



مدرسة الآفاق الحديثة ذ.م.م.
NEW HORIZON SCHOOL W.L.L.

STUDENT CASE REFERRAL, CLASSROOM MANAGEMENT & MULTI-TIERED DISCIPLINARY POLICY



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Document Code	NHS-CGD-POL-001	Version	1.0
Owner	Counseling & Guidance Department	Effective Date	October 2026
Approving Authority	School Principal / Authorized School Leadership	Review Cycle	Annual
Status	Proposed for Approval	Applies To	Academic & Administrative Staff

Policy Owner: Counseling & Guidance Department | Operational Partners: Academic Leadership, Grade Supervisors, Disciplinary Committee, Nursing Station, Teaching Staff

1. Policy Purpose

This policy establishes a clear, consistent and documented framework for managing student behavioral, welfare and disciplinary concerns at New Horizon School. It defines the responsibilities of classroom teachers, Grade Supervisors, the Counseling & Guidance Department, the Disciplinary Committee, the Nursing Station and other relevant school personnel, while preserving appropriate administrative boundaries and safeguarding student welfare.

2. Policy Statement

New Horizon School will manage student concerns through a proportionate, multi-tiered response. Routine classroom and behavioral concerns should be resolved as close as possible to the point of occurrence, with escalation only when lower-level interventions are unsuccessful or when the nature of the incident requires specialist or senior intervention.

Safeguarding override: Nothing in this policy prevents any staff member from immediately reporting or escalating a concern where there is an immediate risk of harm, suspected abuse/neglect, serious injury, a serious safeguarding concern, or another situation requiring urgent protection or senior leadership intervention.

3. Scope

- Applies to all academic and administrative staff, including teaching staff, Grade Supervisors, school leadership, the Counseling & Guidance Department, Disciplinary Committee members, Nursing Station personnel and duty supervisors.
- Applies to incidents occurring on campus, during school-supervised activities, on school transport, and in other school-controlled settings.



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- External matters may be outside routine school disciplinary jurisdiction; however, any matter that creates a student safeguarding or school-safety concern must be escalated in accordance with safeguarding and leadership procedures.

5. Definitions

Term	Definition
Classroom Teacher	Teacher responsible for the class/lesson in which the concern occurs.
Grade Supervisor	Designated supervisor responsible for administrative oversight of a grade level.
Counseling & Guidance Department	School-based professional service responsible for appropriate psychosocial, behavioral and guidance interventions within its role.
Routine Referral	A non-emergency referral made through the normal tiered escalation process.
Critical Incident	A serious incident requiring immediate or senior-level response, such as serious violence, prohibited items, serious injury, or significant school-safety/reputation concerns.
Safeguarding Concern	A concern indicating that a student may be at risk of abuse, neglect, exploitation, serious harm or other circumstances requiring protective action.

6. Guiding Principles

- Proximity: concerns should normally be managed at the lowest appropriate level.
- Proportionality: responses should be appropriate to the student's age, developmental stage, severity and frequency of behavior.
- Consistency: staff should follow common procedures and documentation standards.
- Restorative practice: where appropriate, responses should seek accountability, repair, reflection and reintegration.
- Student welfare: disciplinary action must not prevent access to necessary welfare, safeguarding or health support.
- Confidentiality: student information must be shared only with staff who have a legitimate educational, safeguarding or operational need to know.
- Due process: allegations should be documented objectively and investigated by the appropriate authority before conclusions are reached.



