

***Culture of Care: where are the resources I need
to improve conditions at my workplace?***

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[@adrian_3r](#)

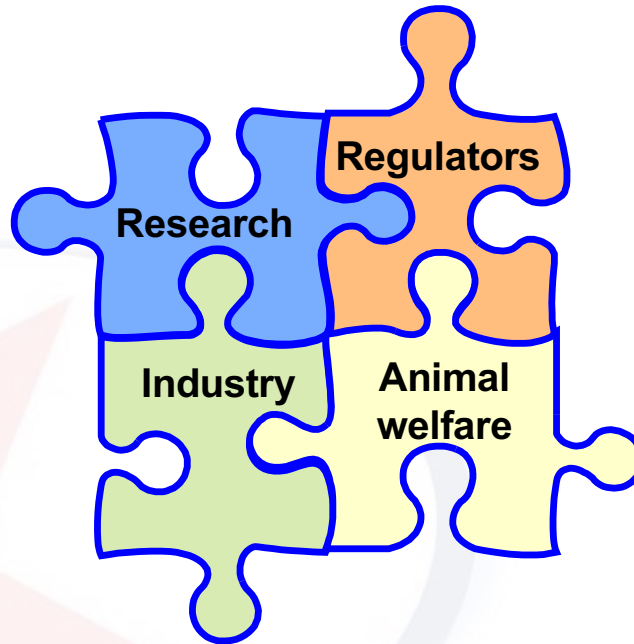
norecopa.no/coc-EUSAAT



<https://norecopa.no>

Norecopa is Norway's National **Consensus**-platform,
working to advance *all the three R's*:
Replacement, Reduction and Refinement

Its Board represents:



increases
the chances
of a culture
of care

Established in 2007



norecopa

PREPARE for better Science

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Welcome to Norecopa,
Norway's 3R platform!

[Creating a Culture of
Care](#)

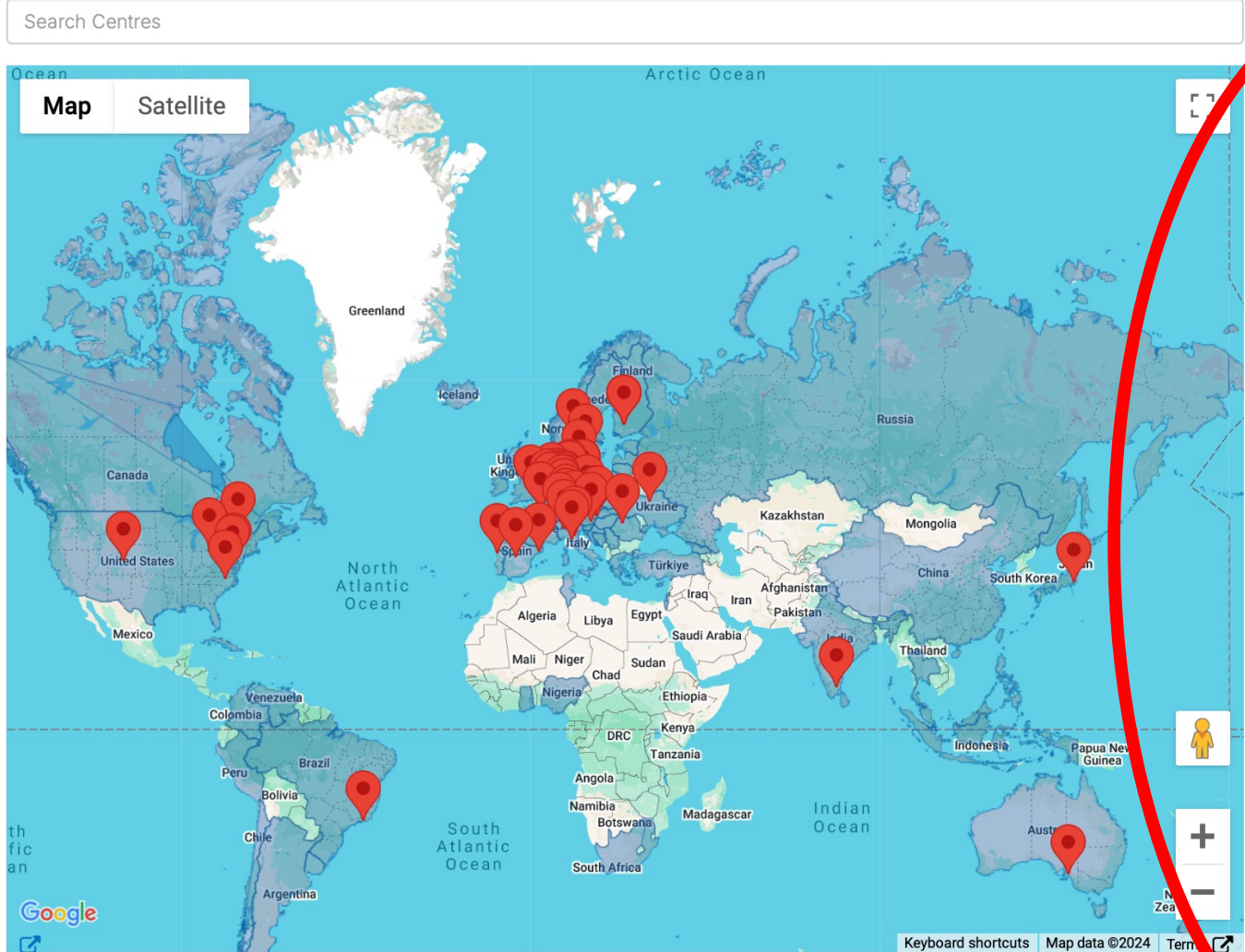
The PREPARE
Guidelines for Planning
Animal Research and
Testing

