

# A Culture of Care

University of Alberta's Safety Action Plan  
2023-2025

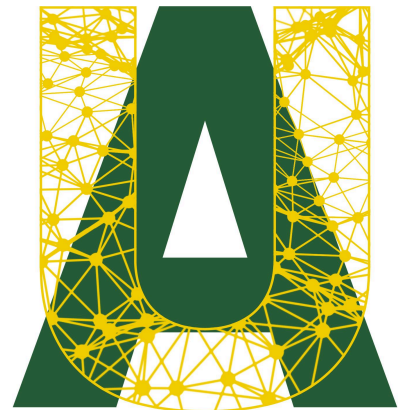
## Implementation Plan and Reporting Framework

Fiscal Year 2024-25 Quarter 3 Progress Report

**Prepared by:**

Human Resources, Health, Safety and Environment

March 2025



# Introduction

The [Culture of Care: University of Alberta's Safety Action Plan](#) (action plan) was developed to establish safety as a core university commitment, improve the university's safety culture and achieve an **end state where everyone owns their safety performance and that of others**. This three-year plan identified 42 initiatives to advance physical, cultural and psychological safety at the university. [Appendix A](#) identifies the 19 initiatives prioritized for implementation in year two of the plan (fiscal year 2024-25). Building on the success of year one, year two is focussing 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.

## Overarching Measures

The following set of high-level institutional measures will assist in determining whether initiatives have been effective in enhancing the university's safety culture.

MEASUREMENT TOOL DESCRIPTION	MEASURABLE OUTCOME	EXPECTED COMPLETION <sup>1</sup>	STATUS <sup>2</sup>
<b>HSE Quarterly Dashboard</b> Seven measures. Will be provided to the Board Audit and Risk Committee (BARC), senior leaders, associations and the faculty/portfolio HSE committees.	<ul style="list-style-type: none"> <li>• Dashboard rolled out.</li> <li>• Dashboard shared quarterly.</li> <li>• Improvement in each quarterly dashboard metric.</li> </ul>	Fiscal Year 2024-25 Q4	<span style="color: red;">●</span>
<b>Health and Safety Climate Survey</b> Measured using the health and safety questions in the biennial faculty and staff engagement survey.	<ul style="list-style-type: none"> <li>• Improvement in health and safety climate over time.</li> <li>• The 2023 overall health and safety score was 73% favourable.</li> </ul>	Baseline survey May 2023	<span style="color: green;">✔</span>
<b>Safety Stand Downs</b> Initiate a verification process. Initiate new safety stand downs as needed.	<ul style="list-style-type: none"> <li>• Increased participation.</li> <li>• Verification process implemented.</li> <li>• Verification that ≥80% of corrective actions have been implemented.</li> </ul>	Fiscal Year 2023-24 Q1	<span style="color: green;">✔</span>

As noted in the previous report, 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 target date for the launch of the dashboard is 2024-2025 Q4.

