UNIVERSITY OF ALBERTA

A Culture of Care

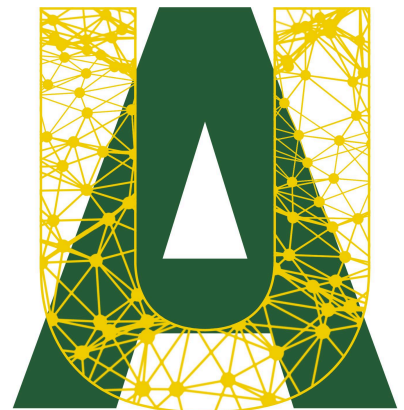## University of Alberta's Safety Action Plan 2023-2025

Implementation Plan and Reporting Framework

Fiscal Year 2023-24 Quarter 4 Progress Report and 2024-25 Implementation Plan

Prepared by:

Human Resources, Health, Safety and Environment

April 2024

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 Model[1], associated with the four pillars that advance safety culture:

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

The Culture of Care Fiscal Year 2023-24 Implementation Plan (the "implementation plan") (**Appendix A**) **covered the first of three years** of initiatives within the action plan. Leadership initiatives were prioritized in fiscal year 2023-24 to build a solid foundation for subsequent years' initiatives. Sixteen of the initiatives that were implemented in 2023-24 will be ongoing to continually enhance the university's safety culture. Reporting on the impact of these initiatives will be provided in the final Culture of Care report at the end of year three.

The Culture of Care Fiscal Year 2024-25 Implementation Plan (Appendix B) has been developed for the second year of initiatives. Building on the success of year one, fiscal year 2024-25 will focus on:

- implementing the initiatives that were carried over from year one, as described above.
- adding initiatives from the Workplace Mental Health and Well-being Action Plan 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 implement initiatives to incent improved safety practices.

The implementation planning and the reporting cycle is further described in Appendix C.

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[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]
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.	● Dashboard rolled out. ● Dashboard shared quarterly. ● Improvement in each quarterly dashboard metric.	Fiscal Year 2024-25 Q4	🔴
Health and Safety Climate Survey The safety climate included within the biennial faculty and staff engagement surveys 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.	● Improvement in health and safety climate over time. ● The 2023 overall health and safety score was 73% favourable. The full results are provided in [Appendix D](#).	Fiscal Year 2023-24 Q3	✅
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.	● 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. Dates for the delivery of the dashboard have not been confirmed; however, the goal is to have the dashboard released in fiscal year 2024-25.

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[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 year-end status of the 28 initiatives prioritized for fiscal year 2023-24 (Appendix A) as grouped within the four pillars of a Culture of Care. As of March 31, 2024, 21 (75%) of the initiatives planned for year one were fully implemented and sixteen of these will be ongoing. Work on the remaining seven initiatives continues and will be tracked and reported in the Culture of Care Year Two and Year Three Implementation Plans and Progress Reports; six of these initiatives will be completed in fiscal year 2024-25 (two each in Q1, Q2 and Q3) and one initiative, the discrimination, harassment and duty to accommodate policy suite, has been delayed to fiscal year 2025-26 Q1.