International Webinars
and Meetings Calendar

A global Map of 3R
Centres and Networks

Alternatives to
dissection

norecopa.no/CoC



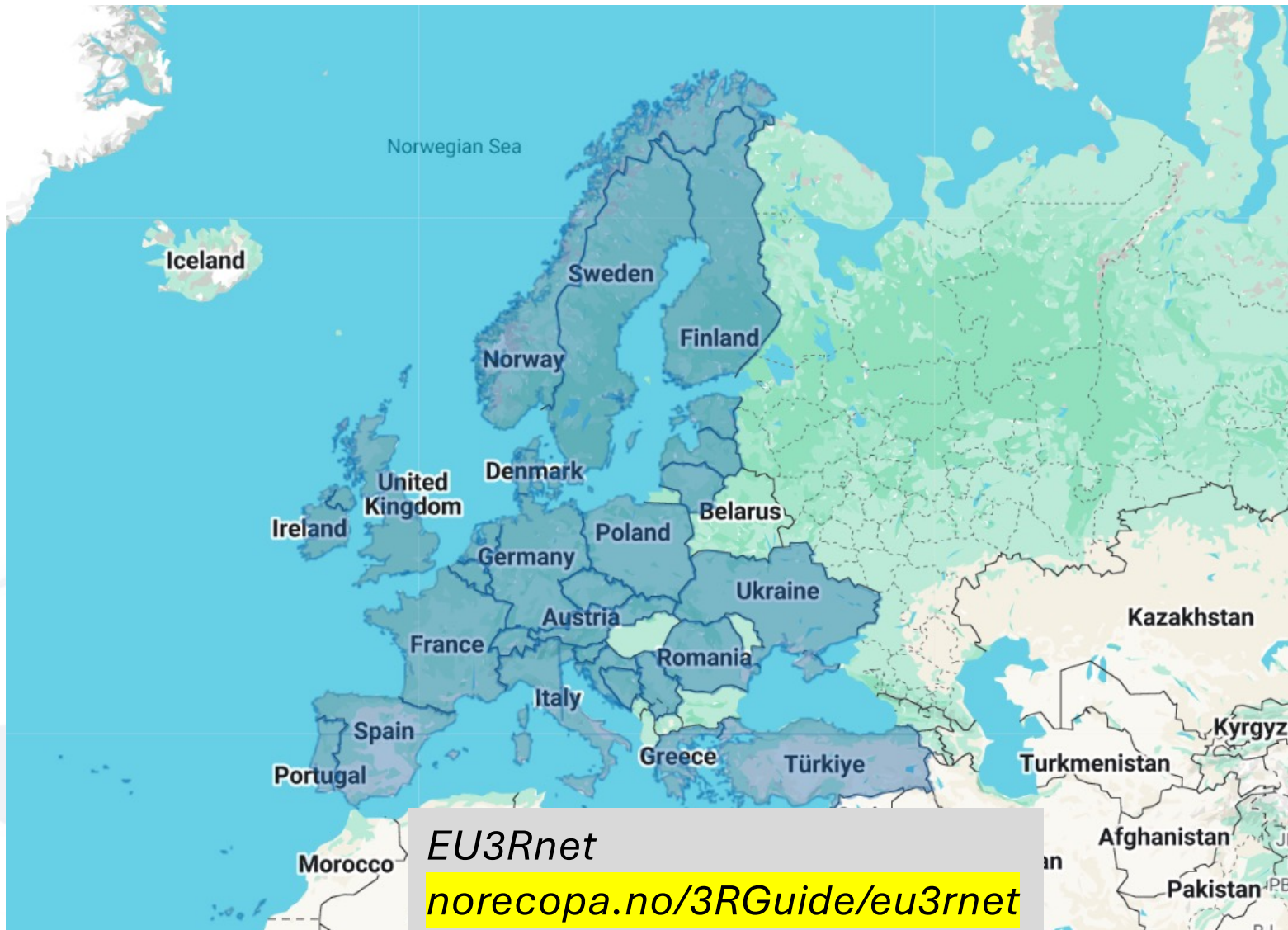
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Centres