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7. Multi-Tiered Referral Framework

Tier	Primary Owner	Typical Concerns	Required Action	Escalation Trigger
Tier 1	Classroom Teacher	Routine disruption, refusal to work, minor peer conflict, minor property issues, taking belongings	Immediate classroom intervention, restorative conversation where appropriate, parent/guardian communication when warranted, documentation	Repeated behavior, unsuccessful interventions, significant pattern, or concern exceeds classroom authority
Tier 2	Grade Supervisor	Recurring behavioral concerns, chronic truancy/skipping, repeated verbal aggression, persistent non-compliance	Review record, meet/contact parent/guardian, establish documented action plan and monitoring	Failure of Tier 2 plan, complex psychosocial/behavioral need, or serious incident
Tier 3	Counseling & Guidance	Complex behavioral/welfare concerns requiring assessment, structured counseling, case formulation or individualized support	Professional assessment, intervention plan, progress monitoring and case documentation	Risk escalation, safeguarding concern, serious incident, or need for disciplinary decision
Senior/Critical	Principal / Disciplinary Committee / Relevant Lead	Serious violence, prohibited items, serious injury, transport incidents, major policy violations, significant school-safety/reputation concerns	Immediate containment, fact-finding, parent/guardian notification as appropriate, disciplinary decision, referral to Counseling if follow-up is indicated	Safeguarding, emergency, legal/regulatory or medical escalation as required



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8. Roles and Responsibilities

8.1 Classroom Teachers — Tier 1

- Maintain clear classroom expectations and use positive, developmentally appropriate behavior-management strategies.
- Address routine incidents promptly and privately where possible.
- Document repeated or significant incidents using the school's approved record/referral mechanism.
- Contact the parent/guardian directly for routine concerns when communication is required by this policy or school procedures.
- Do not make routine direct referrals to the Counselor when Tier 1 and Tier 2 processes have not been completed, except under the safeguarding/emergency override or where a designated referral criterion applies.
- Escalate immediately when the incident presents an immediate safety, safeguarding, medical or serious disciplinary concern.

8.2 Grade Supervisors — Tier 2

- Review the student's behavioral history and previous interventions.
- Meet or communicate with parents/guardians regarding recurring or escalated concerns.
- Establish a documented action plan, monitoring period and review date.
- Coordinate with relevant teachers and administrative personnel.
- Refer to Counseling only when the case meets Tier 3 criteria or a formal referral pathway applies.
- Escalate critical incidents to the Principal/Disciplinary Committee without delay.

8.3 Counseling & Guidance Department — Tier 3

- Accept routine referrals after the required preliminary interventions have been completed, unless an approved exception applies.
- Conduct appropriate psychosocial/behavioral assessment within professional competence and school policy.
- Develop individualized support plans where indicated.
- Maintain confidential case records and provide only necessary feedback to authorized school personnel.
- Coordinate with parents/guardians and relevant school staff when appropriate.
- Escalate safeguarding, medical or serious risk concerns to the designated authority immediately.

8.4 Disciplinary Committee / Principal

- Exercise primary authority for high-level disciplinary cases and serious policy violations.
- Ensure appropriate fact-finding, procedural fairness and documentation.
- Determine disciplinary consequences in accordance with school policy and applicable requirements.



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- Refer students to Counseling for follow-up support where clinically/professionally appropriate, without transferring disciplinary decision-making to the Counseling Department.

8.5 Nursing Station

- Provide first aid/medical assessment within scope.
- Document relevant medical observations according to health procedures.
- Refer incidents involving physical altercations, visible injuries or health/safety concerns through the designated critical-incident pathway.

9. Cases Within Counseling Scope

- Complex or persistent behavioral concerns where Tier 1 and Tier 2 interventions have not achieved improvement.
- Student emotional, social or adjustment concerns requiring structured counseling support.
- Behavioral patterns requiring individualized assessment and intervention planning.
- Follow-up support after disciplinary or critical incidents when Counseling input is appropriate.
- Referrals formally initiated by the Nursing Station for relevant incidents, or by the Head/Lead of the Disciplinary Committee.

10. Cases Outside Routine Counseling Scope

- Academic placement, academic performance management and class-transfer decisions are handled by the Academic Team under the designated academic leadership.
- Kindergarten matters are handled by the KG Coordinator in coordination with the relevant academic leadership.
- Students leaving classrooms during instructional time to play in common/outdoor areas are initially managed by the subject teacher, next-period teacher and designated duty supervisors, with escalation through the relevant administrative chain.
- External family/community disputes are not routinely investigated by the school. However, any matter that creates a safeguarding, student-welfare or school-safety concern must be escalated to the appropriate school authority.

