

A Culture of Care

University of Alberta's Safety Action Plan
2023-2025

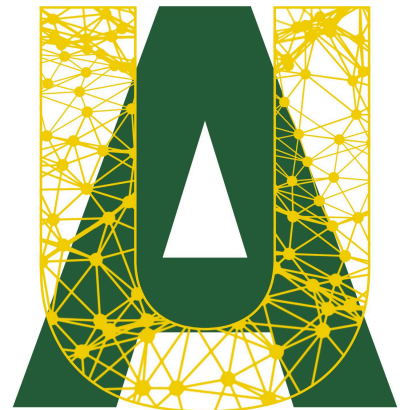
Implementation Plan and Reporting Framework

Fiscal Year 2024-25 Quarter 1 Progress Report

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Introduction

At the University of Alberta, creating a safe workplace across our One University is a multi-faceted plan that requires specific attention to several factors. Safety involves not only the physical environment, but also psychological and cultural well-being, which are equally critical aspects of feeling safe in the workplace.

The [Culture of Care: University of Alberta's Safety Action Plan](#) (action plan) was established to improve the university's safety culture. It is a three-year comprehensive safety action plan that has established safety as a core commitment within the university to achieve an **end state where everyone owns their safety performance and that of others**. The action plan is designed to achieve the goal of transforming the university's safety culture, through the five stages of the Hudson Model¹, associated with the four pillars that advance safety culture:

- Buy-in and Organizational Alignment
- Employee Empowerment
- Recognition and Rewards
- Reporting Systems

The action plan identified 42 initiatives to be implemented over three years of which 28 were prioritized for implementation in year one. Twenty one of the 28 initiatives were successfully implemented with the remaining seven initiatives carried forward into year two. Many of the initiatives implemented in year-one have now become part of on-going university operations.

[Appendix A](#) identifies the initiatives to be prioritized in year two of the plan. Building on the success of year one, year two will focus on:

- Implementing the initiatives that were carried over from year one.
- Adding mental health and well-being initiatives to be implemented in the fiscal year to better balance physical, cultural, and psychological safety initiatives.
- Continuing to increase the community's awareness of our shared responsibility for safety and implementing initiatives to incent improved safety practices.

The implementation planning and the reporting cycle is further described in [Appendix B](#).

¹ The Hudson Safety Culture Assessment Model identifies five stages of an organization's safety culture ranging from a very poor safety culture to a robust and consistent safety culture. This model was adopted by the university to aid the development of *A Culture of Care*.

Overarching Measures

A *Culture of Care* identifies the following set of high level institutional measures to determine whether initiatives have been effective in enhancing the university’s safety culture. These measures will be used throughout the three year action plan and their progress will be reported here.

MEASUREMENT TOOL DESCRIPTION	MEASURABLE OUTCOME	EXPECTED COMPLETION ²	STATUS ³
<p>HSE Quarterly Dashboard The HSE Quarterly Dashboard will include seven measures and will be provided to the Board Audit and Risk Committee (BARC), senior leaders, associations and the faculty/portfolio HSE committees.</p>	<ul style="list-style-type: none"> • Dashboard rolled out. • Dashboard shared quarterly. • Improvement in each quarterly dashboard metric. 	Fiscal Year 2024-25 Q4	●
<p>Health and Safety Climate Survey The safety climate category included within the biennial faculty and staff engagement survey will measure the community’s knowledge, attitudes and behaviours toward safety. The goal is to measure how well safety is ingrained in the organization, assess employees' attitudes toward safety and ensure that the university’s mission is not pursued at the expense of safety.</p>	<ul style="list-style-type: none"> • Improvement in health and safety climate over time. • The 2023 overall health and safety score was 73% favourable. 	Fiscal Year 2023-24 Q3	✔
<p>Safety Stand Downs Initiate a verification process to confirm that safety stand down corrective actions have been implemented. Initiate new safety stand downs on an as-needed basis.</p>	<ul style="list-style-type: none"> • Increased participation. • Verification process implemented. • Verification that ≥80% of corrective actions have been implemented. 	Fiscal Year 2023-24 Q1	✔

The launch of the **HSE Quarterly Dashboard** is delayed. The Performance, Analytics and Institutional Research (PAIR) unit is engaged to assist with the development and delivery of the dashboard. The new target date for the launch of the dashboard has been set for March, 2025.

