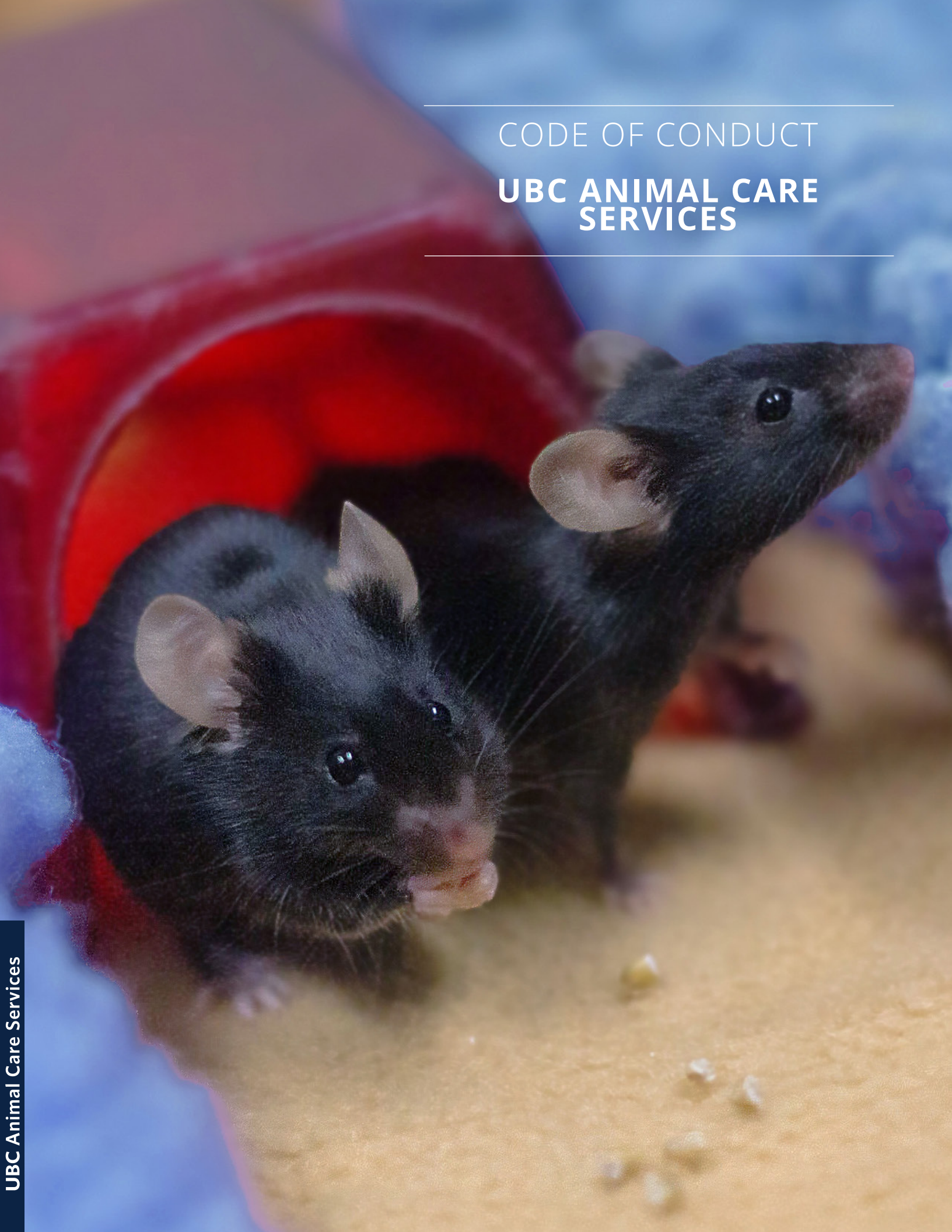


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CODE OF CONDUCT

**UBC ANIMAL CARE  
SERVICES**

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UBC ANIMAL CARE SERVICES

## MESSAGE FROM ACS LEADERSHIP



This code establishes the standards on how we work together as a high-performing and compassionate team, and helps us meet the commitments we have towards each other, the animals in our care, and our clients.

