Trustees
- Superintendent
- Assistant Superintendent
- Secretary/Treasurer
- Supervisor of Operations
- A School Administrator from the Administrative Council
- A representative from the Western Teachers Association
- A representative from the Support Staff of Western School Division

Role of the Business Continuity Team

1. To make necessary arrangements for preparedness planning and preparedness activities.
2. To make a clear and complete assessment of situations that may arise within the division and recommend courses of action, considering guidance from the Regional Health Authority.
3. To liaise and co operate with other organizations in response to the pandemic.

4. To coordinate response and recovery activities during and after a pandemic.

2. Purpose of the Plan

The purpose of the Business Continuity for Pandemic Plan provides for the continuation of critical school functions and recovery of suspended services in the event of a pandemic influenza. Many potential contingencies and disasters can be averted, or the damage they can cause can be reduced, if appropriate steps are taken to manage through the event. The stats included in this plan are reflective of estimates suggested by the World Health Organization and Canadian Health Authorities and are for illustrative purposes only.

This completed Business Continuity for Pandemic Plan outlines the course of action to be taken in the event of an emergency and the process for each department to follow in their recovery to normal business operation. It is intended to:

- Provide an orderly and efficient transition from normal to emergency conditions.
- Provide specific guidelines appropriate for complex and unpredictable occurrences.
- Provide consistency in action.
- Prevent activity inconsistent with the philosophy of this Division.
- Establish a threshold at which an emergency response is triggered and determines who may authorize the response.

3. Objectives of the Plan

This Business Continuity Plan is intended to:

- Define critical operations that must be continued, those operations that can be postponed for a period of time and those operations than can be postponed indefinitely.
- Provide a planned transition for normal operations to emergency operations and maintaining only those functions defined as critical or vital operations.
- Provide a level of security and safety for employees.
- Provide standard of testing the business Continuity for Pandemic Plan.
- Ensure continuation of services and the protection to student's interests.
- Maintain confidence in schools.

- ❑ Meet regulatory requirements imposed by the Province or other regulatory agency.
- ❑ Manage successfully through a pandemic and reduce the disruption to services.
- ❑ Provide leadership by example.

4. Scope

Influenza is highly contagious, enters the body through the nose or the throat and can spread very quickly through the population.

Experts assume that during an influenza pandemic up to 35 per cent of people will become ill enough to miss work. Of those who become ill, more than one per cent could die.

Influenza typically has the greatest impact – complications or death – on the very young, the very old and those with suppressed immunity. However, pandemic influenza has affected different age groups in the past, including 20 to 40 year olds, as was the case during the 1918 1919 pandemic.

Vaccination is the most effective way to protect the public from pandemic influenza. However, vaccines **will not** be available for the early months of the pandemic.

Public health measures, including proper personal hygiene such as frequent hand washing, will help reduce the spread of the virus.

The **World Health Organization has established six distinct phases** to facilitate pandemic preparedness planning.

Phase	Description
Inter Pandemic	New virus in animals, no human cases
1	Low risk of human cases
2	Higher risk of human cases
Pandemic Alert	New virus causes human cases
3	No or very limited human to human transmission (unconfirmed cases)
4	Evidence of increased human transmission (where it has been confirmed)
5	Evidence of significant human to human transmission
Pandemic	
6	Efficient and sustained human to human transmission

The designation of phases will be included in various locations throughout this plan to assist in determining appropriate responses throughout the cycle of a pandemic event.

A pandemic event will affect the entire world. Assessment of such a global event will likely be determined by the World Health Organization (WHO). Likewise assessments in the provincial and regional jurisdictions will occur as a pandemic event occurs. Many terms used in this plan will be similar or identical to language by WHO, the provincial government and/or the regional health authorities. The assessment of the phase of the pandemic, as it relates to this plan, is assumed as a local assessment. This assessment may be determined having taken advice from other authorities; however a local determination will be made by the Superintendent of Schools.

This plan only considers the effect of a Pandemic Influenza on operations of the Western School Division and outlines the manner in which those services deemed critical and vital will continue to be delivered throughout a pandemic event. All services offered by Western School Division were considered and rated as critical, vital, necessary and desired. Once critical and vital services are established, necessary services will be established and then desired services as resources become available. These will be exercised in the context of the pandemic phases as identified earlier.