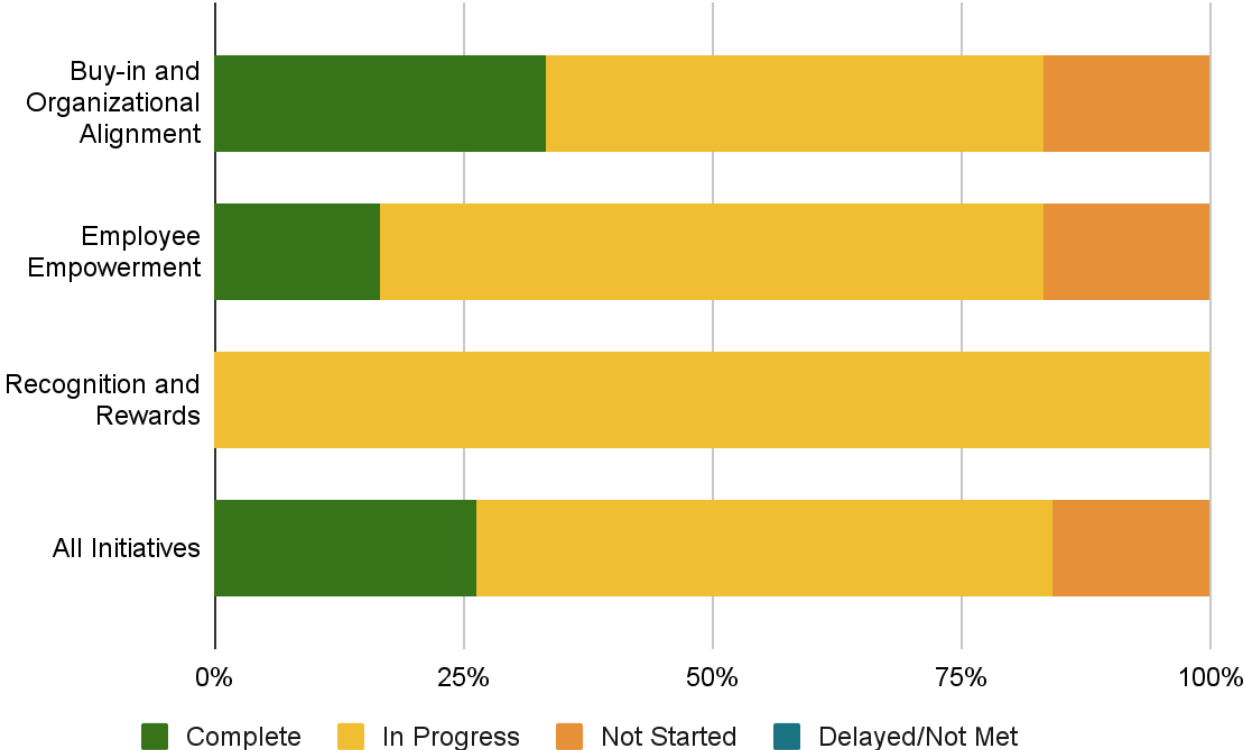
<sup>1</sup> Q1: April-June, Q2: July-Sept, Q3: Oct-Dec, Q4: Jan-March

<sup>2</sup> ● 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. Of the 19 initiatives, five are scheduled to begin in 2024-25 with full implementation in 2025-26; the remaining fourteen are anticipated to be complete by Q4 2024-25. As of December 31, 2024, five of the initiatives have been implemented, planning for eleven of the initiatives is underway and three of the initiatives have yet to be started.

**Figure 1. Status of Year 2 Initiatives on December 31, 2024**



## Highlights - Q3 Fiscal Year 2024-25

The following are highlights for this Q3 progress report. For all other Q3 initiatives, please see the **bold text Q3 updates** in [Appendix A](#).

**COMPLETED: Initiative OA10: Senior Leader Safety Tours** began in October 2024; as of December 31 eight tours have been completed and this is shifting to ongoing operations. Senior Leader Safety Tours were also highlighted in a [December 12 Quad](#) Article.

**Initiative OA16:** The draft **Discrimination and Harassment and Accommodation policy suites** are going through governance reviews with final approval anticipated for June 2025. In addition to a fulsome review and update, the policy suites are being updated to align with current language and strategies, including Access, Community and Belonging, and to reflect upcoming changes to the Alberta OHS Code.

**COMPLETED: Initiative OA21:** The **Safety Champion Media Campaign**, organized in collaboration with the Campus Alberta Risk and Assurance (CARA) Committee, was completed, including a public [website](#), and posters distributed across University of Alberta (U of A) campuses. Engagement numbers are being monitored and materials have been embedded into U of A web pages as an ongoing resource.

**Initiative OA22:** A working group for a **graduate student peer-to-peer ambassador program** has been established, with a target of fall 2025 for implementation of a pilot program.

**Initiative EE6:** The **Safe and Respectful Workplaces Pilot** (formerly referred to as the Workplace Violence and Harassment Prevention Module 2) was launched and several cohorts are planned or underway.

### Ongoing Initiatives

In addition to the 19 initiatives prioritized for fiscal year 2024-25, several initiatives are ongoing from fiscal year 2023-24. Two highlights of these initiatives include:

- Planning for the **Safety Summit** on January 29, 2025, is in the final stages. Registration opened in November 2024. The event reached capacity within a week of registration opening, with a significant waiting list.
- The 2024-25 monthly **safety “how-to” webinar series** has begun, with sessions held on September 26, October 24 and November 21, 2024. There is a scheduled session on January 23, 2025, and plans are underway for several Safety Summit speakers to offer their sessions as a webinar as part of this series.