The aim of our department's own Code of Conduct is to expand on UBC's [Expectations for Faculty and Staff](#) to be more specific on our role in caring for and working with animals, and embed it in the principle of *culture of care*. Where there is conflict between this document and UBC Policies, the applicable UBC Policies will govern.

*Animal Care Services works closely with the Animal Care Committee (ACC) to provide services in support of the UBC Animal Care & Use Program (ACUP).*





## ACS MISSION & VISION

### CULTURE OF CARE

Animal Care Services is committed to creating a *culture of care* where animal welfare and people welfare are prioritized to achieve the highest standards of scientific quality and research excellence.

**Our vision** An environment that promotes and fosters animal research excellence.

**Our mission** To create a culture of care where animals, people, and research thrive.



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### OUR VALUES

Our values are what guide us through every decision we make, our interactions with others and how we aim to represent ourselves.

**Accountability** We take ownership of our responsibilities and commitment to provide the highest standards of care for both our animals and our colleagues.

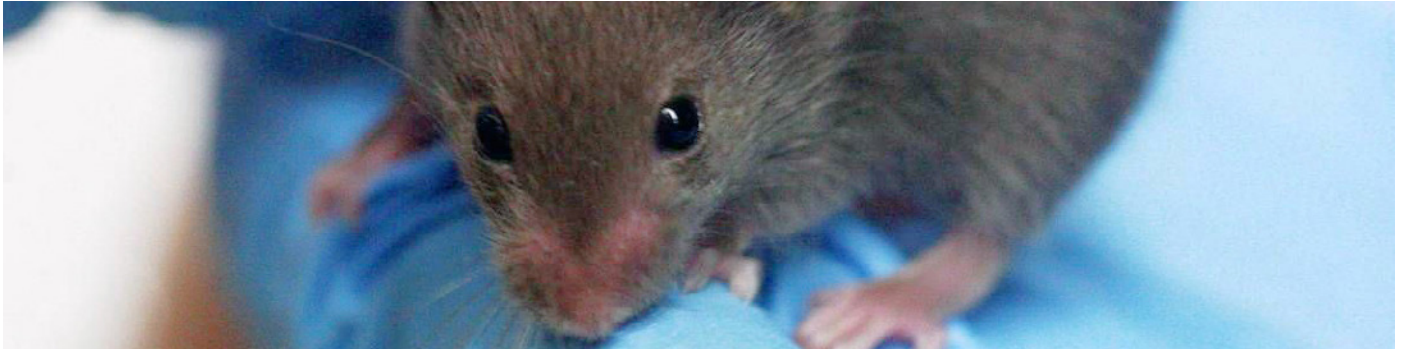
**Transparency** We approach all that we do ethically and with openness to help build trusting relationships within our teams and within our communities.

**Communication** We commit to open and respectful relationships that nurture a spirit of teamwork. All communications, whether verbal or written, are professional to ensure we are treating others with dignity and respect.

**Collaboration** We embrace a culture of diversity and inclusion that allows us to learn from others, increasing innovation, performance, and growth within our department.

**Commitment to Excellence** We set ambitious standards for ourselves and others, working to provide excellent research conditions. We ask questions and challenge ourselves and others when we see an opportunity to improve.

**Advancing & Sharing Knowledge** We create an ongoing learning environment, where everyone feels safe to ask questions, give and receive feedback and share ideas so we can continually grow as individuals, teams, and an organization.



## ACS MISSION & VISION

### OUR EXPECTATIONS

To thrive in an ever-changing world and reach our goals, we need behaviours that keep us competitive and allow us to build trusting relationships with colleagues and clients.

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**Compassion** We prioritize the humane care and use of the animals that we are responsible for; we show compassion for colleagues without judgement and are committed to self-care. Compassion fatigue is a recognized risk of our profession and we all do our part to be mindful and support each other.

**Development** We keep abreast of developments in our areas of expertise and participate in continuing education programs. We participate actively in the Employee Professional Development Program.

