

A Culture of Care

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

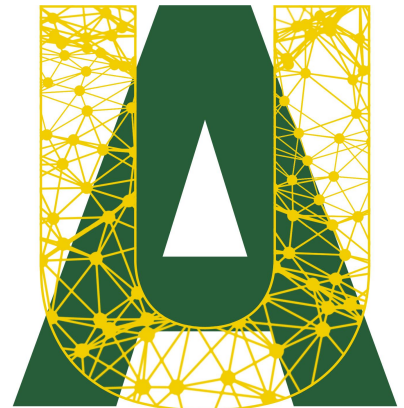
Implementation Plan and Reporting Framework

Fiscal Year 2023-24 Quarter 2 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.

Throughout 2021-22 the university experienced a number of serious reportable and near miss incidents, reflecting a gap in its safety culture. In acknowledgement of these gaps, the university developed [A Culture of Care: University of Alberta's Safety Action Plan](#) (the “action plan”).

A *Culture of Care* is a three-year comprehensive safety action plan that will establish safety as a core value within the university and 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 Culture of Care Fiscal Year 2023-24 Implementation Plan (the “implementation plan”) prioritizes and summarizes the **first of three years** of initiatives within the action plan. 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. Leadership initiatives have been prioritized in fiscal year 2023-24 to build a solid foundation for subsequent years' initiatives. 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 |
|---|--|----------------------------------|---|
| 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. | <ul style="list-style-type: none"> • Dashboard rolled out. • Dashboard shared quarterly. • Improvement in each quarterly dashboard metric. | Fiscal Year 2023-24 Q3 |  |
| 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, employees' attitudes toward safety and ensure that the university's mission is not pursued at the expense of safety. | <ul style="list-style-type: none"> • Improvement in health and safety climate over time | 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. | <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 |  |

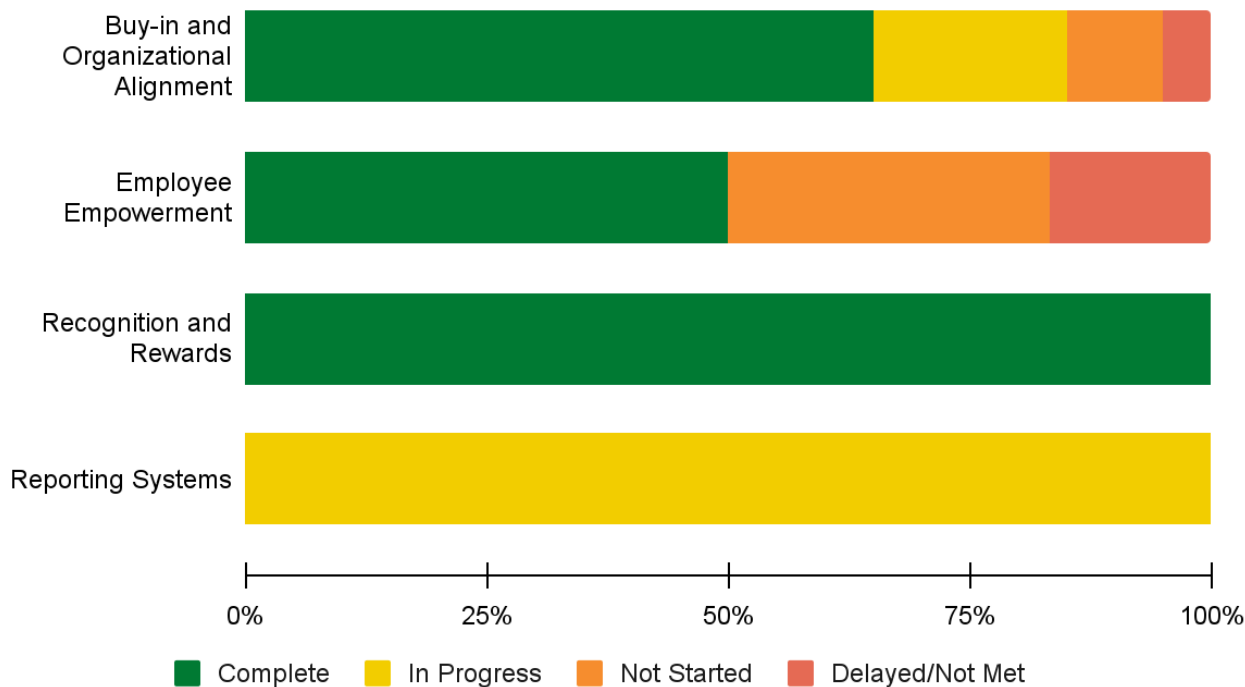
² Q1: April-June, Q2: July-Sept, Q3: Oct-Dec, Q4: Jan-March

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

Status of Initiatives

The following chart summarizes the status of the 28 initiatives planned for fiscal year 2023-24 ([Appendix A](#)) as grouped within the four pillars of a Culture of Care.