Critical are services that must be provided immediately without which, loss of life or injury, infrastructure destruction and loss of confidence in government. These services normally require resumption within 24 hours, but for the purposes of pandemic planning they are the core services of the Division.

Vital are services that must be provided within 72 hours without which would likely result in loss of life or injury, infrastructure destruction, loss of confidence in government and disproportionate recovery costs. For the purposes of pandemic planning, these are vital and necessary services that would normally need to be performed or completed within a two to four week business cycle to avoid significant damage or loss. These are services that may be performed on a rotating schedule.

Necessary are services that must be resumed within two weeks or could result in considerable loss, further destruction, or disproportionate recovery costs. For purposes of pandemic planning these are services that staff will be allocated to either last or on a need to do priority.

Desired are services that could be delayed for two weeks or longer, but are required in order to return to normal operating conditions, or alleviate further disruption. For pandemic planning purposes, these are services that will be deemed as non essential until such time as either staff levels are back to normal and/or priority necessitates.

Factors that may be considered in prioritizing services may include, but are not limited to:

- Immediate external obligations
- Immediate internal obligations
- Dependencies on other departments, service providers or agencies
- Other agencies dependent on your services
- Contractual obligations and liabilities

- Regulatory requirements
- First response obligations
- Access to essential information
- Minimum manpower required to provide services

During a pandemic or other serious interruption of the Division's business, Senior Administration may become ill and not able to make decisions or may lose their life. This plan will also be the basis that outlines the criteria, including scope of responsibility for available senior staff to activate and implement the plan.

5. Assumptions

In preparing this plan it is assumed that 35% of the Division's staff will either be infected by the influenza and unable to work or to attend at work because they are needed to care for family members.

A pandemic may occur at any time during the year, not necessarily during "flu" season so all services offered by the school division must be considered in a Business Continuity for Pandemic Plan.

6. Plan Activation

Once the first confirmed case of pandemic influenza is found in Canada and it is progressing, the Division will take steps to ensure the Division's Pandemic Plan is on standby and activated when appropriate. Significant consideration must be committed to the decision to activate the plan. The risks inherent with the delay of implementing the plan must be considered and conversely the premature activation of the plan. The Division should regularly update and inform key stakeholders of ongoing preparations during the pre planning and activation stages. During Phase 6, when deemed appropriate, the use of regular briefings may be considered to assist in keeping key stakeholders up to date.

The Superintendent or designate shall have the authority to activate the Pandemic Plan, and shall have the authority to suspend the delivery of services as required based on the resources available to deliver those services and to redeploy staff as necessary. Those services defined as desired will be the first to be suspended, followed by those defined as necessary. If the public need for any of the services identified as critical or vital were to decrease, their continued operation will be reviewed and may be suspended, and any staff made available by the suspension redeployed to another service. (Note: the Phase of the Pandemic shall be determined by the Government of Manitoba or the Regional Health Authority). The Emergency Operations Centre shall be located at the Central Office of Western School Division.

Once the plan has been activated communications with staff (both at work and at home) must strive to address or assist with a wide range of concerns, from questions regarding service delivery to assistance in providing information on health care and shelter in place suggestions.

Once the plan has been activated, schools may be asked to report student absentee rates that exceed 10% where those absent are suspected of having contracted influenza.

7. Succession Plan

It is possible in the event of a pandemic, that Senior Administration may not be capable of functioning in their normal positions.

If a person is not available the person in the position listed immediately below that person on the chart will assume that position.

Superintendent
Assistant Superintendent
Secretary/Treasurer
Principal Designated by the Board

In the event the Superintendent is not available, the Designate or his/her replacement will assume the responsibilities of the Superintendent. In the event that both the Superintendent and Assistant Superintendent are not available to assume their leadership responsibilities the Board shall determine the specific individuals listed in the Principals group that would be assigned the leadership responsibility in the event that all the Senior Administration were to become ill, or not be available, at the same time.

It is also recognized that staff in one school may be affected by the pandemic to a greater extent than others. In this event, existing staff may be asked to assist in areas of responsibility that are different from their regular staff assignment. The school principal shall identify an acting principal candidate for the consideration of the Superintendents' consideration.