**Teamwork** We encourage diversity of thinking by making sure we include and inspire each other to contribute. We work together towards our mission, understanding how our work contributes to innovation, enhanced performance, and trust.

**Respect** We create a safe and open environment that encourages all our colleagues to thrive and perform at their best every day. We show the same respect to the animals under our care through our communications and actions.

**Confidentiality** We maintain privacy of any personal information that we are privy to, including that of our co-workers and clients. All information related to the research undertaken within ACS must be treated confidentially and must not be shared publicly.

**Safety** We follow standard operating procedures (SOPs), policies and guidelines through our daily work to ensure the safety of ourselves, co-workers, and the animals in our care.



# STRATEGIC PILLARS

Our work at Animal Care Services is anchored in four pillars—Animal Welfare, Employee Experience, Research Support, and Financial Stability—with a mission to create a *culture of care* where animals, people, and research thrive. In the following sections, you'll find the principles that help each of us make the right choices in our daily work.

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## ANIMAL WELFARE

We are committed to the animal welfare of the animals in our care. Animal welfare covers all aspects of animal well-being, including proper housing, management, nutrition, disease prevention and treatment, responsible care, humane handling, and, when necessary, humane euthanasia.

Staff are committed to maintaining current knowledge in laboratory animal science and apply their expertise to improve animal welfare.

We foster a culture of humane care committed to the 3Rs and we apply highest ethical and scientific standards for all animals under our care.



## EMPLOYEE EXPERIENCE

We all play a role in cultivating a safe, inclusive, and respectful work environment that nurtures a culture of care so employees can do their best work.

We encourage open and honest conversations and sharing of opinions, always acting in a professional and respectful manner, ensuring we are treating our co-workers and research partners with decency and compassion.

By creating an inclusive workplace that reflects the diversity of our communities, we attract and retain workers that reflect our core values. In creating diverse teams, we unlock better team collaboration and improved innovation, leading to research excellence.



## RESEARCH SUPPORT

We champion animal-based research and create an environment where animal welfare and quality science thrive.

We continuously improve operating procedures to further advance animal welfare and optimally support scientific quality and research excellence.



## FINANCIAL STABILITY

We build financial strength through sustainable financial models and efficient and effective operational practices for the long-term viability of caring for animals, people, and places.

We must be good stewards of the resources entrusted to us. We all have a responsibility to ensure the University fulfills its financial obligations to stakeholders. Understanding and following all financial [policies](#), procedures, and [guiding principles](#) is critical to ensure funds are spent responsibly.





## OUR PILLARS

# ANIMAL WELFARE

Animal-based science disciplines recognize that there are diverse viewpoints about the moral value of using animals in research. Thus, all animal research, teaching, or testing must be reviewed by a committee (Animal Care Committee) with diverse membership to ensure a rigorous oversight.

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At Animal Care Services, we take our responsibility for the ethical treatment of animals in research very seriously. ACS is committed to the highest standards of animal care. We emphasize that the humane care of research animals is essential, both ethically and scientifically. If animals are treated well, the science and knowledge they produce is trustworthy and can be replicated—one of the hallmarks of valid scientific research.

Our obligation to the animals in our care is to ensure their positive welfare. Part of that obligation involves continuously updating our animal care practices and skills, based on the newest information and findings in the fields of laboratory animal welfare. We are aware of our responsibility to act as role models for research teams and visitors to our facilities and are committed to showcasing up to date skills and best practices for excellent animal welfare.

We at Animal Care Services are dedicated to replacing, reducing, and refining animals in research whenever possible.

- **Replacement:** Whenever possible, replace the use of sentient animals with species lower on the phylogenetic scale or replace the use of animals

with computer models, cell culture techniques, or tissue.

- **Reduction:** Where it is without a loss of significance or precision, fewer animals should be used. This is aimed at encouraging investigators to use the fewest number of animals necessary to obtain statistically valid results without further compromising any animal's lifetime welfare.
- **Refinement:** Procedures used on animals should be the most current and should be designed to minimize the incidence and severity of harm. We also consider the entire lifetime experience of the animal, so we make welfare-enhancing changes to the animal's living area.

