



# Code of Conduct

Annual Report

2020 March 12

## The story behind the Code of Conduct

The City of Calgary recognizes that having a Code of Conduct, founded in our values, is key to our success. A strong Code of Conduct benefits everyone as it fosters a safe, healthy and ethical workplace, and protects our collective reputation, while strengthening our commitment to making Calgary a great place to make a living and a great place to make a life.

As a result of the 2015 Ethics Audit, The City focused on refreshing our Code of Conduct to align it with best practices. Our Code of Conduct is now values-based, allowing employees to engage the corporate values as a framework for decision-making, rather than listing a complex set of detailed rules. The refreshed Code of Conduct, launched in 2017 March, is framed in four (4) behaviour based themes which articulate, but do not replace, the nine (9) underlying policies.

In 2017 Q4 The City developed Code of Conduct learning (training), which was fully launched on 2018 June 4 and was promoted using a comprehensive awareness campaign, supporting both the Leadership Strategic Plan (C2014-0703) and Council's Imperatives (C2014-0703).

This report has been designed to provide Audit Committee and Council with an update on the Code of Conduct program while also providing assurance of sound practices within The City's Code of Conduct program. Therefore, this report is organized using the following:

### 1. City of Calgary Code of Conduct Progress

- a. High level **recent accomplishments** in 2019-2020.
- b. Headline performance measures to show **how The City is doing**. Where available, baseline information for the measures show history (represented by a solid red line) and forecast (indicated by a dotted red line). Anticipated changes are represented by a solid gray arrow, to depict where The City can "turn the curve" on performance.
- c. **The story behind the numbers** describes the conditions, causes and forces at work that helps explain the current and expected performance.
- d. **What we propose to do** highlights initiatives planned or currently underway to advance success in the focus area.

Ongoing performance accountability is essential to the success of the Code of Conduct. A sustainment strategy will be developed to integrate these initiatives in the work The City does and to continue to measure and report on the Code of Conduct program's performance.

### 2. Code of Conduct Supporting Policies

- a. The list of behaviour based themes, with supporting Code of Conduct policies.

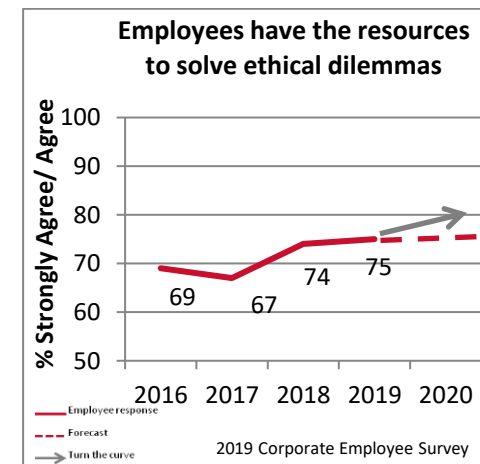
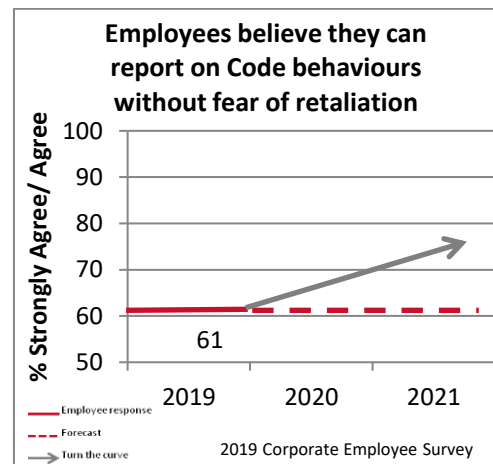
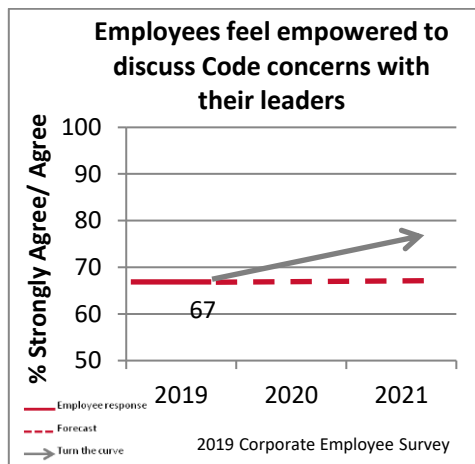
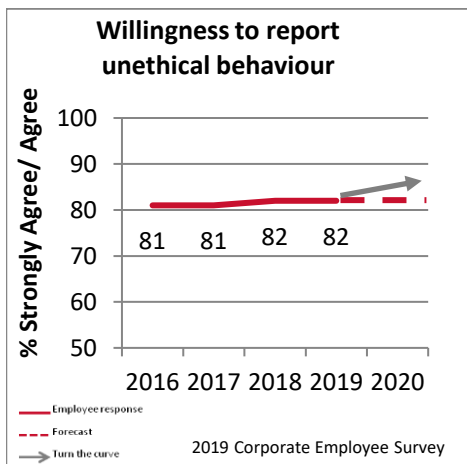


The City of Calgary's values based Code of Conduct outlines expectations and standards of behaviour to help employees remain focused on delivering The City's common purpose; making life better every day.

