

ISLAND SHAKESPEARE FESTIVAL CONCERN RESOLUTION PATH (CRP)

ADOPTED: 2018; REVISED BY RESOLUTION: April 19, 2022; CURRENT VERSION: 2025 Season

Island Shakespeare Festival (ISF) strives to create a safe and creatively fulfilling work environment where artists feel empowered to share concerns as well as provide ideas and solutions about any topic of any size, at any time. We value feedback and seek to address issues of concern in a sensitive, private, and timely manner. ISF seeks to work with participants to resolve concerns early, before participants or the production are put at risk and before the concern escalates.

This policy does not encourage firing or marginalizing participants for mistakes, a momentary loss of temper, an argument (whether artistic or personal), unintentional injury, etc. The CRP is designed to provide pathways to respond to events, behavior, and conditions that create reasonably understood *unsafe* conditions, not *uncomfortable* situations.

For reporting and recordkeeping, all participants may access [this Google form](#). Concerns can be described here, and documentation uploaded. The database related to this form is available only to the Executive Artistic Director and Operations Director. **Please note, this form is intended as a tool for documentation within the CRP and won't necessarily trigger escalation.**

WHAT IS A CONCERN RESOLUTION PATH?

The CRP provides names and contact information for members of the organization and production who have agreed to be responsive to reported issues and work to resolve them (advocates). It consists of:

- A written, clear, and transparently shared list of procedures for addressing a concern;
- A written, clear, and transparently shared list of persons with whom the concern should be addressed;
- A commitment to give reported concerns priority and a reasonable timeline for resolution.
- A commitment to conflict navigation training and pursuing a culture of conflict competence for all participants.

The CRP is intended as a support structure, not a hierarchy. It can be accessed by anyone, at any concern level, at any time. Engaging multiple advocates at one level is always an option and does not necessarily correlate to escalation.

THE GOAL

- The goal of the CRP is to provide a documented communication pathway to address issues in rehearsal or within the organization. The CRP seeks to inform participants what to do and who to address with serious issues and dispel the fear of reprisal for reporting issues of safety, harassment, or other serious concerns.

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- This Concern Resolution Path should be distributed with the contract welcome packet, as well as explained during orientation. It should be clearly communicated that the community seeks to resolve concerns early.
- The diversity of advocates on the CRP should reflect the diversity of ages, races, genders, and other intersections of identity of the community wherein an organization resides.

A CRP does not replace the need for a culture of conflict competence, or a shared community agreement. Though advocates (the persons listed on the CRP) should undergo training, everyone involved should have a base level of conflict resolution and buy into the community agreement.

COMMUNICATION

- **If someone wishes to activate the CRP, they should clearly inform the person that they are talking to that that is their desire.**
- The CRP should be verbally explained and provided in writing at orientation (digitally and/or in print). It should include the name, title, and contact information for every individual on the CRP.
- A copy of the CRP should be posted or otherwise available in the rehearsal, performance, and production spaces.
- Communication while using the CRP should always be documented and should be shared with a record holder unless otherwise requested by the concern reporter.

STRUCTURE

LEVEL ONE (DIALOGUE)

Many concerns can be resolved through conversation with the parties involved. Participants are encouraged to discuss challenges and concerns directly with one another. ISF will offer basic conflict management training during orientation weekend and will provide clear steps to follow to address conflict among colleagues. Conflict is uncomfortable, but dialogue is the best way mitigate harm early on.

AFISH Communication

1. Affirm
2. Facts
3. Impact
4. Story
5. How to move forward

If an individual needs support to articulate talking points prior to addressing the conflict on their own (especially in the case of an identity-based micro-aggression), they can contact one of the advocates listed below:

	Acting Company		
	Acting Company		
	Production Team (performance)		

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	Production Team (rehearsals)		
	Production Team (rehearsals)		

Wherever possible, concerned individuals should follow the CRP starting at Level One, preferably by directly contacting the person in question. In rare situations where it is not possible to do so, they should notify level two.