8. Minimizing Illness Among Students and Staff

While schools within Western School Division expect to continue to operate during a pandemic event, Western School Division will also take steps to minimize the spread of infection. The primary strategy for achieving this is to send staff and students home if they are suspected of being infected. While this action is straight forward with staff (as they can be directed to return home), more preparation is required to accommodate students. To that end when a student is identified as being in respiratory distress, the student shall be isolated from the unaffected student and staff population, to be held there until the students' parent or guardian can arrange to take them home. Should the student be in severe respiratory distress, the school will take appropriate steps to obtain appropriate medical care for the seriousness of the condition of the student, which may include sending the student to the hospital. Should the student's parent or guardian not be able to pick up the child, the school shall take the steps it would normally take when a care giver is unavailable to pick up a student when requested.

Each school shall identify, in advance of a pandemic an isolation room that will provide for the care of infected students until they are picked up. The isolation room shall be established in consultation with the Supervisor of Operations. The Regional Health Authority will be consulted to obtain recommendations with respect to practices, tools, and information to minimize illness among students and staff.

9. Support to Employees and Employees Families

Western School Division plans and prepares to allow staff to provide for their own and their family's wellness and safety.

10. Potential Impact on School Division Operations:

It is our intention to conduct the affairs of Western School Division in accord with existing board policies and operating procedures. Our primary concern is the health and safety of our staff and students.

Once a pandemic is declared (Phase 6, World Health Organization pandemic cycle), and in consultation with authorities from the Regional Health Authority, the intention is that:

After-hours activities/Access to schools – after hours access to schools will be cancelled.

Board meetings – board meetings will be held as scheduled and more frequently if necessary. They may be held **via electronic means**.

Extracurricular activities – extracurricular activities will be cancelled.

Facility rentals – existing/new permits for school facility use will be cancelled/not issued.

Field trips/excursions – there will be a moratorium on field trips/excursions.

High school cafeterias/ food services may continue.

Home visits – all home instruction and/or home visits typically provided by school division staff will be cancelled.

Hot lunch days – hot lunch days and other special lunch programs will be cancelled.

Instruction/Evaluation/Reporting – where possible, the regular in school instructional program and those activities related to instruction, evaluation and reporting will continue.

Maintenance – where possible, the normal procedures shall continue.

Meetings – meetings that take administrators or staff out of school will be either cancelled or held by teleconference.

Student Conferences/Parent-teacher interviews– student conferences will be cancelled.

Professional development activities – all professional development activities and attendance at conferences will be cancelled.

Parent Advisory Councils – principals will have a plan for ongoing communication with the chair of their Parent Advisory Council. Parent Advisory Council meetings will be cancelled.

Staff placement and reassignment – Staff may be reassigned to alternate locations to perform alternate duties in order to meet system needs.

Student transportation – where possible and subject to daily review, student buses will maintain regular schedules while schools remain open.

Substitute teachers, casual service and support staff – where possible, normal procedures will continue.

Crisis Response teams – crisis/tragic events support will be provided.

Volunteers – continued use of volunteers will be considered on a case by case basis.

11. Recovery Process

Previous pandemics indicate that there will be a second and third wave of the pandemic. It is unclear whether the subsequent wave may be of a lesser or greater severity however it may have reduced effect because a vaccine may be available. Therefore the Division will have to regroup quickly to determine its status in terms of staffing, availability of supplies or services from external suppliers and what role the municipality needs to play in the recovery of its residents and the public and non profit sectors.

As part of the recovery process, the Division must develop plans for the replacement of employees unable to return to work and prioritizing hiring efforts. This will largely be driven by the reintroduction of the desired and necessary services.

The Division shall evaluate the plan following the first wave and make any adjustments that are deemed necessary, based on experience or on advice from health professionals.

12. Identification of Essential Services

Department – Corporate Services

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
FIPPA <i>Phase 1 - 6</i>	Follow duties as described in the <i>FIPPA</i> in the event of an application under that Act.				X		
Payroll <i>Phase 2 - 6</i>	Process employee payrolls and issue payment. Ensure employee group plan coverage is maintained and employees are receiving benefits due.	DO or home by 2 staff.	X				
<i>Phase 2 - 6</i>	Issue T4's.				X		
Finance <i>Phase 2 - 6</i>	Process payments for supplier invoices.			X			
<i>Phase 2 - 6</i>	Complete and submit GST returns.					X	Semi-annual
<i>Phase 1 - 6</i>	Ensure sufficient funds are available to meet obligations.				X		
Communications	Routine communications						
<i>Phase 1 - 6</i>	Communications necessary as a result of the pandemic.		X				
<i>Phase 1 - 6</i>	Update the website with information as directed.		X				
Technology <i>Phase 1 - 6</i>	Maintain and ensure the operation of the internal computer network.		X				
<i>Phase 2 - 6</i>	Facilitate the ability of staff to work from home if necessary and approved.		X				
Human Resources Management	To help coordinate services required from HR	Division Office	X				
<i>Pre Pandemic</i>	Train DO staff on disinfecting and proper cleaning of their space.						
Student Services	As required to meet current conditions				X		
Superintendency	Succession plan in place.		X				
Caretaking <i>Phase 1 - 6</i>	To maintain essential cleanliness	By custodian or other DO staff	X				
Reception					X		