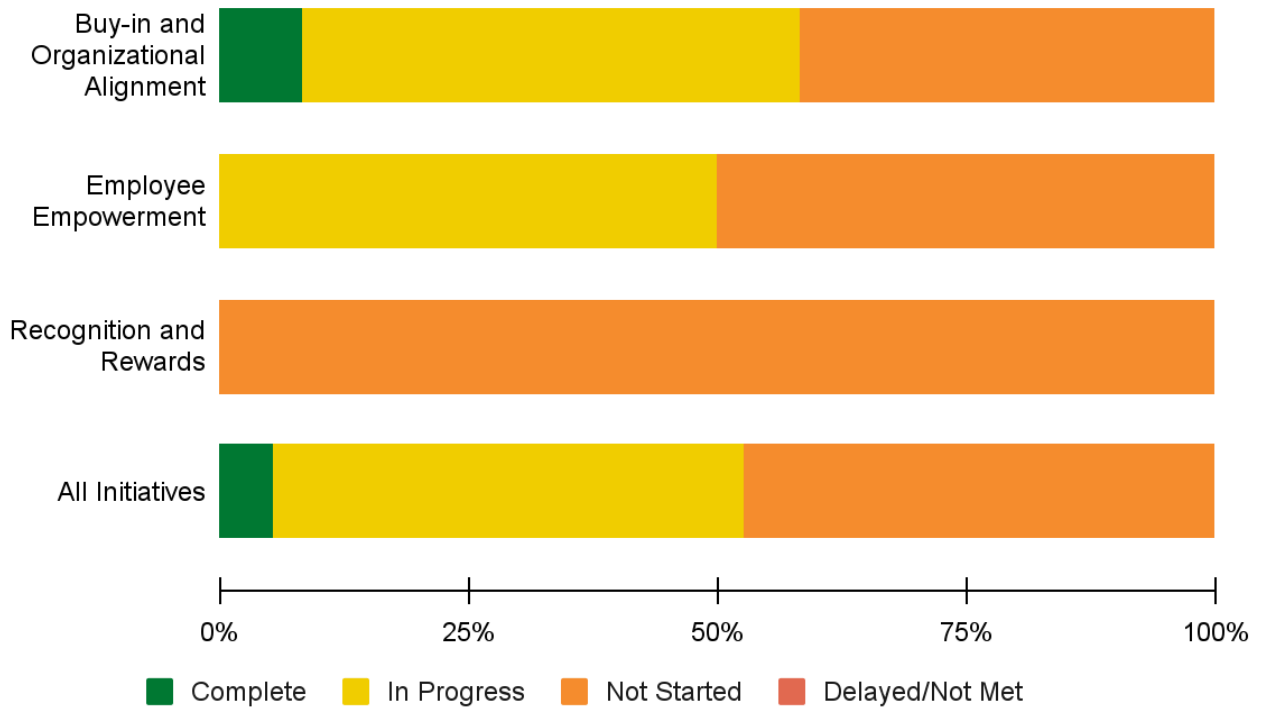
² Q1: April-June, Q2: July-Sept, Q3: Oct-Dec, Q4: Jan-March

³ ● Not yet started ◆ In progress ✔ Complete ● Project delayed or measure not met

Status of Initiatives

The following chart summarizes the status of the 19 initiatives prioritized for fiscal year 2024-25 ([Appendix A](#)) as grouped within the four pillars of a Culture of Care. As of June 30, 2024 one of the initiatives has been implemented, planning for nine of the initiatives is underway and nine of the initiatives have yet to be started.