Figure 1. Status of Year 1 Initiatives at March 31, 2024
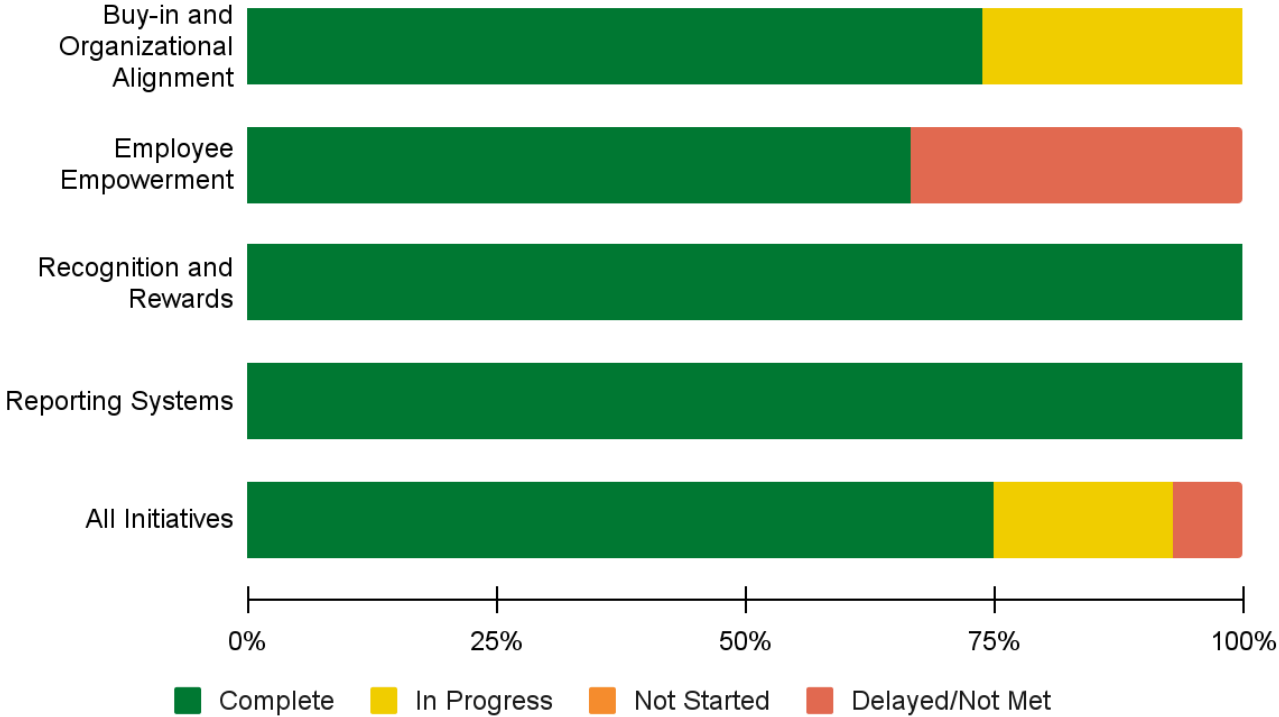
Highlights - Q4 Fiscal Year 2023-24

The following are highlights for this Q4 progress report. For all other Q4 initiatives please see the **bold text Q4 updates** in [Appendix A](#).

Initiative OA5: Through reporting, directed emails, and messages from the Provost, Vice-Presidents and College Deans/Deans the goal was to have all supervisors complete the **Supervisors Safety Declaration** by the deadline of April 28, 2024. We continue to work with those supervisors who have not completed the training. Acknowledgement of the safety declaration will occur annually and the elearning course is to be retaken once every three years.

Initiative OA8: A **Workplace Response Coordinator pilot** is underway to provide additional support to disclosers in navigating their options and to triage, take appropriate action, and report on incidents related to sexual and gender-based violence, discrimination and harassment.

Initiative OA9: Planning for the **Designated Safety Day** is complete with the day to be held May 8, 2024.

Initiative OA10: Planning for the **Senior Leaders Tours** will be finalized in 2024-25 Q1 with tours of planned inspections beginning in late Q1 and the start of Q2.

Initiative OA11: The **Safety Summit** was a success with very positive feedback, but more work is required to support additional senior leaders attending this type of event.

Appendix A: A Culture of Care Fiscal Year 2023-24 Implementation Plan

The tables below outlines the 28 initiatives identified for fiscal year 2023-24 along with their measures, 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

Each table is sorted according to the priority ranking (#) assigned by the Implementation Team and Focus Group.

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	LEAD/GROUP	EXPECTED/ACTUAL COMPLETION DATE	STATUS
OA1	Embed safety as a value in the university's strategic plan.	Q2 update: Initiative Achieved. Safety embedded as a core commitment in *SHAPE*.	HSE, Office of the President, Office of the Provost	Fiscal Year 2023-24 Q3	✅
OA2	Embed specific safety goals in the next university strategic plan.	Q2 update: Initiative Achieved	HSE, Office of the President, Office of the Provost	Fiscal Year 2023-24 Q3	✅
OA3	Onboard new senior leaders (Deans and VPs) to their responsibilities, the university's safety action plan and encourage safety culture buy-in.	Q2 update: Onboarding of new Deans and academic leaders undertaken on August 21 and August 22, 2023. **This is now an ongoing process.**	HSE, Office of the Provost	Fiscal Year 2023-24 Q2	✅
OA4	Develop and implement a safety commitment with all senior leaders to make safety a personal value.	Q2 update: Initiative Achieved **This is now an ongoing process for all new senior leaders.**	HSE, Executive Sponsors	Fiscal Year 2023-24 Q1	✅