### Maximizing positive welfare

Good welfare is characterized by maximizing animals' positive experiences, while minimizing their negative ones. Behaviour associated with positive affective states only occurs when other immediate needs are met and indicates that the animal is not deprived of important sources of pleasure. We have an obligation to relieve research animals of pain and distress and take preemptive measures to minimize



## OUR PILLARS

# ANIMAL WELFARE

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or prevent the development of pain and/or distress.

### **Training**

It is important all personnel working with animals be trained to perform the procedures because skill can minimize pain or distress.

### **Enrichment**

We are committed to environmental enrichment that aims to provide additional welfare benefits including physical and psychological stimulation throughout an animal's lifetime.

### **Veterinary oversight**

Veterinarians support animal welfare through study design, preventative medicine, disease surveillance, medical care, and euthanasia.

If you have any animal welfare concerns, please speak to your supervisor, manager, facility veterinarian, Post-Approval Monitoring team, or the University Veterinarian. Alternatively, let us know at [university.vet@ubc.ca](mailto:university.vet@ubc.ca) or anonymously using the form at our [Contact Us](#) page.

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*Q: I sometimes see others picking up mice by the tail when cage-changing. During my training, I was taught to support them with my hand or using a tube. Should I tell someone?*

*A: Yes. If you are not comfortable with the way an animal is being treated, speak to your colleague directly in a respectful and professional manner by offering to share your knowledge. If you are not comfortable with that approach or it does not work, reach out to your supervisor or manager for support.*

*Q: One of the labs that I support seems to be breeding a lot of animals but only uses a few, leading to many needing to be euthanized. I am not comfortable with this but am unsure who to speak to.*

*A: Please speak to your supervisor or manager about your concerns. Depending on the protocol and research being done, a veterinarian or the Post-Approval Monitoring (PAM) team may be consulted. If required, the University Veterinarian and Animal Care Committee (ACC) may also be involved.*



## OUR PILLARS

### EMPLOYEE EXPERIENCE

It's important we all help create an open environment that encourages all our colleagues to thrive and perform at their best every day. We show the same respect to animals under our care through our communications and actions.

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#### **Communication**

Open and honest communication is how we build trusting relationships with our colleagues and community partners. Sharing opinions and knowledge must be done respectfully and professionally, always considering our values and expectations.

#### **Mental and Physical Health**

Our complete wellbeing model includes initiatives to support the mental and physical health of all employees. Our staff are committed to actively participate and engage in available resources and events to improve resilience and reduce the risk of compassion fatigue.

#### **Diversity & Inclusion**

In providing the best possible work environment, we attract and retain a diverse workforce that is committed to providing research excellence and a culture of care. Through our recruitment process, we aim to hire diverse, qualified people whose values align with ours.

Through inclusive feedback practices, we are able to diversify our strategies to create a work environment that represents ideas from a diverse group of people, improving innovation, productivity, problem solving and cultural awareness.

#### **Respectful Environment**

UBC HR offers resources to effectively manage conflict in your workplace, in relationships, or in other situations where you have an interest in seeking a negotiated solution. Visit UBC HR's [Respectful Environment](#) page to learn more.

All employees must ensure an equitable and inclusive culture free of harmful behaviours. Animal Care Services has zero tolerance to discrimination, sexual misconduct, or bullying and harassment and will follow UBC's process to respond to and investigate any allegations.

If you have any questions or concerns, let us know at [acs.hr@ubc.ca](mailto:acs.hr@ubc.ca) or anonymously using the form at our [Contact Us](#) page.





## OUR PILLARS

# EMPLOYEE EXPERIENCE

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### Listening to Your Body and Mind



Our work can be overwhelming. Our challenge is to maintain our physical and mental resilience so that we can keep doing the work with care, energy, and compassion.

ACS organizes many [recurring events](#) and activities to help engage staff and to prevent compassion fatigue. Through UBC's [Employee and Family Assistance Program](#) (EFAP), staff have access to confidential counselling services and clinically developed resources to help you and your family resolve a wide range of issues.