Figure 1. Status of Year 2 Initiatives at June 30, 2024



Highlights - Q1 Fiscal Year 2024-25

The following are highlights for this Q1 progress report. For all other Q1 initiatives please see the **bold text Q1 updates** in [Appendix A](#).

Initiative OA5: 85% of university supervisors completed the **Supervising Safely** elearning training and the supporting **Supervisor Safety Declaration** as of June 30, 2024.

COMPLETED: Initiative OA9: The university's first annual **Safety Day** held May 8, 2024 was a great success. 350 units and groups completed a safety self-assessment, focusing on psychological, cultural, and physical safety. There was also the opportunity to participate in fun activities including a safety scavenger hunt. Data from the self-assessments was collected and will be used as a baseline for next year.

Initiative OA10: The process for coordinating **Senior Leader Safety Tours** has been initiated and safety tours will begin in October, 2024.

Initiative OA21: All of the materials for the **Safety Media Campaign** have been finalized and the campaign is scheduled for launch in October, 2024.

Appendix A: A Culture of Care Fiscal Year 2024-25 Implementation Plan

For year two of the plan, the tables tracking the implementation of initiatives have been enhanced to identify what aspect(s) of safety (physical, psychological, cultural) the initiative addresses. Additionally, initiatives from the [Workplace Mental Health and Well-being Action Plan](#) will now be reported within this plan to provide a consolidated view of Culture of Care initiatives.

For 2024-25, year two the Culture of Care Plan, 19 initiatives have been prioritized. Seven initiatives are carried over from year one, seven have been added from the list of 42 initiatives in the Culture of Care Safety Action Plan and five initiatives have been added from the Workplace Mental Health and Well-being Action Plan. Four of the initiatives will be started in 2024-25 but will not be fully implemented until 2025-26. The table continues to identify the outcomes, responsibilities, timeframes, and status, organized by the four pillars within the action plan:

1. Buy-in and Organizational Alignment
2. Employee Empowerment
3. Recognition and Rewards
4. Reporting Systems

As noted above, work on the HSE Dashboard, an overarching measure, is the current reporting system focus; there are no additional initiatives within the Reporting Systems pillar for fiscal year 2024-25.

Legend

Expected / Actual Completion Dates: Q1: April-June, Q2: July-Sept, Q3: Oct-Dec, Q4: Jan-March

Status: ○ Not yet started ◆ In progress ✔ Complete ● Project delayed or measure not met

Buy-in and Organizational Alignment												
#	INITIATIVE	MEASURES/OUTCOMES	SAFETY ASPECT ADDRESSED			LEAD/GROUP	COMPLETION					STATUS
			PHYSICAL	PSYCH	CULTURAL		2024-25				2025-26	
							Q1	Q2	Q3	Q4		
OA5	Current and new supervisors sign the supervisors safety declaration form.	This initiative was carried over from year 1 of the plan. The goal was 100% completion by April 28, 2024. As of June 30, the completion rate was 85%.	●	●	●	HSE, Executive Sponsors, HR Partners	●					◆