Figure 1. Status of Year 1 Initiatives





Highlights - Q2 Fiscal Year 2023-24

Overarching Measures

Following the completion of the **faculty and staff engagement survey** 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 | <div> <div>73%</div> <div>17%</div> <div>9%</div> </div> | -15 v |
| We always work in safe ways, even when trying to meet deadlines or reduce costs. | 5355 | <div> <div>75%</div> <div>16%</div> <div>9%</div> </div> | -10 v |
| The university is doing a good job of monitoring and improving the safety of my | 5349 | <div> <div>50%</div> <div>33%</div> <div>17%</div> </div> | -36 v |

| | | | |
|---|------|--|------|
| work area. | | | |
| My work area is safe. | 5351 |  | -6 v |
| I have a good understanding of the health and safety rules and procedures at the university | 5348 |  | -9 v |

The health and safety 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 or disagree with the statement (neutral response) and the orange band indicates the respondents disagree with the statement. In all cases, the university falls below⁴ the Canadian industry benchmark speaking to the importance of the Culture of Care action plan. The next engagement survey will 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.

The **HSE Quarterly Dashboard** is in the testing phase and will be made available to HSE committees in fiscal year 2023-24 Q3.

Initiative Highlights

Building on the progress in Q1, of the 28 Culture of Care initiatives prioritized for fiscal year 2023-24, at the end of Q2 there are now 18 (64%) of the initiatives fully implemented (up from twelve (43%) from Q1), five are in progress (18%), three (11%) are not yet started and two (7%) were delayed by one quarter.

The following are highlights for this Q2 progress report. For all other Q2 initiatives please see the **bold text Q2 updates** in [Appendix A](#).

Initiative OA3: A Culture of Care was incorporated into the new **dean and academic leader onboarding**⁵ and **all leaders were briefed on the Culture of Care**, their role in leading the university's safety culture initiative, and received information on the Leadership Commitment toolkit.⁶

Initiative OA5: The **Supervisors Safety Declaration** has been developed along with a supporting toolkit. The supporting elearning module, Supervising Safely, has also been updated and will be launched as part of the Safety Declaration in fiscal year 2023-24 Q3. The launch will include in person training sessions.

- All university supervisors will sign the declaration.
- The declaration identifies a supervisor's legal, moral, and ethical responsibilities around safety.

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

⁵ Deans' School August 21, 2023 and Academic Leaders' School August 22, 2023

⁶ Senior Leadership Team Retreat August 24, 2023

Initiative OA11: HSE has launched its fall set of safety webinars which will continue throughout Q3 and Q4. Planning for the all day Culture of Care Safety Summit to be held on January 24, 2024, is being finalized, with all speakers now confirmed.

Initiative OA20: The list of **safety definitions** has been prepared and published on the Culture of Care website to enable clear and consistent use of language related to safety and the Culture of Care. This resource contains a variety of acronyms, common workplace safety definitions, and university-specific terminology.

Initiative RS1: From the start of the program **7 safety highlights** have been [published](#) identifying comprehensive safety incident reports that lead to learning and action. The intent of these highlights is to promote effective behaviours when handling an incident.

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





The tables below outlines the 29 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 | P. Stack with President and Provost's Office | Fiscal Year 2023-24 Q3 |  |
| OA2 | Embed specific safety goals in the next university strategic plan. | Q2 update: Initiative Achieved | P. Stack with President and Provost's Office | 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 | P. Stack with K. Brough from Provost's Office | 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 Process in place to add all new senior leaders | P. Stack with M. Kalcounis-Rueppell and T. Wick | Fiscal Year 2023-24 Q1 |  |
| OA5 | Current and new supervisors sign the supervisors safety declaration form. | Q2 update: declaration finalized, toolkit developed, finalizing | P. Stack with Exec Sponsors and HRSPs | Fiscal Year 2023-24 Q3 |  |

| Buy-in and Organizational Alignment | | | | | |
|-------------------------------------|--|--|---|---------------------------------------|--------|
| # | INITIATIVE | MEASURES/OUTCOMES | LEAD/GROUP | EXPECTED/ACTUAL COMPLETION DATE | STATUS |
| | | rollout strategy for Q3. % signed | | | |
| 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 process ongoing | P. Stack | Ongoing | ✓ |
| OA7 | Utilize provisions within university policy and collective agreements to enhance individual accountability and promote safe behaviour. | Q2 update: Initiative Achieved process ongoing | P. Stack | Ongoing | ✓ |
| OA8 | Develop and implement violence, discrimination and harassment incident triage process and reporting. | Q2 update: resource team being established to triage incidents 100% of reported incidents are triaged. | Office of the Vice-Provost EDI, Office of the AVP HRHSE | Fiscal Year 2023-24 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. | 100% of units confirm plans are current. | G. Hodgson | Fiscal Year 2023-24 Q4 | ○ |
| OA10 | Senior leaders (VPs, Deans, Chairs) tour units to recognize health and safety best practices. | Each senior leader to tour sites quarterly. | P. Stack and M. Rooker | Start tours by Fiscal Year 2023-24 Q3 | ○ |
| 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. | Q2 update: safety webinars initiated and safety summit under development 100% senior leader participation in workshops. •# downloads of online resources. | G. Hodgson L. Betke Talent Management Organizational Development | Fiscal Year 2023-24 Q4 | ◆ |