11. Critical Incidents and Disciplinary Committee Authority

- Physical altercations or serious misconduct occurring on school transport.
- Allegations of physical, verbal, sexual or other serious harassment, assessed in an age- and developmentally appropriate manner.
- Possession or use of prohibited items, tobacco/vaping products or other items prohibited by school policy.
- Serious incidents affecting school safety, security or public reputation, including relevant social-media policy violations.
- Any incident designated by the Principal or Disciplinary Committee as requiring senior-level review.



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The Disciplinary Committee will assess the incident, determine the appropriate disciplinary response and, where needed, submit a formal Counseling referral for follow-up support. Counseling does not replace the Committee's disciplinary authority.

12. Referral and Documentation Requirements

- Referrals must be factual, dated and objective; avoid diagnostic labels or assumptions unless professionally established.
- Include the student's name, grade/class, incident date/time/location, factual description, actions already taken, parent/guardian contact, outcome and reason for escalation.
- Attach relevant supporting records when authorized and necessary.
- Routine referrals should not be sent through informal messaging channels containing sensitive student information unless the school's approved secure method is being used.

13. Parent/Guardian Communication

- Parents/guardians should receive timely, respectful and factual communication appropriate to the seriousness of the concern.
- Where a matter is under formal disciplinary review, the designated school authority will determine who communicates the outcome.
- Confidential information about other students must not be disclosed to a parent/guardian.

14. Confidentiality and Information Sharing

Student information must be handled confidentially and shared only for legitimate educational, welfare, safeguarding, health, disciplinary or operational purposes. Counseling records should be maintained separately from general disciplinary records where appropriate, with only necessary information communicated to authorized personnel.

15. Safeguarding and Emergency Escalation

Any staff member who becomes aware of an immediate threat to life or safety, serious injury, suspected abuse/neglect, serious self-harm risk, sexual misconduct, or another urgent safeguarding concern must bypass routine tiers and notify the designated senior/safeguarding authority immediately. Medical emergencies should also be referred to the Nursing Station/emergency services as appropriate.

16. Monitoring, Compliance and Review

- Grade Supervisors and school leadership should periodically review referral patterns, repeat cases and response times.
- The Counseling & Guidance Department may provide anonymized trend information to support prevention and staff development.
- This policy should be reviewed at least annually and sooner if school structure, safeguarding requirements or applicable Ministry of Education requirements change.



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- Staff non-compliance should be addressed through normal supervisory and professional accountability processes.

17. Approval and Document Control

Role	Name
Reviewed by	Mrs. Fatima Zaid
Approved by	Mrs. Vandana / School Principal / Authorized Leadership

Appendix A — Referral Decision Matrix

Question	If YES	If NO
Is there immediate danger, serious injury or a safeguarding concern?	Bypass routine tiers; notify designated senior/safeguarding authority immediately.	Continue.
Can the classroom teacher reasonably resolve the issue?	Tier 1 intervention and documentation.	Escalate to Grade Supervisor.
Has the Grade Supervisor's intervention been attempted and documented?	Consider Tier 3 if criteria are met.	Complete Tier 2 first.
Does the case require complex behavioral/welfare assessment or individualized counseling?	Formal Counseling referral.	Continue administrative/disciplinary management.
Is the matter primarily academic, KG operational, or routine common-area supervision?	Refer to designated Academic/KG/Duty pathway.	Use relevant behavioral/disciplinary pathway.



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Appendix B — Minimum Referral Information

Field	Minimum Information
Student	Full name, grade/class, relevant date(s) of concern
Incident	Date, time, location, factual description
Pattern	Frequency, previous related incidents, known triggers if factual
Interventions	Strategies used, dates, by whom, student response
Parent Contact	Date, method, summary and agreed actions
Reason for Referral	Specific reason Tier 3 or senior review is required
Attachments	Relevant authorized records only
Urgency	Routine / Priority / Immediate