Buy-in and Organizational Alignment

#	INITIATIVE	MEASURES/OUTCOMES	SAFETY ASPECT ADDRESSED			LEAD/GROUP	COMPLETION					STATUS
			PHYSICAL	PSYCH	CULTURAL		2024-25				2025-26	
							Q1	Q2	Q3	Q4		
OA8	Develop and implement violence, discrimination and harassment incident triage process and reporting.	This initiative was carried over from year 1 of the plan. The new workplace response coordinator process was launched in June 2024, housed within HRHSE.	●	●	●	HR Partners, TR, Executive Sponsors, HSE, VP (EDI)			●			◆
OA9	Identify a designated day and supporting process where units verify that supervisory training, hazard assessments and controls, training and emergency preparedness plans are current.	COMPLETE This initiative was carried over from year 1 of the plan and is now complete. Safety Day was held May 8, 2024.	●	●		SCIT	●					✔
OA10	Senior leaders (VPs, Deans, Chairs) tour units to recognize health and safety best practices.	This initiative was carried over from year 1 of the plan. The initiative will begin with the involvement of the President, Provost, Vice-Presidents, College Deans and Deans in planned inspections which will begin in October 2024.	●			HSE		●				◆
OA16	Complete phase 2 of the Discrimination, Harassment and Duty to Accommodate Policy suite review.	This initiative is carried over from year 1 of the plan. Consultations are underway.	●	●	●	TR				●		◆
OA21	In cooperation with the Campus Alberta Risk and Assurance (CARA) Committee develop and	The media materials have been finalized with the planned launch of the media campaign to begin	●	●	●	HSE, CARA, ER			●			◆

Buy-in and Organizational Alignment

#	INITIATIVE	MEASURES/OUTCOMES	SAFETY ASPECT ADDRESSED			LEAD/GROUP	COMPLETION					STATUS
			PHYSICAL	PSYCH	CULTURAL		2024-25				2025-26	
							Q1	Q2	Q3	Q4		
	implement a media campaign for a call to action to enhance safety culture.	in October 2024.										
OA22	Develop and implement a graduate student culture of care peer-to-peer ambassador program.	Documented the structure and purpose of the ambassador program; ready to be shared with the GSA to secure their buy-in before implementation planning begins.	●	●	●	HSE, Faculty of Graduate and Postdoctoral Studies (FGPS)				●		◆
OA25	Tie safety performance into annual review (merit) which provides individual recognition and rewards (all employee types).	Not started.	●	●	●	HSE, ODTM, HR Partners, TR, Employee and Labour Relations (ELR), Faculty Relations (FR)					●	○
OA26	Embed safety in all job descriptions.	Not started.	●	●	●	HSE, TR, ELR, FR, HR Partners					●	○
OA27	Revisit the university's Suicide Prevention Framework with campus partners and determine best go-forward strategy (i.e. revamp or integration into existing work) Workplace Mental Health and Well-being Action Plan	Not started.	●	●		TR, DoS				●		○

Buy-in and Organizational Alignment

#	INITIATIVE	MEASURES/OUTCOMES	SAFETY ASPECT ADDRESSED			LEAD/GROUP	COMPLETION					STATUS
			PHYSICAL	PSYCH	CULTURAL		2024-25				2025-26	
							Q1	Q2	Q3	Q4		
OA28	Create tools for faculties/departments/units to use in embedding psychological safety into their procedures, policies and practices to effect culture change. <i>Workplace Mental Health and Well-being Action Plan</i>	Not started.		●		TR, ODTM, HSE				●		○
OA29	Develop a common understanding of mental well-being and supporting factors. <i>Workplace Mental Health and Well-being Action Plan</i>	Not started.		●		TR, ODTM, HSE, DoS				●		○

Employee Empowerment

#	INITIATIVE	MEASURES/OUTCOMES	SAFETY ASPECT ADDRESSED			LEAD/GROUP	COMPLETION					STATUS
			PHYSICAL	PSYCH	CULTURAL		2024-25				2025-26	
							Q1	Q2	Q3	Q4		
EE1	Develop and implement a <i>See Something, Say Something, Do Something</i> program to promote timely employee conversations with supervisors about daily observed hazards and permission/expectation to	This initiative is carried over from year 1 of the plan. Began planning for this initiative.	●	●	●	HSE - HSEMS Policy Group			●			◆