- [Replacement](#) ⓘ
- [Reduction](#) ⓘ
- [Refinement](#) ⓘ
- [ecopa](#) ⓘ

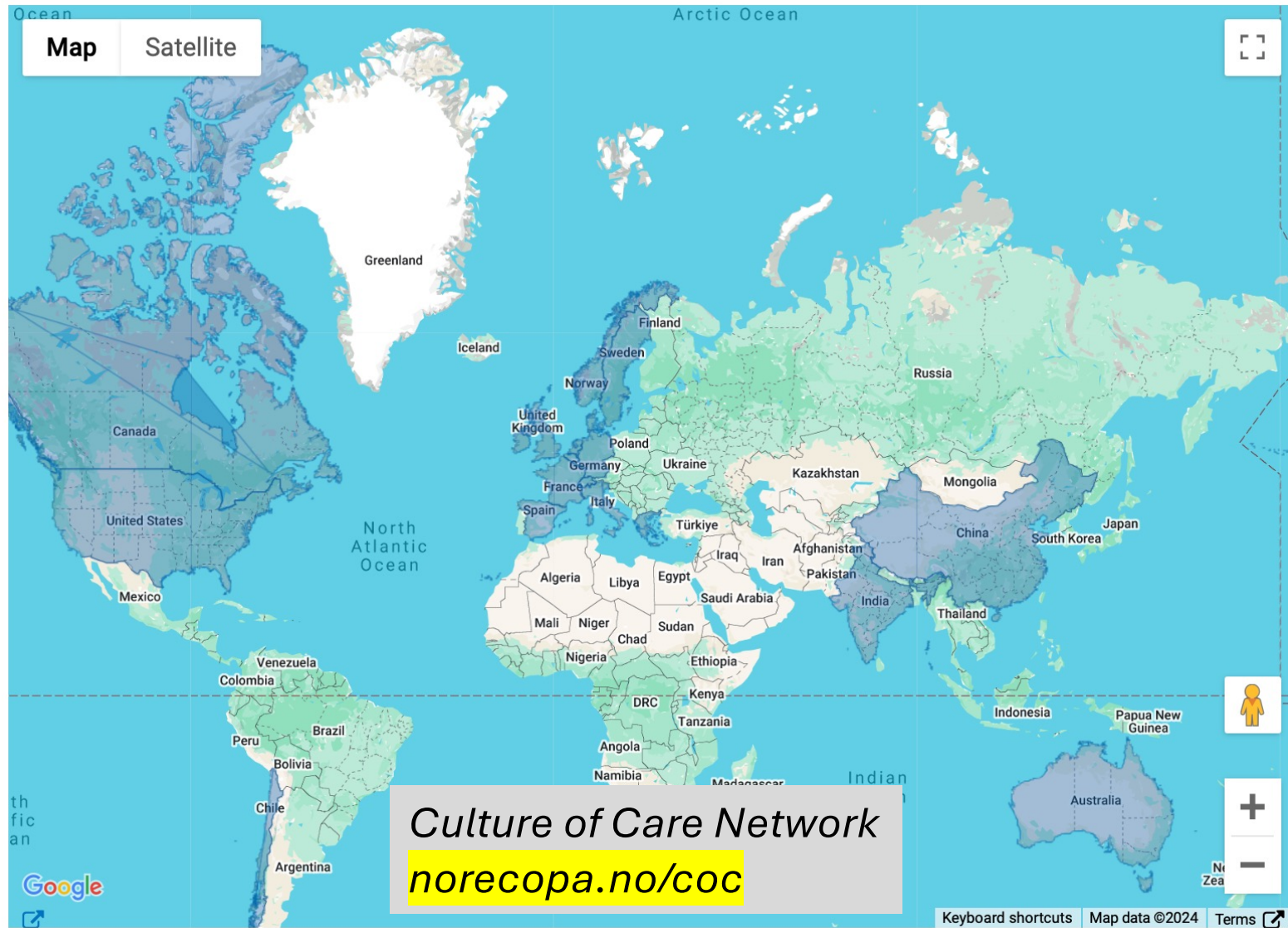
Associations

- [ACURET](#) ⓘ
- [AFLAS \(includes South Korea\)](#) ⓘ
- [Concordat on Openness](#) ⓘ
- [Culture of Care Network](#) ⓘ
- [ecopa](#) ⓘ
- [ENAWB](#) ⓘ
- [EU-NETVAL](#) ⓘ
- [EU3Rnet](#) ⓘ
- [FELASA](#) ⓘ
- [FESSACAL](#) ⓘ
- [ICLAS \(includes South Korea\)](#) ⓘ
- [Scand-LAS](#) ⓘ



Norecopa: PREPARE for better Science

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Norecopa: PREPARE for better Science

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Culture of Care

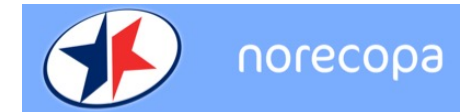
The International Culture of Care Network
norecopa.no/coc

A demonstrable commitment, throughout the establishment, to improving:

- animal welfare
- scientific quality
- care of staff
- transparency for all stakeholders, including the public

It goes beyond simply complying with the law!

Norecopa: PREPARE for better Science



Communication and the Culture of Care

Penny Hawkins, RSPCA Research Animals Department
on behalf of the International Culture of Care Network*

Effective two-way communication between scientists and animal technologists is essential for a good Culture of Care
The European Commission suggests the 'development of formal and informal communication channels, for mutual benefit with respect to science and animal welfare'
Here are some examples from International Culture of Care network members

Regular meetings

Scheduled meetings for scientists, animal technologists, vets, unit managers and AWERB members



Regular refresher/updates

Special events

Duo-talks: researcher talks about their science, and animal technologists talk about techniques and animal care within the project



