

A Culture of Care

University of Alberta's Safety Action Plan
2023-2025

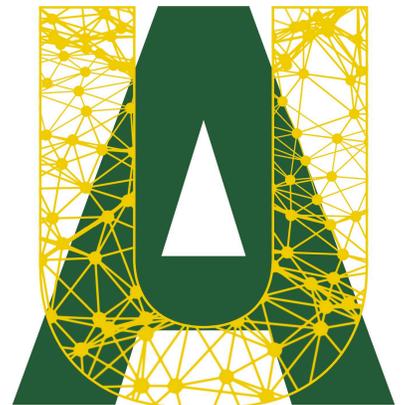
Implementation Plan and Reporting Framework

Fiscal Year 2024-25 Quarter 4 Progress Report and
Fiscal Year 2025-26 Implementation Plan

Prepared by:

Human Resources, Health, Safety and Environment

May 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). Year two has focused 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 30 initiatives that were implemented in 2023-24 and 2024-25 are now 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 2025-26 Implementation Plan ([Appendix B](#)) has been developed for the third and final year of initiatives as laid out in the three-year Safety Action Plan. Building on the success of years one and two, fiscal year 2025-26 will focus on:

- implementing the remainder of the identified Safety Action Plan initiatives, including eleven initiatives that are being carried over from year two.
- continued integration of initiatives from the Workplace Mental Health and Well-being Action Plan.

Additionally, **during year three, planning will be undertaken for the next phase** of the Culture of Care Safety Action Plan, with a focus on fully integrating all three aspects of safety into the next set of initiatives.

Overarching Measures

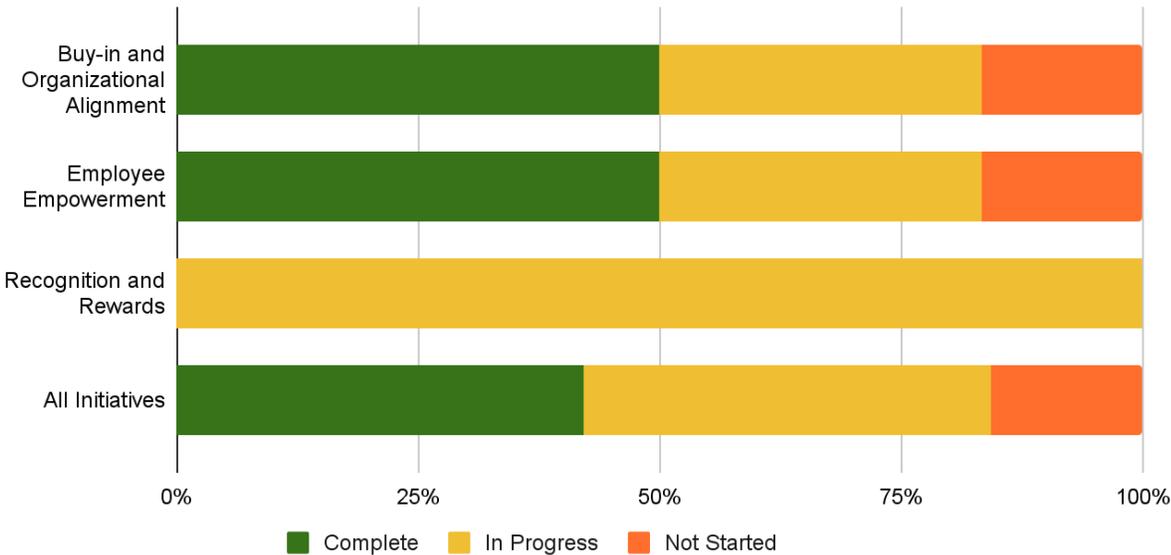
The following set of high-level institutional measures will assist in determining whether initiatives have been effective in enhancing the university’s safety culture. The **HSE Quarterly Dashboard** is in the final stages of development. The dashboard will be piloted to several faculties and departments in 2025-26 Q1, with a full roll out planned in July 2025.

MEASUREMENT TOOL DESCRIPTION	MEASURABLE OUTCOME	EXPECTED COMPLETION ¹	STATUS ²
HSE Quarterly Dashboard 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"> Dashboard rolled out. Dashboard shared quarterly. Improvement in each quarterly dashboard metric. 	Fiscal Year 2025-26 Pilot Q1 Complete Q2	●
Health and Safety Climate Survey Measured using the health and safety questions in the biennial faculty and staff engagement survey.	<ul style="list-style-type: none"> Improvement in health and safety climate over time. The 2023 overall health and safety score was 73% favourable. 	Baseline survey May 2023	✓
Safety Stand Downs Initiate a verification process. Initiate new safety stand downs as needed.	<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	✓

Status of Initiatives

The following chart summarizes the status of the 19 initiatives prioritized to be implemented or in progress during fiscal year 2024-25 ([Appendix A](#)) as grouped within the four pillars of a Culture of Care. As of March 31, 2025 nine of the initiatives have been implemented, planning for eight of the initiatives is underway and three of the initiatives have yet to be started.