PROCEDURES OF NOTE:

- **Participants:**
 - If an advocate was not involved, individuals talking directly to one another may send a follow up email to an advocate (for accountability and transparency).
 - If escalation is needed, participants should:
 - Send an escalation email to the next advocate up the path.
 - [this Google form](#) is available for documentation purposes at any point on the pathway.
- **Advocate:**
 - If an advocate was involved, they can write a follow up email to involved parties
 - If escalation is requested, advocate should:
 - Send a follow up email to concerned parties with a timeline for escalation
 - Send an escalation email to the agreed upon advocate up the path.

LEVEL TWO (ASSISTANCE)

If no resolution can be agreed upon, any of the following individuals can be contacted for assistance in addressing the concern. The previous advocate may stay involved or might pass off the concern, depending on the situation. The next level advocate might meet with concerned parties individually before attempting a concern resolution meeting. If a meeting is not helpful, any party listed below can propose or implement solutions based on the context of the concern.

	Acting Company		
	Acting Company		
	Production Team (performance)		
	Production Team (rehearsals)		
	Production Team (rehearsals)		

	Mental Health Coordinator		
	Company Manager		
	Production Manager		
	Ombudsperson		

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ADVOCATE PROCEDURES:

The level two advocate should now take point on communication (who might have been involved in level one)

- **Pre-facilitation:**
 - Advocate should request individual meetings with concerned parties to understand the concerns at play, which should be followed up with an email outlining the major points of the conversation to the individuals involved with that meeting (not all parties).
 - Advocate should schedule concern resolution meetings and be responsible for logistics of that meeting.
 - Advocate should request support from level three advocates as needed.
- **During facilitation:**
 - Hold neutral space, work for power with rather than power over
 - Work for repair as possible
 - Find actionable solutions as possible
 - Maintain regulation in the conversation, calling for breaks as appropriate.
 - If no solution can be found, help the participants agree on a level 3 advocate for escalation.
- **Post Facilitation:**
 - At this level, if escalation is requested, advocate should determine if another advocate at this level should be brought in.
 - Send a follow up email to concerned parties with a timeline for action items, escalation, or resolution agreements.
 - Send a follow up report via [this Google form](#) with the following information:
 - Major concern points (including dates)
 - People involved
 - Action taken
 - If requested, send an escalation email to the next advocate requested.

Advocates should be granted a certain level of authority and trust to determine whether a concern can be resolved at this level or if it needs to be sent to the next level. All concerns should be reported to level three, even if no action is required.

For reporting and recordkeeping, all participants may access [this Google form](#). **Please note, this form is intended as a tool for documentation within the CRP and won't necessarily trigger escalation, however if multiple participants independently bring forth concerns regarding an individual and a pattern of harm or harassment is suspected, ISF leadership may intervene if deemed appropriate and necessary.**

- In this instance, ISF leadership will respect privacy as requested in google form reports, but may need to reference reports to find effective solutions.

LEVEL THREE (CONSULTATION & REVIEW)

These participants should be considered the final level of the path, capable of resolving issues that have not been resolved prior to reaching this stage. They are strongly advised to consult with each other and review legal or other implications of any decision.

Participants should bear in mind that the board of directors is responsible for fiduciary and legal oversight of the organization, and as such must act prudently to protect the financial, legal, and reputational interests of the organization. Concerns escalated to this level may involve legal and human resources consultation, which are subject to much larger systems and structures.

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	Executive Artistic Director		
	Operations Director		
	Board President		

ADVOCATE PROCEDURES

- The lead advocate should now take point on communication.
- Advocate should request individual meetings with concerned parties to understand the concerns at play, which should be followed up with an email outlining the major points of the conversation to the individuals involved
- Advocate should follow level two procedures for facilitation.

ANONYMOUS REPORTING

- Anonymous reporting should be used in cases where direct reporting might cause harm to an individual or group. **Please note that anonymous reporting greatly reduces the ability to provide specific information or follow up.** It might also limit ability to take action.
- Should a person wish to report anonymously, they can do so by submitting [this Google form](#), which goes to the executive artistic director and operations director. If they wish to report anonymously to someone else, they can do so in writing to the ombuds listed in level two, with the request to remain anonymous.
- Reporters should note that anonymous reports are NOT CONFIDENTIAL. Though reports will be treated with privacy and care, to respond appropriately, details of the report may have to be shared with others.
- Again, **if multiple participants independently bring forth concerns (anonymous or otherwise) regarding an individual and a pattern of harm or harassment is suspected, ISF leadership may intervene if deemed appropriate and necessary.**

LEGAL REMEDIES

In the event of civil or criminal misconduct or liability, the CRP is not a replacement for legal advice or action, nor does it stand instead of any local, state, or federal law.