+ Quick Start Guide

Communication into existing processes

Each study has a pre-start and wash-up meeting involving everybody



Three Rs improvements reported to AWERB & shared at external user meetings

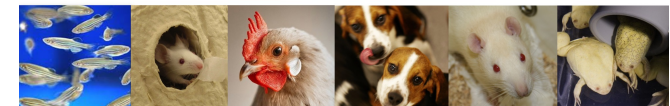


Other ideas

A 'boxless' event: anyone can submit 'out of the box' ideas to improve practice



A staff survey for all e.g. how much do you agree with statements such as 'in our group we listen to each others' ideas about animal welfare'





*norecopa.no/culture-of-care

4. What is the *International Culture of Care Network*?

The primary role of the network is to share and publish examples of activities fostering a Culture of Care which make a difference in terms of improved animal welfare and human wellbeing. Network members include representatives of many professions:

- > *In vivo* technicians
- > Lab animal veterinarians
- > Members of animal welfare bodies
- > Representatives of competent authorities
- > Communications experts
- > Members of animal welfare organisations

If you are interested in learning more, please contact the Network at CultureOfCareNetwork@gmail.com , or [Thomas Bertelsen](#) , who proposed the Network at the FELASA Congress in Brussels in June 2016, where there were 7 presentations on the subject. Established in September 2016, there are currently 57 individual members from 14 countries in the Network (June 2024). The Network does not, at present, issue a newsletter or have any type of public forum other than presentations at scientific meetings.



The International Culture of Care Network

norecopa.no/coc

The International Culture of Care Network

Thomas Bertelsen, Novo Nordisk A/S, Denmark; Adrian Smith, Norecopa, Norway and members of the The International Culture of Care Network

Background

The EU working document on Animal Welfare Bodies and National Committees states:

- Ensuring an appropriate culture of care is in everyone's interests, as it will promote improved animal welfare.
- Simply having animal facilities and resources which meet the requirements of the legislation will not ensure that appropriate animal welfare, care and use practices will automatically follow.

The aims of the Culture of Care Network

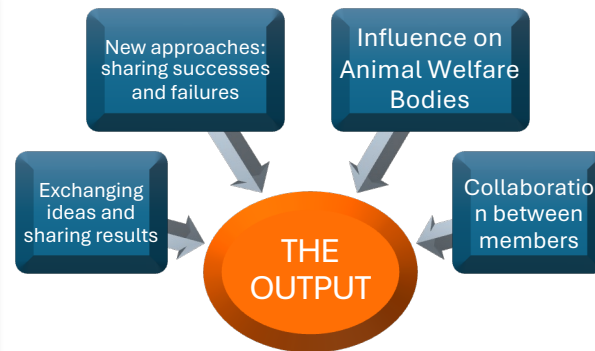
To provide a forum for the quick and efficient dissemination of ideas and efforts to create a culture of care

- To promote a mindset and behaviour that continuously and proactively works to advance laboratory animal welfare and the 3Rs.
- To aim for more than a culture of compliance.
- To encourage a culture of challenge, rather than accepting established practice.

Interested in joining?

As a member, you are expected to work actively with culture of care.

Please write to: CultureOfCareNetwork@gmail.com



Our members

The Network consists of people with a large range of backgrounds:

- Laboratory animal scientists & technicians
- Laboratory animal veterinarians
- Members of Animal Welfare Bodies
- Representatives of National competent authorities
- Communications experts
- Members of animal welfare organisations

This diversity of competency and perspectives ensures that the network encourages a culture of care both for the animals used in research and for those working with them.

We are currently 36 members in 14 countries.



norecopa.no/CoC

References:

- The legal framework for a culture of care: https://ec.europa.eu/environment/chemicals/lab_animals/pdf/endorsed_awb-nc.pdf
- A Quick Start Guide: <https://norecopa.no/CoC/quick-start-guide>
- An overview of culture of care resources: <https://norecopa.no/CoC/resources>