Figure 1. Status of Year 2 Initiatives on March 31, 2025



¹ Q1: April-June, Q2: July-Sept, Q3: Oct-Dec, Q4: Jan-March
² ● Not yet started ◆ In progress ✓ Complete ● Project delayed or measure not met

Highlights - Q4 Fiscal Year 2024-25

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

COMPLETED: 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 have been updated to align with current language and strategies, including Access, Community and Belonging. Changes to the OHS Code came into effect on March 31, 2025 requiring a Workplace Violence and Harassment Prevention Plan.

Initiative OA22: A working group for a **graduate student peer-to-peer mentor program** has drafted a process for the program, recruitment for graduate peers is scheduled to be completed by June 2025, with a roll out of the pilot program in September 2025.

COMPLETED: 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 have been completed.

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:

- The **Safety Summit** was held on January 29, 2025. The event reached capacity within two weeks of registration opening, and 200 members of the university community participated in speakers and sessions on all three aspects of safety, with an emphasis on cultural and psychological safety.
- 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.³

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.	COMPLETE The goal was 100% completion by April 28, 2024. As of March 31, the completion rate was 100% in high and medium risk worksites.				HSE, Executive Sponsors, HR Partners						
OA8	Develop and implement violence, discrimination and harassment incident triage process and reporting.	Q4 - COMPLETE Rollout of this process is underway, communicating with HRHSE followed by rollout across the university community.				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 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						

³ 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: Completion: 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		
OA10	Senior leaders (VPs, Deans, Chairs) tour units to recognize health and safety best practices.	COMPLETE. 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, updates to align with current language and strategies, including Access, Community and Belonging, and to reflect upcoming changes to the Alberta OHS Code. Initiative will carry forward into year 3.	●	●	●	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.	COMPLETE. 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			●			✔
OA22	Develop and implement a graduate student culture of care peer-to-peer ambassador program.	The working group has developed parameters for the peer support program, applications are being accepted. Initiative will carry forward into year 3 with targeted rollout in the	●	●	●	HSE, Faculty of Graduate and Postdoctoral Studies (FGPS)					●	◆

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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		
		fall.										
OA25	Tie safety performance into annual review (merit) which provides individual recognition and rewards (all employee types).	Not started. Initiative will carry forward into year 3.	●	●	●	HSE, ODTM, HR Partners, TR, Employee and Labour Relations (ELR), Faculty Relations (FR)					●	○
OA26	Embed safety in all job descriptions.	Working group has finalized the template for job descriptions. Process in development for MAPS positions. Initiative will carry forward into year 3.	●	●	●	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 (WMHWAP)	Working with the Dean of Students to develop a shared commitment statement on suicide prevention with links to existing program resources.	●	●		TR, DoS				●		◆
OA28	Create tools for faculties/departments/units to use in embedding psychological safety into their procedures, policies and practices to effect culture change. <i>WMHWAP</i>	Q4 - COMPLETE WeCare Toolkits and information on the 13 psychosocial risk factors shared across the institution.		●		TR, ODTM, HSE				●		✔

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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		
OA29	Develop a common understanding of mental well-being and supporting factors. WMHWAP	Not started. Initiative will carry forward into year 3.		●		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 correct them.	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.	●	●	●	HSE				●	◆	
EE4	Develop and communicate 'quick win' health and safety actions.	COMPLETE Simple acts of Safety decals are available for university community members.	●	●	●	HSE		●			✔	
EE6	Develop and implement the Workplace Violence and Harassment Prevention training module 2.	Q4 - COMPLETE This module was renamed The Safe and Respectful Workplaces Training . A pilot for this cohort-based training was completed in March 2025.	●	●	●	ODTM, HSE, TR				●	✔	

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			PHYSICAL	PSYCH	CULTURAL		2024-25				2025-26	
							Q1	Q2	Q3	Q4		
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. Initiative will carry forward into year 3.	●	●	●	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. WMMHWAP	Q4 - COMPLETE University of Alberta Protective Services Peer support program developed and implemented in UAPS, recruitment for other groups on-going.		●	●	TR				●		✓
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 WMMHWAP	Not started. Initiative will carry forward into year 3.		●	●	TR, ODTM, VP (ACB)				●		○

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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.	First round of Culture of Care Safety Champion awards were awarded at the Culture of Care 2025 Safety Summit in January 2025. Initiative will carry forward into year 3.	●	●	●	HSE, TR, VP (ACB), Vice-Provost (Indigenous Programming and Research)					●	◆