Buy-in and Organizational Alignment

#	INITIATIVE	MEASURES/OUTCOMES	LEAD/GROUP	EXPECTED/ACTUAL COMPLETION DATE	STATUS
OA5	Current and new supervisors sign the supervisors safety declaration form.	**Q4 update: Initiative launched in December. Supervisors must complete training and declaration by April 28, 2024. This is now an ongoing process for all supervisors.**	HSE, Executive Sponsors, HR Partners	Fiscal Year 2023-24 Q3 **New expected date Fiscal year 2024-25 Q1 (April 28, 2024)**	🔶🔴
OA6	Senior leader to appear before PEC-S and BARC when serious/ significant incidents occur to report on corrective actions and lessons learned.	Q2 update: Initiative Achieved **This is now an ongoing process.**	HSE	Ongoing	✅
OA7	Utilize provisions within university policy and collective agreements to enhance individual accountability and promote safe behaviour.	Q2 update: Initiative Achieved **This is now an ongoing process.**	HSE	Ongoing	✅
OA8	Develop and implement violence, discrimination and harassment incident triage process and reporting.	**Q4 update: Workplace Response Coordinator pilot is underway. Lessons learned from the first three months of the pilot will inform planning for a more robust response.**	HRHSE, Vice-Provost (Equity, Diversity, and Inclusion) (VP (EDI))	Fiscal Year 2023-24 Q3 **New expected date Fiscal year 2024-25 Q3**	🔶🔴
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.	**Q4 Update: Planning for the designated safety day is complete with the designated day to be held May 8. This will become an annual process.**	Safety Culture Implementation Team (SCIT)	Fiscal Year 2023-24 Q4 **New expected date Fiscal year 2024-25 Q1 (Safety Day is May 8, 2024)**	🔶🔴
OA10	Senior leaders (VPs, Deans, Chairs) tour units to recognize health and safety best practices.	**Q4 Update: The plan for coordinating senior leaders' participation in planned inspections will be completed**	HSE	Fiscal year 2024-25 Q1/Q2	🔶🔴

Buy-in and Organizational Alignment

#	INITIATIVE	MEASURES/OUTCOMES	LEAD/GROUP	EXPECTED/ACTUAL COMPLETION DATE	STATUS
		Fiscal Year 2024-25 Q1 with tours to begin immediately thereafter. This will become an ongoing process.			
OA11	Develop and implement resources and workshops for leaders that drive safety culture change, safety best practices, blame free approach and responsibilities of supervisors in supporting safety.	**Q4 update: The Safety Summit was a success based on participant feedback. However, additional work is required to increase participation in these events by senior leaders.** **This is now an ongoing process.**	HSE,Talent Management (TM), Organizational Development (OD)	Fiscal Year 2023-24 Q4	✅
OA12	Implement senior leader (VPs, Deans, Chairs) tours of units impacted by proactive or reactive worksite shutdowns.	Q2 update: Initiative Achieved **This is now an ongoing process**	HSE	Fiscal Year 2023-24 Q1	✅
OA13	Implement proactive in addition to reactive worksite shutdowns.	Q2 update: Initiative Achieved **This is now an ongoing process**	HSE	Fiscal Year 2023-24 Q1	✅
OA14	Incorporate health and safety into the new institutional Onboarding Program, with flexibility to accommodate the needs of long-term permanent and short-term temporary employees.	Q2 update: Initiative Achieved 100% compliance. **This is now an ongoing process.**	HSE, OD, TM	Fiscal Year 2023-24 Q1	✅
OA15	Extraordinary direct and indirect costs incurred in mitigating safety non-compliance matters are borne by the unit.	Q2 update: Initiative Achieved **This is now an ongoing process.**	HSE	Fiscal Year 2023-24 Q1	✅
OA16	Complete phase 2 of the Discrimination, Harassment and Duty to Accommodate Policy suite review.	**Q4 update: Consultations are continuing recognizing the need**	OD, HSE, Total Rewards (TR), VP (EDI), Dean of Students (DoS)	Fiscal Year 2023-24 Q3	🔶🔴