> **Recital 31 of the [EU Directive 2010/EU](#) states:**

*Animal-welfare considerations should be given the highest priority in the context of animal keeping, breeding and use. Breeders, suppliers and users should therefore have an **animal-welfare body** in place with the primary task of focusing on giving advice on animal-welfare issues. The body should also follow the development and outcome of projects at establishment level, **foster a climate of care and provide tools for the practical application and timely implementation of recent technical and scientific developments in relation to the principles of replacement, reduction and refinement, in order to enhance the life-time experience of the animals. The advice given by the animal-welfare body should be properly documented and open to scrutiny during inspections.***



> In [A working document on Animal Welfare Bodies and National Committees to fulfil the requirements under the Directive](#), there is a section entitled **Fostering a Culture of Care** on 'establishing and maintaining an appropriate climate of care, often called in practice, and subsequently referred to in this document as, a "culture of care", among the animal user community.' It is listed as one of the benefits of an effective Animal Welfare Body. The section states:

"Ensuring an appropriate culture of care is in everyone's interests, as it will promote improved animal welfare and therefore enhanced scientific outcomes, and give all those involved in the establishment confidence that delivering high quality animal care and use practices is an important priority.

<https://swiss3rcc.org/culture-of-care>

Culture of Care Working Group

About Culture of Care

Culture of care is an important principle that indicates a commitment to improve animal welfare, scientific quality, care of the staff and transparency for the stakeholders.

The Swiss 3RCC's Culture of Care working group aims to promote and facilitate the **culture of care** at institutions in Switzerland. We also host the larger Swiss Culture of Care Group in their regular meetings.

An international culture of care network was established to share examples of activities that improve animal welfare. The network aims to promote a mind-set and behaviour that continuously and proactively works to promote laboratory animal welfare and the 3Rs; to go beyond a culture of compliance, and to include a culture of challenge, i.e., go beyond the accepted. You can find more information on the **International Culture of Care Network** [here](#).

The Swiss Culture of Care Charter

The **Charter** is meant to give practical suggestions on steps and actions to implement the CoC actively in the daily research activities. It is an engagement to bind to a philosophy, which in the present case is rooted in the 3Rs principle. Joining the CoC Charter is an official recognition that a given Institution will do its best to apply 3Rs principles beyond the legal requirements.

The degree with which the Institutions will apply the concepts of the Charter depends on how much resources are allocated to this endeavor and is voluntary.

If each of the key players – animal caretakers, veterinarians, facility managers, scientists, animal welfare officers, leaders - implement one of these actions daily, research institutions would positively impact the welfare of the animals, their research but also the satisfaction of their employees and the trust of the public.



CULTURE OF CARE

"CARING, ACCOUNTABILITY, RESPECT, EXCELLENCE" CHARTER



CARING

- We care about the health, physical and emotional wellbeing of animals and staff.
- We handle animals with care.
- We actively seek to refine the way we house, handle and care for animals.
- We practice and promote safety at the workplace.
- We take care of the equipment and value the resources we work with.
- We acknowledge good work and commitment.



ACCOUNTABILITY

- We are responsible for the welfare of our animals and our team.
- We are accountable for our actions.
- We have agreed ethical values and demonstrate integrity.
- We are committed to open communication within our organisation.
- We contribute to an open dialogue about animal welfare and animal research.



RESPECT

- We act and communicate in a respectful, clear and transparent manner.
- We treat animals and people within and beyond our institution with respect.
- We listen to team members, ask team members how they are and show our appreciation.
- We show and promote respect for the dignity of the animals we work with.
- We treat errors as learning opportunities at their first occurrence.



EXCELLENCE

- We provide high-quality care to the animals and implement animal welfare concepts.
- We strive to promote the application of 3Rs.
- We proactively seek ways to go beyond regulatory requirements.
- We strive for excellence in science.
- We endorse planning and reporting guidelines (PREPARE & ARRIVE 2.0).
- We help to promote a culture of learning.

INTRODUCTORY DEFINITIONS

While an institution's strategy defines some of its values, norms and principles, its mission and vision define its purpose and capacity to thrive. Culture is a set of values, norms and principles that are accepted, or rejected within a community, in response to changing opportunities and challenges.