A violation of civil rights can be reported to the US Justice Department at <https://civilrights.justice.gov/>.

IMPLEMENTATION NOTES

- The CRP was designed as a tool to aid in transparency and accountability. **Conversations and documents will be kept private, not confidential.** If you wish to have confidentiality in your conversation with an advocate, please let them know, and please note that may impact available options for recourse.
- The CRP is a tool to help create communication pathways to prevent and resolve issues, not create divisions. **This policy does not encourage firing or marginalizing participants for mistakes, a momentary loss of temper, an argument (whether artistic or personal), unintentional injury, etc.** The CRP is designed to provide pathways to respond to events, behavior, and conditions that create reasonably understood unsafe conditions, not uncomfortable situations.

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- All individuals listed on the CRP understand their role in resolving concerns, the process for recording concerns, and the process for reporting those concerns to others on the path.
- The individuals listed on the CRP have been provided with resources and training in conflict resolution and how to respond consistently to concerns that are shared.
- In alignment with our core values of anti-oppression and inclusion, ISF believes **restorative justice** (*bringing together those most affected by an incident in a non-adversarial process to encourage offender accountability and to repair the harm*) is the most constructive way forward after an incident occurs because it offers opportunity for learning and community improvement. ISF does not participate in or condone cancel culture (*a form of social ostracism in which someone is deemed to have acted or spoken in an unacceptable manner and is therefore thrust out of social or professional circles*).
 - When harm occurs, we will foster a space for learning and healing first.
 - The exception is in the case of criminal assault/behavior. Legal ramifications supersede this document.
- Participants are expected to first attempt to resolve conflicts directly among themselves, and to involve an advocate if they feel unsafe (not uncomfortable) doing so.
 - We recognize the emotional labor of educating offenders about identity-based micro-aggressions and do encourage the involvement of an advocate in these scenarios.
- Participants are expected to remain mindful of ISF's Code of Conduct throughout concern resolution processes and to
 - Refrain from gossip
 - Participate in mediation and restorative justice processes
 - Respect privacy

GLOSSARY

- **Accountability:** Accepting responsibility for one's actions
- **Cancel Culture:** A form of social ostracism in which someone is deemed to have acted or spoken in an unacceptable manner and is therefore thrust out of social or professional circles
- **Micro-aggression:** Remarks, questions, or actions that are painful because they have to do with a person's membership in a group that's discriminated against or subject to stereotypes that happen casually, frequently, and often without any harm intended, in everyday life.
- **Ombudsperson:** An external resource to assist in conflict resolution from a neutral, independent point of view.
- **Restorative Justice:** Bringing together those most affected by an incident in a non-adversarial process to encourage offender accountability and to repair the harm
- **Uncomfortable:** Slightly worried or embarrassed; uneasy (often experienced by all parties in conflict resolution)
- **Unsafe:** Likely to experience harm (physical or emotional), or the activation of a trauma memory

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DOCUMENT REVIEW & REVISION HISTORY

ACTION	DATE	AUTHORIZED BY
Adopted	January 1, 2018	Rene Neff - BOD
Revised	August 15, 2021 - April 17, 2022	Olena Hodges - EAD
Revisions Adopted	April 19, 2022	Rob Scott - BOD
Revised with Mental Health Coordinator	April 22, 2022	Olena Hodges - EAD
Revised	January 24, 2023	Rob Scott - BOD
Revised with 2023 Contacts	May 30, 2023	Olena Hodges - EAD
Revised with 2023 Company Advocates and Input from MHC	June 15, 2023	Olena Hodges - EAD
Revised for 2024 season	May 10, 2024	Olena Hodges - EAD
Revised for 2025 Season	June 23, 2025	Olena Hodges - EAD