Buy-in and Organizational Alignment

#	INITIATIVE	MEASURES/OUTCOMES	LEAD/GROUP	EXPECTED/ACTUAL COMPLETION DATE	STATUS
		to have separate policies for students versus employees.		**New expected date: Fiscal Year 2025-26 Q1**	
OA17	Develop and implement a HSE Moments program to be held at the start of targeted team and governance meetings.	Q2 update: Initiative Achieved. Safety Moments library completed and online. **This is now an ongoing process.**	HSE	Fiscal Year 2023-24 Q2	✅
OA18	Build on existing programs to enhance mental health supports (Workplace Mental Wellness Plan).	Q2 update: Initiative Achieved Reporting will be completed alongside Health & Well-being reporting.	TR	Fiscal Year 2023-24 Q3	✅
OA19	Define and communicate what constitutes a safety champion.	**Q4 update: Initiative Achieved. Safety Champion posters printed and distributed university-wide.**	HSE - HSEMS Policy Group	Fiscal Year 2023-24 Q4	✅
OA20	Create and publish a list of safety definitions.	Q2 update: Initiative Achieved. Safety definitions finalized.	HSE - HSEMS Policy Group	Fiscal Year 2023-24 Q2	✅

Employee Empowerment

#	INITIATIVE	MEASURES/OUTCOMES	LEAD/GROUP	EXPECTED/ACTUAL COMPLETION DATE	STATUS
EE1	Develop and implement a *See Something, Say Something, Do Something* program to promote timely employee conversations with supervisors about daily observed hazards and permission/expectation to correct them.	**Q4 update: Due to other priorities and transition of some staff, this initiative will be carried over into Fiscal Year 2024-25.**	HSE - HSEMS Policy Group	Fiscal Year 2023-24 Q4 **New expected date: Fiscal Year 2024-25 Q3**	🔶🔴

Employee Empowerment

#	INITIATIVE	MEASURES/OUTCOMES	LEAD/GROUP	EXPECTED/ACTUAL COMPLETION DATE	STATUS
EE2	Enhance employee understanding of rights, roles, responsibilities and blame free approach through updated Working Safely e-learning, combined with monthly in person sessions.	**Q4 update: Initiative achieved with the Q4 launch of regular in-person sessions, which will be an ongoing initiative. HSE will continue to promote through multiple means employees understanding of their rights, roles and responsibilities.**	HSE - HSEMS Policy Group, OD	Working Safely Update: Fiscal Year 2023-24 Q1 Regular in person sessions: Fiscal Year 2023-24 Q4	✅
EE3	Engage HSE committees to actively support the implementation of A Culture of Care initiatives.	**Q3 update: Initiative Achieved. Committees engaged and annual plans developed identifying Culture of Care Initiatives to be supported through the committees.**	HSE - HSEMS Policy Group	Fiscal Year 2023-24 Q1	✅
EE4	Develop and implement an employee outreach plan to identify quick health and safety wins.	**Q4 update: Due to other priorities and transition of some staff, this initiative will be carried over into Fiscal Year 2024-25.**	HSE - HSEMS Policy Group, HSE - Client Outreach Group	Fiscal Year 2024-25 Q2	🔶🔴
EE5	Secure resources to bring in speakers in support of the HSE symposium.	Q2 Update: Initiative Achieved. Resources committed and guest speakers have been confirmed for Culture of Care Safety Summit. **This is now an ongoing process.**	HSE - HSEMS Policy Group	Fiscal Year 2023-24 Q2	✅