Culture of Care (CoC) in laboratory animal science is an organisation to improve animal welfare and quality by implementing a care and breeding program for scientific purposes. The CoC program complements national and international regulations (TschG and TSchV) and 3Rs principles, as well as the principles of animal care as defined in the European Directive 609/86/EEC.

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The European Directive 609/86/EEC emphasizes the importance of ensuring the welfare, care and use of animals in scientific research.

<https://www.fedex.admin.ch/14222220>
<https://eur-lex.europa.eu/eli/dir/1986/06/01/0001/01/eng>

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SWISS CULTURE OF CARE CHARTER

Implementation of the Charter depends on steps and actions to implement it. It is an engagement to bind to a goal in the 3Rs principle. Joining the CoC Institution will do its best to apply 3Rs.

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Culture of Care Award



The Culture of Care (CoC) Award recognizes an individual or a group of people for their accomplishment to promote and implement a good Culture of Care within a research institution that uses animals for research.

Background

The Culture of Care Network of the [Swiss 3RCC](#) will grant this prize for the third time in 2024.

The award promotes the proactive implementation of a good Culture of Care within Swiss institutions that are conducting or supporting exemplary animal research.

As any other *culture* that defines an organization's beliefs and behavior, the Culture of Care in laboratory animal science gathers all the values, ideas and actions that allows an institution to go beyond the legal requirements and obligations, and thrive into a positive research environment, for their staff, the animals, and society.

Implementing CoC within the organization aims to provide all stakeholders a sense of pride that they are doing their job the right way and doing the right things.

Nominees for this award can be any individual or collaborative initiatives that proactively and successfully drive forward the implementation of a good Culture of Care within animal research institutions.

Eligibility

Any person at a Swiss research institute or Swiss organization, eg. researchers, animal caretakers, communication or management staff can apply or be nominated by their peers.

Criteria

The successful project/action should have a positive impact on humans & animals in the context of driving forward a good Culture of Care that goes beyond legal requirements, such as:

- a) animal welfare (progressively working on implementation of a good CoC, beyond the 3Rs)
- b) scientific quality (e.g. enhance reproducibility)
- c) transparency and communication (improving internal communication between stakeholders, excluding public outreach projects)
- d) care of staff (improved management, empowering e.g. animal care staff, promoting respectful working environment, preventing compassion fatigue, creating a safe environment to talk about doubts or concerns and to make suggestions for improvements)
- e) Innovation (thinking out of the box), e.g. developing new or improved techniques or training programs.

Award Details

Online application: funding.swiss3rcc.org

Challenge cup and a 3.000 CHF honorarium

Deadline: October 31st, 2024

<https://swiss3rcc.org/award-call-culture-of-care>



Culture of Care Award

The Culture of Care (CoC) Award recognizes an individual or a group of people for their accomplishment to promote and implement a good Culture of Care within a research institution that uses animals for research.

The award for contribution to the CoC in 2022 was presented live at the [SGV meeting](#) to [Dr. Julie Parchet-Piccand](#) from EPFL for her project on improving the knowledge of experimental licenses and research projects for animal caretakers.

For all relevant information on eligibility and how to apply [click here](#).

Animal Technician Week

This annual celebration recognises animal technicians for their essential contribution as members of the research team. They are responsible for providing compassionate attention to the animals in their care. More information: [Animal Technician Week](#)

Current Members

Paulin Jirkof - *University of Zurich*

Anne Planche - *Swiss Animal Facility Network*

Andrina Zbinden - *University of Fribourg*

Birgit Ledermann - *Swiss Laboratory Animal Science Association*

Armand Mensen - *Swiss 3RCC*

If you are interested in becoming a member of the Culture of Care working group, please send an email to paulin.jirkof@swiss3rcc.org with your profile / cv and a short motivation text about your reasons for wanting to join the working group.

2025 International Laboratory Animal Technician Week




January 26 - February 1, 2025



This annual celebration recognizes laboratory animal technicians for their essential contributions as members of the research team.