Department: School Administration

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
Instructional Leadership	* Programs of Study	Ensure access to current Programs of Study for every teacher in every subject is being administered to K-12 students through routine inspection and observation of teachers by principal or designate.				X	SHAREPOINT or other electronic means
		Implement programs which will enable students to meet the provincial graduation requirements.				X	In coordination with MECY
	* Special Education	Provide Special Education Programs based on Individualized Education Programs (IEP) to students with special education needs, including those who are gifted and talented by teachers, specialists or outside agencies.				X	
	* Staff Professional Development	Make necessary resources available or provide access to promote staff development.				X	
Evaluation of Students and Programs		Collaborate with teachers to evaluate students and programs to identify areas of strength and those needing improvement.				X	
	* Reporting of Student Achievement	Communicate student progress to parents regarding achievement by teachers.				X	
Standards of Education	* Provincial Assessments	Teachers and Administration will distribute, administer and collect Provincial Assessments.				X	
Management of the School	Annual school plan.	Identify key goals, strategies, performance measures, results and time lines for school based plans.					
	Implementation of School Plans	Implement plans and monitor their effectiveness. Modify plans as necessary.	X				
	Program Organization and Delivery	Provide access to minimum hours of instruction for students.				X	

		Configure teaching assignments, room allocation, student timetables and support staff responsibilities.	X				- as related to pandemic
Technology	ICT outcomes	Supervise and evaluate the incorporation of ICT outcomes by teachers as directed by MECY				X	
		Maintain and ensure the operation of the internal computer network by LAN Tech and WSD designates.	X				- as related to pandemic
		Foster and promote the integration of technology by teachers in all subject areas.				X	
	School web-site	Ensure web-site is functional and periodically updated to adequately reflect information related to the school.			X		
Safe and Caring Environment	Supervision of students	Provide students with a safe and caring environment that fosters and maintains respectful and responsible behaviours.	X				
	Safety of Staff	Provide staff with proper education and safety procedures to ensure a safe and healthy workplace with adherence to Occupational Health and Safety Standards.	X				
	Routine inspections of safety equipment, facility, grounds	Provide training to safety team within school in coordination with WSD Maintenance staff to carry out annual inspections.				X	
	Communicate, implement and update Safety Plan	Practice and review safety procedures including fire drills, lockdowns and severe weather.	X				Practice safety procedures as they pertain to Pandemic Plan
Communication	Communication with staff	Meet with staff to educate and inform of necessary information.	X				
	Communication between school and home	Update school community with necessary information in all aspects to maintain quality education and a safe and caring environment.	X				
	Communication with Parent Advisory Councils	Communicate to get feedback with School Councils.			X		
Teacher/Staff Supervision and Evaluation	Evaluate the teachers and support staff employed in the school	Provide feedback to teachers and staff as per policy.				X	
Collective Agreement	Superintendent and President of WTA to collectively interpret.		X				- as per Pandemic Plan

Department: Transportation

Service	Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
Transportation							
	Pandemic Local Phase 5 Bussing	<p>With evidence of significant human to human transmission bus service is suspended.</p> <p>Supervisor of Operations report for each route student rider ship and the status of the driver.</p> <p>Office administration priority to verify daily rider ship for the following day to update driver directions for route combinations</p>		X	X		<p>Transportation is provided by combining of bus routes and contingency for central pick up points are planned for as driver availability declines; hygienic practices required daily; department updated daily on driver availability; field trips and non-mandated shuttle service is cancelled; right of refusal of transportation services for children identified as ill.</p>
	Pandemic Local Phase 6 Bussing	Last resort - Parent provided transportation				X	<p>Notifying parents of suspension of transportation service through announcements on local radio and school communication on the status of the pandemic</p>