| Buy-in and Organizational Alignment | | | | | |
|-------------------------------------|---|--|---|--|--------|
| # | INITIATIVE | MEASURES/OUTCOMES | LEAD/GROUP | EXPECTED/ACTUAL COMPLETION DATE | STATUS |
| OA12 | Implement senior leader (VPs, Deans, Chairs) tours of units impacted by proactive or reactive worksite shutdowns. | Q2 update: Initiative Achieved | P. Stack and M. Rooker | Fiscal Year 2023-24 Q1 | ✓ |
| OA13 | Implement proactive in addition to reactive worksite shutdowns. | Q2 update: Initiative Achieved | P. Stack and M. Rooker | 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. | L. Betke, Organizational Development, Talent Management | 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 | M. Rooker and C. Horton | Fiscal Year 2023-24 Q1 | ✓ |
| OA16 | Complete phase 2 of the Discrimination, Harassment and Duty to Accommodate Policy suite review. | Q2 update: Continued consultations. | M. Murphy, S. Flower | Fiscal Year 2023-24 Q3 | ◆ |
| OA17 | Develop and implement a HSE Moments program to be held at the start of targeted team and governance meetings. | Q2 update: Safety Moments library completed and online | G. Hodgson L. Betke | 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. | M. Murphy, S. Flower, J Xu | Fiscal Year 2023-24 Q3 | ✓ |
| OA19 | Define and communicate what constitutes a safety champion. | Q2 update: Safety Champion poster awaiting final graphic design | L. Betke, G. Hodgson and A. Cooper (HSEMS Policy Group) | Fiscal Year 2023-24 Q1 New expected date: Fiscal Year 2023-24 Q3 | ● |

Buy-in and Organizational Alignment

| # | INITIATIVE | MEASURES/OUTCOMES | LEAD/GROUP | EXPECTED/ACTUAL COMPLETION DATE | STATUS |
|------|--|---|---|---------------------------------|--------|
| OA20 | Create and publish a list of safety definitions. | Q2 update: safety definitions finalized. | L. Betke, G. Hodgson and A. Cooper (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 <i>See Something, Say Something, Do Something</i> program to promote timely employee conversations with supervisors about daily observed hazards and permission/expectation to correct them. | % program participation. | G. Hodgson (HSEMS Policy Group) | Fiscal Year 2023-24 Q4 | ○ |
| EE2 | Enhance employee understanding of rights, roles, responsibilities and blame free approach through updated Working Safely e-learning, combined with monthly in person sessions. | Q2 update: In Q3 will begin planning for monthly in person session to be implemented in Q4 % training participation | L. Betke, L. Hui (HSEMS Policy Group and Organizational Development) | Working Safely Update: Fiscal Year 2023-24 Q1 Monthly in person sessions: Fiscal Year 2023-24 Q4 | ✓ ○ |
| EE3 | Engage HSE committees to actively support the implementation of A Culture of Care initiatives. | Q2 update: committees engaged and annual plans in development. % of HSE Committee Annual Plans with A Culture of Care activities. | A. Cooper, L. Betke (HSEMS Policy Group) | Fiscal Year 2023-24 Q1 | ✓ |
| EE4 | Develop and implement an employee outreach plan to identify quick health and safety wins. | Q2 update: moved to Q3 to follow launch of supervisors safety declaration. # of quick wins implemented. | G. Hodgson L. Betke (HSEMS Policy Group, Client Outreach Group) | Fiscal Year 2023-24 Q2 New expected date: Fiscal Year 2023-24 Q3 | ● |

| Employee Empowerment | | | | | |
|----------------------|---|---|---|---------------------------------|--------|
| # | INITIATIVE | MEASURES/OUTCOMES | LEAD/GROUP | EXPECTED/ACTUAL COMPLETION DATE | STATUS |
| EE5 | Secure resources to bring in speakers in support of the HSE symposium (symposium planned for January 2024). | Q2 Update: resources committed and guest speakers have been confirmed for Culture of Care Safety Summit. | L. Betke, P. Stack (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) | Q2 update: Initiative achieved, 32 shout outs from start of program. | L. Betke | 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. | L. Betke | 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. | Q2 update: 7 highlights published <i>Highlights also support the Recognition and Rewards pillar.</i> | L. Betke, D. Mah, G. Hodgson (Incident Triage Team), L. Barton | Fiscal Year 2023-24 Q4 | ◆ |

Appendix B. Implementation Planning and Reporting Description

The Culture of Care Fiscal Year 2023-24 Implementation Plan (the “implementation plan”) prioritizes and summarizes the **first of three years** of initiatives within the action plan. 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. Leadership initiatives have been prioritized in fiscal year 2023-24 to build a solid foundation for subsequent years’ initiatives.

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.

Keeping the workplace physically safe is a fundamental responsibility of any organization, including the university. The focus of the action plan is on physical safety. However, creating a culture of care must acknowledge that a psychologically and culturally safe workplace is also our responsibility.

A number of other university strategies are referenced in the action plan and will be monitored to ensure alignment with the plan’s physical, psychological, and cultural safety elements. In particular, coordination with the following initiatives was identified within the action plan:

- 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