Physical wellness encompasses a variety of healthy behaviors including adequate exercise. Use the available resources available such as warm up, stretching, PPE, and proper equipment. Reach out to your supervisor to discuss any concerns in the workplace. Visit our [Health and Safety](#) page for more resources.

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*Q: While sitting in the lunch room, my colleagues were discussing their political views on immigration. This made me extremely uncomfortable and I did not feel this was appropriate within the workplace but I am not sure how to raise my concerns.*

*A: We all have an obligation to behave respectfully and professionally while at work. If you are uncomfortable speaking to your coworkers directly, contact your supervisor or manager, HR Manager or Associate Director.*

*Q: I have noticed recently that many of my colleagues take extended breaks. I am not sure if I should speak up or just join them and enjoy the longer break.*

*A: Not all ACS employees have the same break times. For example, this may be due to accommodations based on return-to-work agreements or different work schedules. Please speak to your supervisor or manager to share your concerns as they will have a better understanding of individual circumstances.*



## OUR PILLARS

# RESEARCH SUPPORT

We champion animal-based research that emphasizes the highest ethical and scientific standards. By continuously improving performance and operating procedures, we enhance our ability to prepare and support researchers and students in their research.

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### Our Research Support Principles

To meet the needs of research and teaching, Animal Care Services provides housing and care for animals used in research and teaching at the University.

- We use research funds only for their designated purposes.
- We source best cost research support supplies.
- We source animal models from accredited and approved vendors that meet Canadian Council on Animal Care (CCAC), Association for Assessment and Accreditation of Laboratory Animal Care International (AAALAC), or farm standards.
- We accurately account for time and effort allocated to research support funding, per diems, incidentals, etc.
- Our facilities consistently meet or exceed CCAC requirements and good veterinary practices.
- Our facilities meet the needs of all users. In cases where demand exceeds available space or staffing, the space and staffing will be allocated in a manner consistent with the University's goals.

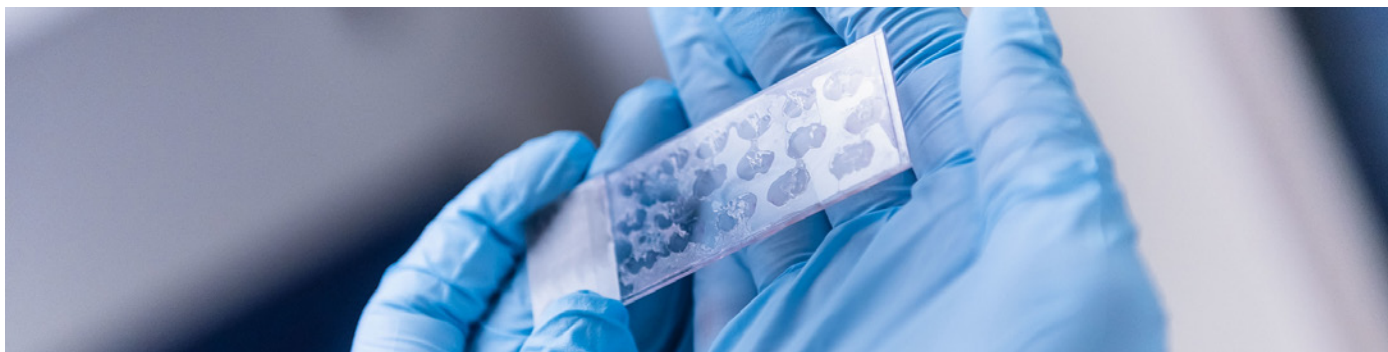
Animal research at UBC is a privilege, not a right. Hence, all work at ACS adheres to approved protocols, and the policies of the UBC ACC and CCAC. At ACS, every employee is committed to:

- Complying with ACS policies and applicable laws and regulations designed to ensure the health, well-being, and safety of all staff and animals under our care.
- Ensuring that researchers and staff are familiar with study protocols and adhere to the highest scientific and ethical standards.
- Maintaining the integrity and quality of research, laboratory results, data and records and following applicable federal grant regulations.
- Reporting concerns to the Post-Approval Monitoring team or the University Veterinarian.