Department: Facility Services

Function	How is Service Provided	Critical	Vital	Necessary	Desired	Notes
Cleaning						
General Cleaning	By Custodial Staff			X		Classroom, halls and general cleaning. Floors, wall spotting, glass.
Garbage	By Custodial Staff	X				Garbage to be removed daily.
Washrooms	By Custodial Staff	X				Necessary to be cleaned daily for sanitary reasons and disease control once a day thoroughly.
Food prep-areas	By Contractors and/or staff	X				Maintain health standards.
Isolation Room	By Custodians	X				Primary area for disease control. Protocols will be followed..
Recycling	By Students				X	Dry recycle can be retained for some time pending space needs and fire issues.
Recycling	By Students		X			Juice/milk containers to be removed from the school every couple of days
Cleaning Supplies	By Staff		X			Check with suppliers; look for alternative suppliers and delivery methods. Maintain a 25% of reorder quantities as a minimum.
Heat - ½ day shut down, cold weather	By Maintenance Staff	X				One half day shut down will not create critical problems with the building freezing. Temperatures may drop to levels requiring occupants to wear coats. Closing the school will be determined by the principal in conjunction with the Superintendent. Consult with Maintenance Department.
Heat -one day shut down, cold weather	By Maintenance Staff	X				A full day shut down of heat requires the maintenance department to start to winterize the building. Likely the school will not open for school in the morning. Closing the school will be determined by the principal in conjunction with the Superintendent. Consult with Maintenance Department.
Heat -warmer winter weather	By Maintenance Staff		X			Specific action depends upon the actual outdoor temperature. Mitigation can be to shut the ventilation systems down. Consult with Maintenance Department.
Heat -spring/fall	By Maintenance Staff		X			Heat is not as critical. May go 1 day or more without heat. Mitigation strategies may be shutting the ventilation system off.

Air Conditioning	Maintenance and Contractors				X	Most often tied into the heating system (heat pumps).
Ventilation	By Maintenance Staff		X			Longer shut downs affect air quality, but in cold weather also retain interior temperature levels. Short term shut downs have minimal impact on school.
Fresh Air	By Maintenance Staff		X			Consider 100% fresh air for systems capable of handling this. Very cold outdoor temperatures would create problems.
Exhaust -Washrooms	By Maintenance Staff				X	Exhaust systems provide odor and dilution control. Not critical but should be repaired in a few days.
Exhaust -cafeteria	By Maintenance Staff	X			X	Exhaust systems provide odor and dilution control. Not critical but should be repaired in a few days. Consult with Maintenance Department.
Power Outage under 2 hours.	Provided by the Utility		X			Not critical for the safety of the building. May disrupt the education operations of the school.
Power outage over 4 hours Mechanical Systems	Provided by the Utility	X				Power loss of over 4 hours would require closing of the school as determined by the principal in consultation with the Superintendent. Consult with Maintenance Department.
Power - outage in winter, short term	Provided by the Utility		X			Cold weather power failure for short periods of time will decrease temperature levels, but not affect the building. Closure of the school will be determined by the principal in conjunction with the Superintendent. Consult with Maintenance Department.
Power Loss of power 1 day or more	Provided by the Utility	X				Will require the closing of the school Preparation for freezing may be required. Consult with Maintenance Department.
Water Loss of water service for up to 4 hours	By Municipality	X				Sanitary sewer issues need consideration. Drinking water will be delivered using bottled water. Closure of the school will be determined by the school principal in conjunction with the Superintendent. Consult with Maintenance Department.
Water Loss of water service for more than 4 hours	By Municipality		X			School will be closed. Consult with Maintenance Department
Water Loss of potable water service beyond 4 hours			X			The municipality maintains service to the meter. If water is contaminated (i.e. boil water orders), Maintenance will arrange for bottled