Recognition and Rewards

#	INITIATIVE	MEASURES/OUTCOMES	LEAD/GROUP	EXPECTED/ACTUAL COMPLETION DATE	STATUS

RR1	Safety Shout Outs (continual program)	**Q4 update: Initiative Achieved. 54 shout outs from start of program. This is now an ongoing process.**	HSE	Fiscal Year 2023-24 Q1	✅
RR2	HSE Committee Award (continual program)	Q2 update: overall awards program to be relabeled Culture of Care Awards program, to include HSE Committee Award. **Q4 update: In Fiscal Year 2024-25, HSE will consolidate all of its award programs under initiative RR3 - Develop a comprehensive safety recognition and rewards program.**	HSE	Fiscal Year 2023-24 Q3 (next award intake)	✅

Reporting Systems

#	INITIATIVE	MEASURES/OUTCOMES	LEAD/GROUP	EXPECTED/ACTUAL COMPLETION DATE	STATUS
RS1	Publish highlights of effective, thorough incident reports that lead to learning and action.	**Q4 update: 12 highlights published.** **This is now an ongoing process.** *Highlights also support the Recognition and Rewards pillar.*	HSE - Incident Triage Team, External Relations (ER)	Fiscal Year 2023-24 Q4	✅

Appendix B: 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. 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 that have been added as part of 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 remaining initiatives from the Culture of Care Safety Action Plan will be implemented in year three. 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

Each table is sorted according to the priority ranking assigned by the Implementation Team and Focus Group.

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
							2024-25				2025-26	
			PHYSICAL	PSYCH	CULTURAL		Q1	Q2	Q3	Q4		
OA5	Current and new supervisors sign the supervisors safety declaration form.	**This initiative is carried over from year 1 of the plan with the goal that 100% of supervisors have completed the declaration by April 28, 2024**	●	●	●	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 is carried over from year 1 of the plan with the goal to complete the phase 2 pilot and implement a full process by December 2024.**	●	●	●	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.	**This initiative is carried over from year 1 of the plan with the goal that the Safety Day will be held May 8, 2024**	●	●		SCIT	●					◆
OA10	Senior leaders (VPs, Deans, Chairs) tour units to recognize health and safety best practices.	**This initiative is carried over from year 1 of the plan. The process for coordinating senior leaders' participation in planned inspections will be completed Fiscal Year 2024-25 Q1 with tours to begin immediately thereafter. This will become an ongoing activity.**	●			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 with the goal that the policy suite will be updated by Q4.**	●	●	●	TR					●	◆
OA21	In cooperation with the Campus Alberta Risk and Assurance	Measures to be determined within the development stage of the	●	●	●	HSE, CARA, ER			●			◆

#	INITIATIVE	MEASURES/OUTCOMES	SAFETY ASPECT ADDRESSED			LEAD/GROUP	COMPLETION					STATUS
							2024-25				2025-26	
			PHYSICAL	PSYCH	CULTURAL		Q1	Q2	Q3	Q4		
	(CARA) Committee develop and implement a media campaign for a call to action to enhance safety culture.	initiative.										
OA22	Develop and implement a graduate student culture of care peer-to-peer ambassador program.	Measures to be determined within the development stage of the initiative.	●	●	●	HSE, Faculty of Graduate and Postdoctoral Studies (FGPS)				●		⭕
OA25	Tie safety performance into annual review (merit) which provides individual recognition and rewards (i.e., all employee types).	Planning to begin in Q2 with the expectation that safety is incorporated into the performance review process by FY 2025-26.	●	●	●	HSE, OD, HR Partners, TR, Employee and Labour Relations (ELR), Faculty Relations (FR)					●	⭕
OA26	Embed safety in all job descriptions.	Planning to begin in Q1 with the expectation that safety is embedded in all job descriptions by FY 2025-26 Q4.	●	●	●	HSE, TR, ELR, FR, HR Partners					●	⭕
OA27	Revisit the university's Suicide Prevention Framework with campus partners and determine best strategy for longevity (i.e. revamp or integration into existing work) *Workplace Mental Health and Well-being Action Plan*	Complete review of framework.	●	●		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. *Workplace Mental Health and Well-being Action Plan*	Research and create.		●		TR, OD, HSE				●		⭕
OA29	Develop a common understanding of mental well-being and supporting factors. *Workplace Mental Health and Well-being Action Plan*	Initiate and communicate. Build on year 1 work on safety definitions.		●		TR, OD, 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 *See Something, Say Something, Do Something* 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.**	●	●	●	HSE - HSEMS Policy Group			●			🔶