<https://www.aalas.org/certification/technicians/tech-week>

Culture of care

- [Promoting a Culture of Care](#)  (2020)
- [Communication and the Culture of Care poster](#)  (2019) on behalf of [The International Culture of Care Network](#) 
- [3Rs-related and objective indicators to help assess the Culture of Care](#)  (2019)
- [Assessing the Culture of Care: A survey of Culture of Care Network members](#)  (2017)
- [Communicating the Culture of Care - how to win friends and influence people](#)  (2016)
- [Good Science, Good Sense and Good Sensibilities: The Three Ss of Carol Newton](#)  (2016)
- [Raising concerns about laboratory animal welfare: report of a workshop at IAT Congress](#)  (2014)



Culture of care: Creating the right environment for animal care

Recordings from a webinar series exploring the topic of culture of care.

June 2023

<https://nc3rs.org.uk/3rs-resources/culture-care-creating-right-environment-animal-care>

Culture of care case studies (ENGLISH)

A series of case studies developed by a group of 3Rs centres (logos above) to accompany a [webinar series focusing on culture of care](#) (June 2023).

Case study 1: Caring for my dogs

Case study 2: Too late to feed my pigs

Case study 3: My first experiment

Case study 4: My dream job

Case study 5: Late night working

<https://nc3rs.org.uk/3rs-resources/culture-care-creating-right-environment-animal-care>



Case studies ENGLISH.pdf

PDF 208.52 KB



Case studies FRENCH.pdf

PDF 209.25 KB



Case studies GERMAN.pdf

PDF 213.6 KB



Case studies DUTCH.pdf

PDF 207.24 KB

June 2023

<https://nc3rs.org.uk/3rs-resources/culture-care-creating-right-environment-animal-care>

The CoC Network's Quick Start Guide



Advice on

- Key steps
 - managerial commitment
 - encouraging dialogue
 - rewarding individuals
- Writing a vision statement
- Establishing indicators of a culture of care
- Using a checklist to assess the current situation
- Looking for evidence of a lack of care

<https://norecopa.no/coc/quick-start-guide>

Written by [Adrian Smith](#) - may be used freely.

Commitment to continually improve standards of animal welfare, ethics, health and safety

Undertake training regularly and keep informed of the latest 3R developments

Lip service banned: a positive and optimistic mind-set is needed

Transparency, including to the general public and all other stakeholders

Understand the need for individual responsibility to nurture the culture

Right to challenge and question the use of animals, the choice of husbandry methods and the procedures

Educate staff about alternatives at an early stage of employment

On the ball: a pro-active approach, rather than just reacting to problems when they arise

Find the time needed

Concerns can be aired without consequences for the whistleblower

Award good initiatives and promote individual thinking

Researchers and staff interact well, ensuring research integrity and quality

Everyone, from leadership downwards, is willing to implement a Culture of Care

<https://norecopa.no/more-resources/culture-of-care/quick-start-guide/mnemonic-for-culture-of-care>

Donate














Compassion Fatigue Resiliency

Caring for our People. Caring for our Animals.

Working with research animals can be challenging, leading to workplace stress, burnout, and compassion fatigue. But together we can support resiliency. We have a range of resources designed to promote resiliency for both individuals & institutions.

<https://3rc.org/compassion-fatigue>

What factors are linked to higher compassion fatigue?

-  Less social support
-  Higher animal stress/pain
-  Less enrichment frequency/diversity & stronger desire to provide more enrichment
-  Physical euthanasia methods & less control over performing euthanasia
-  Working as a trainer or at universities
-  Longer working hours & understaffing
-  Lower emotional stability, openness, & extraversion
-  Close relationships with animals
-  Lack of resources/training for compassion fatigue
-  Poor relationships with superiors
-  Poor mental or physical health

<https://3rc.org/compassion-fatigue>

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*Hall 3 tomorrow at 1200:
“Quality, fast, cheap: Choose two”.
Practical advice on how to conduct better Science*

[wikipedia](#)

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