Appendix B: A Culture of Care Fiscal Year 2025-26 Implementation Plan

The following progress tables identify what aspect(s) of safety (physical, psychological, cultural) each initiative addresses and 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.⁴

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 2025-26				STATUS
			Physical	Psych	Cultural		Q1	Q2	Q3	Q4	
OA16	Continuing from year 2. Complete phase 2 of the Discrimination, Harassment and Duty to Accommodate Policy suite review.	Final approval of the updated policy suites anticipated for June 2025.	●	●	●	HRHSE, VP ACB, DoS	●				
OA22	Continuing from year 2. 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 support program.	●	●	●	HSE, Faculty of Graduate and Postdoctoral Studies (FGPS)			●		
OA23	New for year 3. Develop a communications strategy around the tools available to assess low risk work environments to ensure hazards are identified and controlled.	Communications on initiative have been implemented.	●	●	●	HRHSE, ER				●	
OA24	New for year 3 Identify specific seasonal days to	Days identified and communication	●	●	●	HRHSE				●	

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Buy-in and Organizational Alignment

#	INITIATIVE	MEASURES/OUTCOMES	Safety Aspect Addressed			LEAD/GROUP	COMPLETION 2025-26				STATUS
			Physical	Psych	Cultural		Q1	Q2	Q3	Q4	
	highlight safety best practices (e.g. spring worksite clean up, fall safe return to campus, winter safe travel tips, healthy workplace month, National Day for Truth and Reconciliation). To be coordinated with initiative OA9.	plans developed and executed prior to each designated day.									
OA25	New for year 3. Tie safety performance into annual review (merit) which provides individual recognition and rewards (i.e., all employee types).	% achieved.	●	●	●	HSE, ODTM, HRSP, TR, ELR FR				●	○
OA26	Continuing from year 2. Embed safety in all job descriptions.	% completed.	●	●	●	HSE, TR, ELR, FR, HR Partners			●		◆
OA27	Continuing from year 2. Revisit the university's Suicide Prevention Framework with campus partners and determine best strategy for longevity (i.e. revamp or integration into existing work) WMHWAP	Complete review of framework.	●	●		TR, DoS		●			◆
OA29	Continuing from year 2. Develop a common understanding of mental well-being and supporting factors. WMHWAP	Initiate and communicate. Build on year 1 work on safety definitions.		●		TR, ODTM, HSE, DoS				●	○

Legend: Completion: 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

Employee Empowerment

#	INITIATIVE	MEASURES/OUTCOMES	Safety Aspect Addressed			LEAD/GROUP	COMPLETION 2025-26				STATUS
			Physical	Psych	Cultural		Q1	Q2	Q3	Q4	
EE1	Continuing from year 2. 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.		●	●	●	HSE	●				◆
EE7	New for year 3. Develop and implement a formal self-inspection program for units.	% program participation	●			HSE				●	○
EE8	Continuing from year 2. Review feedback surveys from the eLearning health and safety training materials to assess the effectiveness of the materials.	Positive participant evaluation of training material.	●	●	●	HSE, ODTM		●			◆
EE9	New for year 3. Develop and implement a safety event tool kit to enable units to hold dedicated safety days. To be aligned with initiative OA24	Toolkit is developed and communicated to community	●	●	●	HSE				●	○
EE10	New for year 3. Develop and deliver training about online (i.e., social media) safety to key roles with high likelihood of facing online hazards.	Training developed. Training delivered to the target audience.		●	●	HSE, ODTM, VP ACB, ER, Privacy/IST, DoS				●	○
EE12	Continuing from year 2. Create a multi-level learning	Creation of a supervisors package of 'just in time resources'.		●	●	TR, ODTM, VP ACB				●	○

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			Physical	Psych	Cultural		Q1	Q2	Q3	Q4	
	package for supervisors to provide 1. How to manage a crisis 2. How to respond to disclosures 3. Creating a psychologically safe workplace WMHWAP										

Recognition and Rewards

#	INITIATIVE	MEASURES/OUTCOMES	Safety Aspect Addressed			LEAD/GROUP	COMPLETION 2025-26				STATUS
			Physical	Psych	Cultural		Q1	Q2	Q3	Q4	
RR3	Continuing from year 2. Develop a comprehensive safety recognition and rewards program.	Inaugural Culture of Care Safety Champion awards delivered at the Culture of Care 2025 Safety Summit in January 2025. Program development will continue in 2025-26.	●	●	●	HSE, TR, ODTM				●	◆
RR4	New for year 3. Build a reward system connected to the See Something, Say Something, Do Something program.	Measures to be determined during development of the initiative.	●	●	●	HSE		●			○

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