Employee Empowerment

#	INITIATIVE	MEASURES/OUTCOMES	SAFETY ASPECT ADDRESSED			LEAD/GROUP	COMPLETION					STATUS
			PHYSICAL	PSYCH	CULTURAL		2024-25				2025-26	
							Q1	Q2	Q3	Q4		
	correct them.											
EE4	Develop and communicate 'quick win' health and safety actions.	This initiative is carried over from year 1 of the plan. This initiative has been relabeled as <i>Simple Acts of Safety</i> and planning is completed.	●	●	●	HSE - HSEMS Policy Group, HSE - Client Outreach Group		●				◆
EE6	Develop and implement the Workplace Violence and Harassment Prevention training module 2.	Not started.	●	●	●	ODTM, HSE, TR				●		○
EE8	Review feedback surveys from the eLearning health and safety training materials to assess the effectiveness of the materials.	Began review of feedback results on Supervising Safely, Working Safely and Workplace Violence and Harassment Prevention training.	●	●	●	HSE, ODTM			●			◆
EE11	Explore the opportunity for a mental well-being peer mentor program by identifying individuals within the university who have successfully faced challenges and who are comfortable sharing their experiences. Workplace Mental Health and Well-being Action Plan	Not started.		●	●	TR				●		○

Employee Empowerment

#	INITIATIVE	MEASURES/OUTCOMES	SAFETY ASPECT ADDRESSED			LEAD/GROUP	COMPLETION					STATUS
			PHYSICAL	PSYCH	CULTURAL		2024-25				2025-26	
							Q1	Q2	Q3	Q4		
EE12	Create a multi-level learning package for supervisors to provide : 1. How to manage a crisis 2. How to respond to disclosures 3. Creating a psychologically safe workplace <i>Workplace Mental Health and Well-being Action Plan</i>	Not started.		●	●	TR, ODTM, VP (EDI)				●		○

Recognition and Rewards

#	INITIATIVE	MEASURES/OUTCOMES	SAFETY ASPECT ADDRESSED			LEAD/GROUP	COMPLETION					STATUS
			PHYSICAL	PSYCH	CULTURAL		2024-25				2025-26	
							Q1	Q2	Q3	Q4		
RR3	Develop a comprehensive safety recognition and rewards program.	Not started.	●	●	●	HSE, TR, VP (EDI), Vice-Provost (Indigenous Programming and Research)					●	○

Appendix B. Implementation Planning and Reporting Description

Each fiscal year, the Culture of Care Safety Action Plan Implementation Plan (the “implementation plan”) prioritizes and summarizes initiatives within the action plan that are planned for completion. It outlines initiatives, actions, responsible persons, timeframes and status, and is structured to serve the **dual purposes** of planning and reporting for each initiative and the action plan’s overarching measures for each year.

The implementation plan, endorsed by senior leaders, is based upon university senior leaders consistently demonstrating the following principles:

- We work safely
- We take responsibility for safety performance
- We champion safety

The Safety Culture Implementation Team and its Focus Group are responsible for ensuring that the initiatives are implemented, that they are achieving the desired results, and that progress on the plan and its outcomes are reported to the Executive Sponsors and university leaders on a regular basis. The annual implementation and reporting cycle is summarized in Figure B1.

This action plan addresses all aspects of safety—physical, cultural and psychological—and builds upon and supports plans already in place including:

- Braiding Past, Present and Future: University of Alberta Indigenous Strategic Plan.
- Strategic Plan for Equity, Diversity and Inclusivity (EDI).
- Okanagan and Scarborough Charters
- Healthy University Strategic Plan

The National Standard of Canada: Mental Health and Well-being for Post-secondary Students and the National Standard for Psychological Health and Safety in the Workplace serve as umbrella frameworks inclusive of the important issues and activities identified within the university strategic plans and adopted charters.

To ensure that all of these strategies are considered and integrated within the Culture of Care, the planning for specific initiatives will follow a detailed initiative planning template as developed by the Safety Culture Implementation Team. Where appropriate, strategies such as the National Standards mentioned above, Braiding Past, Present and Future and the Strategic Plan for EDI will be linked to the Culture of Care as reflected in the detailed implementation plan templates.

Figure B1. Culture of Care Annual Implementation and Reporting Cycle