### Did You Know?



The university publishes [animal research data](#) as part of the overall commitment to openness and transparency. In addition to sharing statistics, UBC provides a [virtual tour](#) of our animal care facilities.



## OUR PILLARS

# RESEARCH SUPPORT

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### Media Enquiries



If a member of the media contacts you or have a media inquiry, please email [university.vet@ubc.ca](mailto:university.vet@ubc.ca) or call the Office of the Vice-President, Research & innovation at 604-822-1995 and your question will be routed

to the appropriate media team member. For any public enquiries, direct the enquiries to [research.innovation@ubc.ca](mailto:research.innovation@ubc.ca).

### Environmental Sustainability



In support of UBC's strategic plan and goal of sustainability, Animal Care Services is committed to taking urgent action on climate change and conducting our business in an environmentally sustainable manner. We reduce operations emissions, use environmentally sustainable products and services, recycle and reuse, and conserve resources.

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**Q:** *I am unsure how to complete a task I have been assigned, but I am worried my supervisor will assume I don't know how to perform my job if I ask. What should I do?*

**A:** *Supervisors are expected to foster an environment that encourages employees to raise questions. If you have a question, it's your responsibility and our expectation that you'll ask it and that your supervisor will answer it. Asking questions will help to recognize welfare concerns more readily and bring the supervisor's attention to smaller concerns that may otherwise be overlooked!*

**Q:** *We are scheduled to complete an approved research procedure today, but a study team member just asked if we can modify the approved procedure. Should we make the change requested even though it is not approved?*

**A:** *Any changes to procedures listed on approved protocols must be submitted, reviewed, and approved by the Animal Care Committee before being implemented. In some cases, procedures can be modified under veterinary discretion if there is an animal welfare concern. Please inform the facility veterinarian of the change request so they can follow up with the research team.*





## OUR PILLARS

# FINANCIAL STABILITY

Animal Care Services expects honest and ethical conduct by all employees having responsibility over and/or access to financial assets. We foster a culture of honesty, integrity, stewardship, and financial accountability across the department.

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### Our Financial Stability Principles

An evaluation of all purchases—whether for professional services, equipment, travel, or other goods and services—is done to ensure the ability of Animal Care Services and UBC to serve its mission.

- University resources are used as intended for legitimate university business purposes.
- Financial stewardship includes spending resources wisely. Resources include time, money, people, and property.
- Financial consequences are evaluated before existing activities are changed or eliminated and new activities begin.
- Employees are expected to assume responsibility for their actions, decisions, and results as it relates to significant financial transactions.
- Expenditures comply with relevant policies, guidelines, and rules.
- All transactions are supported with appropriate documentation.
- Records are retained in accordance with University [Records Management Office Retention Schedules](#).

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*Q: As an Animal Care Technician, I was receiving mice into our facility. The “New Cage Fee” is automatically charged in Mosaic, but I forgot to enter the “Unpacking Fee.” Does this matter much?*

*A: Yes, because we depend on the diligence of our staff to enter charges appropriately in Mosaic or on the service sheets. Putting off and potentially forgetting to enter a fee might result in the lab not being billed at all or in the proper month. When invoicing is inaccurate, it impacts both our reputation with our researchers and our ability to build accurate financial reports for operational decision making.*

*Q: A researcher approaches me with a request for new premium animal bedding. Should I place the order right away?*

*A: New purchases must follow our ACS processes. Please direct requests for new products to your facility manager, who will then work with the ACS Procurement team to ensure that all UBC policies and procedures are followed, including investigating pricing, and supplier sources. The ACS Procurement team will research, order and coordinate delivery with the researchers.*

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*It is up to all of us, every day, to make ACS something we are proud to be a part of. Thank you for putting our values and expectations at the heart of every action you make and decision you take on behalf of ACS.*

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## THANK YOU!

With recognition and gratitude to the research animals and the UBC Animal Care and Use Program community that contribute to exceptional research advances.



THE UNIVERSITY OF BRITISH COLUMBIA

Animal Care Services  
VP, Research & Innovation