

Recommendations	Details of Suggested Actions
<b>Create a district culture of psychological safety</b>	<ul style="list-style-type: none"> <li>• Explicitly teach what psychological safety is and the impact it has on the workplace</li> <li>• Make a commitment to continuously work towards it.</li> </ul>
<b>Design psychologically safe meeting structures and practices</b>	<ul style="list-style-type: none"> <li>• Design meetings to include collaboration and reflection</li> <li>• Co-create group norms</li> <li>• Embed the expectation of and opportunities for feedback</li> <li>• Normalize and plan for mistakes and conflict</li> </ul>
<b>Redistribute social power</b>	<ul style="list-style-type: none"> <li>• Create cross-role learning opportunities</li> <li>• Design diverse committees and projects</li> <li>• Provide opportunities for shared or distributed leadership and decision-making</li> </ul>
<b>Clarify terms and expectations</b>	<ul style="list-style-type: none"> <li>• Review institutional practices to align them with present values</li> <li>• Share clear criteria for success and advancement</li> <li>• Create and/or clarify growth opportunities beyond formal advancement</li> </ul>
<b>Design open communication plans and create collective accountability</b>	<ul style="list-style-type: none"> <li>• Reinforce collective goals: What are we all working towards together?</li> <li>• Make non-confidential information open and accessible</li> <li>• Clarify when and why things are not shared</li> <li>• Consider sharing problems widely for diverse ideas and input</li> </ul>
<b>Create mentoring programs that model psychological safety</b>	<ul style="list-style-type: none"> <li>• Establish or continue mentoring opportunities for new employees</li> <li>• Embed psychological safety into all mentoring programs</li> </ul>