## 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) each initiative addresses and to denote initiatives from the [Workplace Mental Health and Well-being Action Plan](#). The table identifies the outcomes, responsibilities, timeframes, and status, organized by the four pillars within the action plan.<sup>3</sup>

### 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.	<b>COMPLETE</b> The goal was 100% completion by April 28, 2024. As of September 30, the completion rate was 90%.	●	●	●	HSE, Executive Sponsors, HR Partners	●					✓
OA8	Develop and implement violence, discrimination and harassment incident triage process and reporting.	<b>Rollout of this process is underway, communicating with HRHSE followed by rollout across university community.</b>	●	●	●	HR Partners, TR, Executive Sponsors, HSE, VP (ACB)			●			◆
OA9	Identify a designated day and supporting process where units verify that supervisory training, hazard assessments and controls, training and emergency preparedness plans	<b>COMPLETE</b> This initiative was carried over from year 1 of the plan and is now complete. Safety Day was held May 8, 2024.	●	●		SCIT	●					✓

<sup>3</sup> 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

## 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		
	are current.											
OA10	Senior leaders (VPs, Deans, Chairs) tour units to recognize health and safety best practices.	<b>COMPLETE.</b> Tours have been conducted with members of the senior executive team and college and faculty deans. Eight tours have been completed. This initiative is now shifting to ongoing operations.	●			HSE		●				✔
OA16	Complete phase 2 of the Discrimination, Harassment and Duty to Accommodate Policy suite review.	Draft policy suites are in the governance review phase with final approval anticipated for June 2025. Includes a fulsome review and update, being updated to align with current language and strategies, including Access, Community and Belonging, and to reflect upcoming changes to the Alberta OHS Code.	●	●	●	TR, Dos, VP (ACB)					●	◆
OA21	In cooperation with the Campus Alberta Risk and Assurance (CARA) Committee, develop and implement a media campaign for a call to action to enhance safety culture.	<b>COMPLETE.</b> The media campaign was launched in October 2024, with the second phase launched in November 2024. Metrics from the website continue to be monitored, and resources have been added to U of A web pages.	●	●	●	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		
OA22	Develop and implement a graduate student culture of care peer-to-peer ambassador program.	The working group has been established with a target of Fall 2025 for roll-out of the peer ambassador program. Target completion date adjusted to 2025-26.	●	●	●	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.	The working group has been formed and is targeting completion of MAPS job descriptions by June 2025.	●	●	●	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) <a href="#">Workplace Mental Health and Well-being Action Plan</a>	Working with the Dean of Students to develop a common understanding which points to the program resources.	●	●		TR, DoS				●		◆
OA28	Create tools for faculties/departments/units to use in embedding psychological safety into their	WeCare Toolkits and information on the 13 psychosocial risk factors shared across the		●		TR, ODTM, HSE				●		◆

## 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		
	procedures, policies and practices to effect culture change. <i>Workplace Mental Health and Well-being Action Plan</i>	institution.										
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 See <i>Something, Say Something, Do Something</i> program to promote timely employee conversations with supervisors about daily observed hazards and permission/expectation to correct them.	<b>Program documents have been developed and are in the review phase; implementation and communications plans are in development. Target completion date adjusted to Q4 2024-25.</b>	●	●	●	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		
EE4	Develop and communicate 'quick win' health and safety actions.	<b>COMPLETE</b> Simple acts of Safety decals are available for university community members.	●	●	●	HSE - HSEMS Policy Group, HSE - Client Outreach Group		●				✓
EE6	Develop and implement the Workplace Violence and Harassment Prevention training module 2.	<b>This module was renamed The Safe and Respectful Workplaces Training. A pilot for this cohort-based training is in progress, scheduled to be complete by March 2025.</b>	●	●	●	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. <b>Workplace Mental Health and Well-being Action Plan</b>	<b>University of Alberta Protective Services Peer support program developed; scheduled to be rolled out by March 2025.</b>		●	●	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 <b>Workplace Mental Health and Well-being Action Plan</b>	Not started.		●	●	TR, ODTM, VP (ACB)				●		○

## 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.	<b>Planning began for the first round of Culture of Care awards to be delivered at the Culture of Care 2025 Safety Summit in January 2025.</b>	●	●	●	HSE, TR, VP (ACB), Vice-Provost (Indigenous Programming and Research)					●	◆