Employee Empowerment

#	INITIATIVE	MEASURES/OUTCOMES	SAFETY ASPECT ADDRESSED			LEAD/GROUP	COMPLETION					STATUS
							2024-25				2025-26	
			PHYSICAL	PSYCH	CULTURAL		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**.	●	●		HSE - HSEMS Policy Group, HSE - Client Outreach Group		●				🔶
EE6	Develop and implement the Workplace Violence and Harassment Prevention training module 2.	Training to be developed and piloted by March 2025.	●	●	●	OD, HSE, TR				●		⭕
EE8	Review feedback surveys from the eLearning health and safety training materials to assess the effectiveness of the materials.	Positive participant evaluation of training materials and effectiveness of the training through follow-up surveys				HSE, OD			●			⭕
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*	Initiate and investigate feasibility.		●	●	TR				●		⭕

Employee Empowerment

#	INITIATIVE	MEASURES/OUTCOMES	SAFETY ASPECT ADDRESSED			LEAD/GROUP	COMPLETION					STATUS
							2024-25				2025-26	
			PHYSICAL	PSYCH	CULTURAL		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 ***Workplace Mental Health and Well-being Action Plan***	Creation of a supervisors package of 'just in time resources'.		●	●	TR, OD, VP (EDI)				●		⭕

Recognition and Rewards

#	INITIATIVE	MEASURES/OUTCOMES	SAFETY ASPECT ADDRESSED			LEAD/GROUP	COMPLETION					STATUS
							2024-25				2025-26	
			PHYSICAL	PSYCH	CULTURAL		Q1	Q2	Q3	Q4		
RR3	Develop a comprehensive safety recognition and rewards program.	Planning for the development of a recognition and rewards program to begin in Q1 with the expectation that the program is launched by FY 2025-26 Q3.	●	●	●	HSE, TR, VP (EDI), Vice-Provost (Indigenous Programming and Research)					●	⭕

Reporting Systems

#	INITIATIVE	MEASURES/OUTCOMES	SAFETY ASPECT ADDRESSED			LEAD/GROUP	COMPLETION					STATUS
			PHYSICAL	PSYCH	CULTURAL		2024-25				2025-26	
							Q1	Q2	Q3	Q4		
	See HSE Dashboard under overarching measures	Dashboard developed and delivered to senior leaders on a quarterly basis. Following release of dashboard assess how psychological and cultural safety measures can be incorporated.	⬤			HSE, PAIR				⬤		⭕🔴