						water for drinking. Water can be used for toilets School closure is not contemplated.
Sanitary Sewer Due to loss of water	By Municipality	X				Loss of water restricts ability to use sanitary sewer. Closure of the school will be determined by the principal in conjunction with the Superintendent. Consult with Maintenance Department
Sanitary Sewer Due to total sewer line blockage	Inside schools – by Maintenance	X				If total blockage occurs in a school, it becomes critical within in a few hours. Closure of the school will be determined by the principal in conjunction with the Superintendent. Consult with Maintenance Department.
Sanitary Sewer Due to partial sewer line blockage	Inside Schools – by Maintenance		X			If only portions of the school are affected plans must be implemented by staff to use the remaining toilets. Closure may not necessary in these situations. Consult with maintenance department
Lift Stations – system failure for more than 2 hours	By Maintenance Staff			X		If main system fails it becomes critical in two hours and requires school closure. School closure will be determined by the principal in conjunction with the Superintendent.
Building Maintenance						
Snow Cleaning Parking lots	Contractors and Maintenance Staff		X			
Snow Cleaning sidewalks	Custodian Staff	X				
Ongoing Maintenance	A variety of systems requiring Maintenance		X			Telephones, intercoms, security systems, doors and hardware and a range of other items need maintenance. The priority will be determined by the other critical items and the ability to provide resources to these items.
Deliveries						
Mail	Provided by Division Staff			X		For the short term, not critical, for ongoing operations it becomes critical.
Supplies	Provided by Division Staff			X		Generally not critical as schools carry their own inventory however for sustained periods it will become critical
Supplies	Provided by Division Staff	X				Supplies necessary for Pandemic response will be stocked centrally.

Department: School Staff

Service	Function	How is Service Provided	Critical	Vital	Necessar	Desired	Notes
Instructional	Professional planning	Write a teacher professional growth plan (PGP)				X	
		Preview growth plan with principal				X	
		Reflect upon and revise PGP				X	
		Review growth plan with principal				X	
Instructional planning		Develop long or intermediate range plans, including unit planning			X		
		Develop day-to-day lesson plans		X			
		Develop planning for substitute teachers as needed.		X			
		Engage in collaborative planning.				X	
		Evaluate and revise plans				X	
		Write and revise IEPs; accommodate diverse needs				X	
		Provide instruction as per the program of studies.		X			
		Provides effective classroom management	X				
		Provides opportunity for learning through off-campus sites (field trips)				X	Restricted during Pandemic
Instructional outcomes measures and feedback		Conducts appropriate formative and summative assessments			X		
		Administer provincial exams.				X	
		Provides timely feedback through corrected assignments			X		
		Provides feedback to parents through report cards and progress reports			X		
		Provides feedback to parents through parent-teacher interviews				X	Restricted during Pandemic
Supervision	Ensuring student safety and good conduct.	Supervises student activities at times outside of instructional periods. <ul style="list-style-type: none"> ○ Recess ○ Lunch times 	X				
Communication	Communication with parents	Use phone calls, emails, letters and website to communicate issues with parents as needed		X			

	Communication with community organizations/media	Interacts with community organizations that are involved in school functioning.			X	
Counseling	Guidance counselor					
		Provides emotional support to students as needed.		X		
	Family wellness worker	Emotional, family, and parenthood planning and counseling			X	
		Trauma counseling	X			
Extra-curricular activities	Coaching	Organizes and coaches extra-curricular teams.			X	Restricted during Pandemic
		Organizes games (and transportation) with teams from other schools.			X	
	Clubs and Events	Organize and operate extra-curricular clubs and events (eg: dances).			X	
Professional Development	In-service PD attendance	Attends to personal professional development through attending in-service PD sessions.			X	Restricted during Pandemic
Educational Assistance	Educational Support	Provide educational and behavioral support to students as per teacher instructions		X		
	Supervision	Perform supervision duties as described by the principal or designate.	X			
	In-service pd attendance	Attends to personal professional development through attending in-service pd sessions.			X	Restricted during Pandemic

Administrative Assistance	Reception/Secretarial	Communication – with parents <ul style="list-style-type: none"> ○ Phone calls ○ Newsletters/news items ○ Mail 	X				
		Communication with teachers <ul style="list-style-type: none"> ○ Phone calls ○ Emails ○ Face-to-face 	X				
		General office tasks <ul style="list-style-type: none"> ○ Face-to-face (eg: with delivery services) ○ typing/filing/copying 		X			
	Financial	Receive monies from students, teachers, and parents.			X		
		Complete purchases as directed by principal				X	
		Process payments as directed by principal				X	
		Complete budgeting and accounting related tasks <ul style="list-style-type: none"> ○ Posting budget updates ○ Reconciling accounts 				X	
	Record keeping	Collect and manage student demographics and related data into EIS			X		
		Make marks submission to MECY			X		
		Record attendance for the school and make reports available to principal and teachers.	X				
First Aid	Basic medical attention	Provision of first aid medical attention as necessary by trained staff	X				