## Recent accomplishments

- Refreshed Code of Conduct was launched on calgary.ca in 2017 March as a fully accessible micro-site, paired with an accessible PDF for download. The microsite has received 18,082 views during the period of 2017 March- 2020 February.
- Code of Conduct team integrated the 2015 Ethics Audit recommendations with best practices to design and develop Code of Conduct learning (training) to support employees to make ethical decisions, while understanding what is expected of them as public servants. The Code of Conduct learning;
  - Is values-driven and is underpinned by our behaviour-based cultural imperatives (character, competence, collaboration, commitment and individual responsibility, collective accountability).
  - Provides direction, tools, resources and principles to guide behaviour and decision-making; including, a decision making tree (Attachment 2), and scenario-based examples to support employees and leaders understanding of the Code.
  - Is offered in two forms; eLearning, for employees with computer access and facilitated sessions for employees without computer access.
  - As of 2020 February 13, 15,042 employees have completed the training. 5,636 of those employees are "non-wired" with 285 "instructor led" sessions delivered.
- Per Administration's commitment to the Audit Committee, the Code of Conduct mandatory learning must be complete by all employees on a biennial basis. Therefore, the Code of Conduct team is currently updating the learning; to reflect policy updates, fresh scenarios and to highlight strategies for employees to address Code of Conduct concerns. Additionally, a leader module has been included, which will be mandatory for all City leaders, and supervisors with direct reports. This training will be launched in 2020 summer.
- In 2019-2020, ongoing Code of Conduct awareness was facilitated by publishing a series of eight (8) articles on the myCity website, accessible to all employees.
- Two new Code of Conduct questions were incorporated in the 2019 Corporate Employee Survey; "I feel empowered to discuss Code of Conduct concerns with my leader" and "I can report on behaviour related to the Code without fear of retaliation;" to add robustness to the three existing questions directly related to the Code of Conduct; "I would report unethical behaviour in my workplace"; "Ethics and the Code of Conduct are discussed in my workplace" and; "If I am faced with an ethical dilemma, I know where I can go to find help in resolving the issue."

## How we are doing?



## The story behind the numbers

In 2017 the refreshed Code of Conduct was launched to the organization using an awareness campaign. This refreshed Code was designed using aspirational, descriptive and proscriptive content to support its nine (9) standing policies. In May 2018 the Code training was rolled out to City leaders, managers and supervisors, followed by a full launch to all employees in 2018 June.

The Corporate Employee Survey (CES) was expanded in 2019 to include two additional questions directly related to the Code of Conduct. The results of the CES indicated that employees are willing to report unethical behaviour, however, some employees have expressed a fear of retaliation. Based on these results, Administration has an opportunity to; better understand and address the employees' fear of retaliation when reporting on Code behaviours; enhance leadership accountability for creating a safe, healthy and ethical workplace, through ongoing education; and provide awareness, tools and resources to support employees facing ethical dilemmas.

## What we propose to do:

- Continue to actively provide education and awareness of the Code of Conduct by implementing the (mandatory) Code of Conduct 2020 learning.
- Conduct an analysis including, but not limited to focus groups, to understand and address employees' fear of retaliation when reporting on Code behaviours.
- Continue to apply the Results Based Accountability™ approach to evaluate the progress on the Code of Conduct while enhancing reporting mechanisms.

## Code of Conduct- Supporting Policies

The Code of Conduct is framed into four (4) behaviour based themes which articulates, but does not replace, the nine (9) existing policies. These four themes are designed to focus on The City's values and, to reduce complexity of the Code. The four themes and corresponding policies are:

### A Safe and Healthy Workplace

Occupational Health and Safety (HS-ESM-001)

Workplace Violence (GN-040)\*

Substance Use (HR-TR-005)

### Respect in our Workplace

Respectful Workplace (HR-LR-001)\*

Acceptable Use of City Technology Resources (IM-IT-002)\*

Social Media, Media Relations and Public Statement (ALT2016-0798)

Workplace Violence Policy (GN-040)\*

### Proper Use of City Resources

Acceptable Use of City Technology Resources (IM-IT-002)\*

Conflict of Interest (HR-LR-004)

The City of Calgary's Environmental Policy (UEP001)\*

Freedom of Information and Protection of Privacy Act

### Putting Calgary First

Conflict of Interest (HR-LR-004)

Social Media, Media Relations and Public Statement (ALT2016-0798)

Freedom of Information and Protection of Privacy Act

\*Policies being updated within the next year