Appendix C. 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 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.
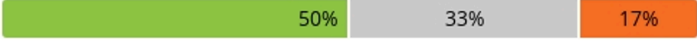
To ensure that all of these strategies are considered and integrated within the Culture of Care, the planning for specific initiatives will follow a detailed initiative planning template as developed by the Safety Culture Implementation Team. Where appropriate, strategies such as the National Standards 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 C1. Culture of Care Annual Implementation and Reporting Cycle
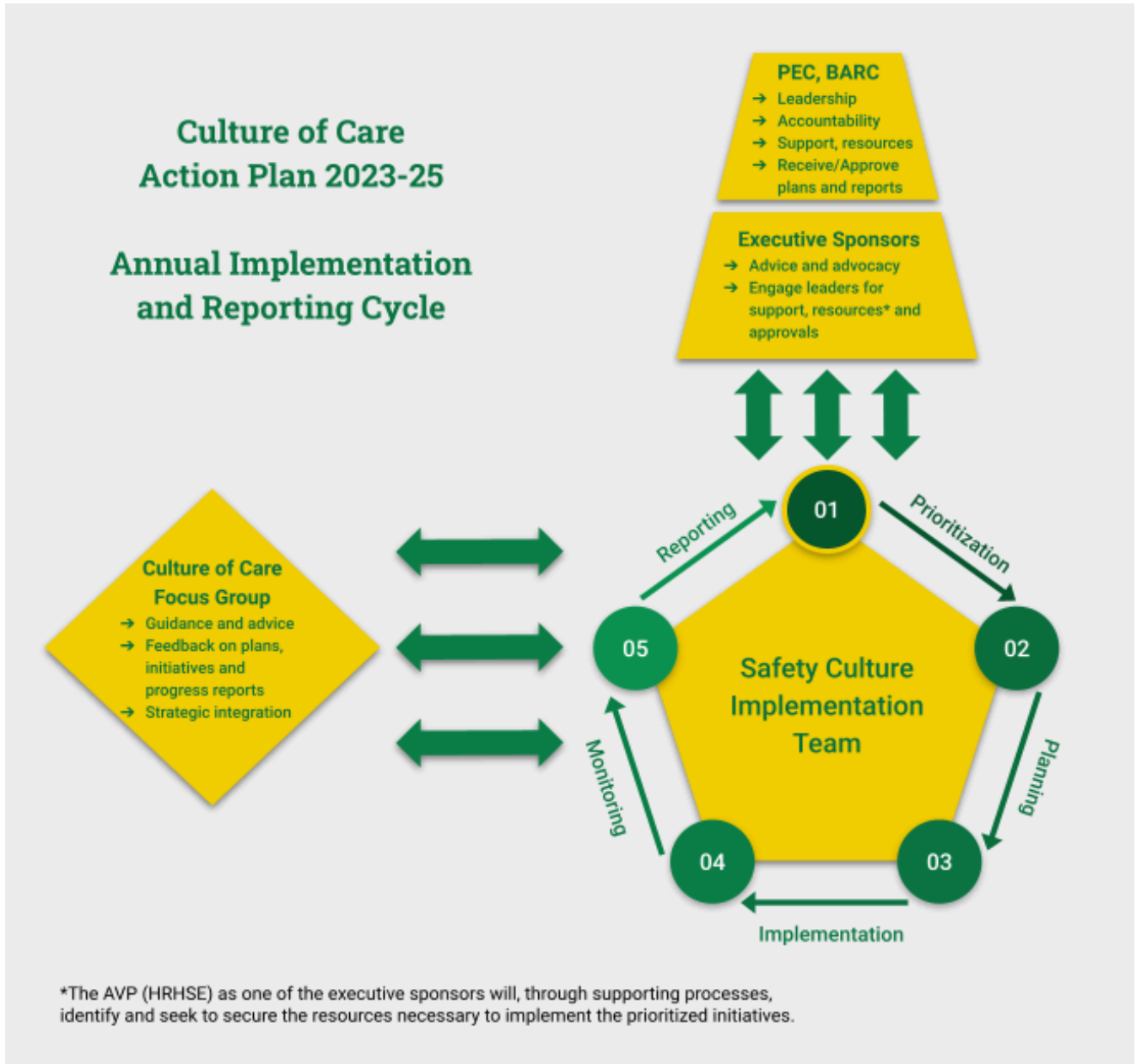
Appendix D. Health and Safety Engagement Survey Results

Following the completion of the **2023 Faculty and Staff Engagement Survey** in May 2023, the university can now report on the respondents' assessment of health and safety in the workplace. The results in the column labeled Canada is the benchmark based on a data set of 88,000 respondents from the public/private sector covering all industries in Canada.

	RESPONSES	DISTRIBUTION	CANADA
Health and Safety	n/a	73% 17% 9%	**-15 v**
We always work in safe ways, even when trying to meet deadlines or reduce costs.	5355	75% 16% 9%	**-10 v**
The university is doing a good job of monitoring and improving the safety of my work area.	5349	50% 33% 17%	**-36 v**
My work area is safe.	5351	82% 10% 7%	**-6 v**
I have a good understanding of the health and safety rules and procedures at the university	5348	85% 11%	**-9 v**

The health and safety category results (row one of the table) reflect the overall attitudes of the respondents and is an average of the responses to the four individual statements. The green band indicates the respondents agree with the statement, the gray band indicates that they neither agree nor disagree with the statement (neutral response) and the orange band indicates the respondents disagree with the statement. In all cases, the university falls below[4] the Canadian industry benchmark speaking to the importance of the Culture of Care action plan. The next engagement survey is planned to occur in the calendar year 2025. This will align with the implementation of the Culture of Care initiatives and provide the university with an assessment as to whether the Culture of Care has improved workers' health and safety attitudes and practices.

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[4] The "-" indicates the university is below the benchmark and the "v" indicates the difference is statistically significant.