



Code of Conduct Annual Report

2021 March 18

Introduction

This report provides Audit Committee and Councillors with an update on the Code of Conduct program. The following details provide assurance that The City's Code of Conduct program continues to serve as an efficient and effective internal control:

1. High level **Recent Accomplishments** in 2020-2021.
2. Headline performance measures to show **how The City is doing**.
3. The context and **story behind the numbers** to help explain the current and expected performance.
4. **What we propose** to do to maintain and advance the impact of the Code of Conduct program.

Recent Accomplishments

The City has offered mandatory Code of Conduct training since 2018 to ensure employees are familiar with our Code, can practice values-based decision making and have access to information and support if they are unsure or have concerns. In 2020 September, an updated Code of Conduct eLearning course was launched with new features, content and scenarios. The course:

- Is values-driven and underpinned by the 4Cs of our culture (character, competence, commitment and collaboration), and individual responsibility and collective accountability.
- Provides direction, tools, resources and principles to guide behaviour and decision-making, including the Code Decision Tool (Attachment 1).
- Includes scenario-based examples of situations employees and leaders may encounter, to support understanding and application of the Code.
- Is offered primarily through eLearning, with alternatives available on an accommodation basis.
- Supports a range of potential learner accessibility requirements.

As of 2021 March 8, 9107 employees (75%) have valid training. The corporate deadline for employees to complete the updated Code of Conduct eLearning is March 31st, 2021. As per Administration's commitment to the Audit Committee, the Code of Conduct training must be completed by all employees on a biennial basis.

The successful development, update and implementation of the Code of Conduct courses was achieved through a coordinated and collaborative approach between the Chief Financial Officer's Department, Policy Owners and Senior Leadership. 95% of learners indicated they were satisfied with the course on the training evaluation survey. Learners who used accessibility features or assistive technology to complete the course rated the accessibility an average of 4.47 (where 5 indicates a fully accessible experience).

A new mandatory Code of Conduct for Leaders course was launched in September 2020 for all leaders with direct reports. As of 2021 March 8, 1097 leaders (approx. 81%) have completed the course. The new course is supplemented by a toolkit of resources to support application of the learning and ongoing conversations about the Code with their employees.

How are we doing?

The story behind the numbers

The updated Code of Conduct course launched in 2020 September is an effective tool; 99% of learners are aware of Code expectations (Fig. 1) and 98% of learners report that they understand how to speak up or address behaviour that is not aligned with our Code (Fig. 2). Through open-ended responses on the 2020-

2021 Code of Conduct Training Evaluation Survey employees reported increased confidence in speaking up, knowing where to go for information and support, having a better understanding of specific expectations for behaviour, commitment to respectful and inclusive workplace behaviour, and understanding their role as an ambassador for The City.

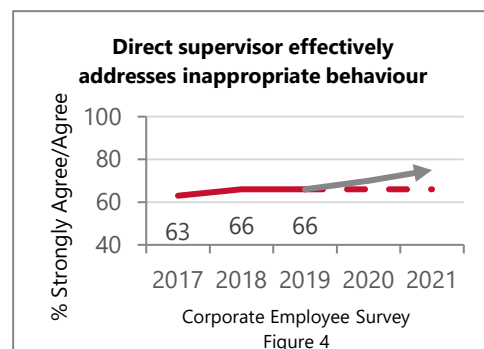
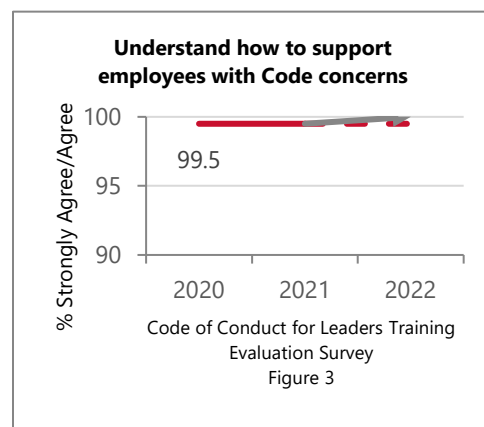
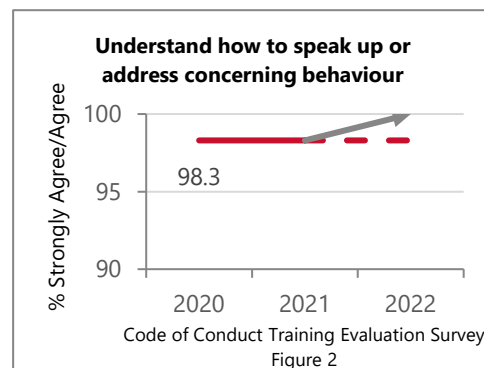
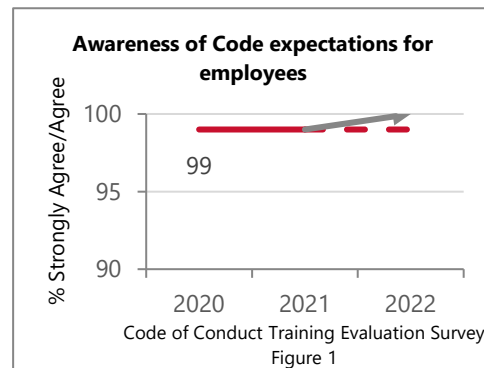
In addition, the Code of Conduct for Leaders course launched in 2020 September has proven effective with 99.5% of leaders indicating they understand how to support employees with Code concerns (Fig. 3).

However, the 2019 Corporate Employee Survey results indicate that some employees fear retaliation for reporting Code violations and 66% perceive that their direct supervisor effectively addresses inappropriate behaviour (Fig. 4). These findings were validated through open-ended responses on the 2020-2021 Code of Conduct Training Evaluation Survey.

Based on these results, Administration has an opportunity to better understand these concerns, enhance leadership accountability for psychological safety and addressing inappropriate behaviour, and develop a culture of speaking up about issues. Creating an environment where employees feel safe to speak up will strengthen the effectiveness of the Code of Conduct.

Corporate activities undertaken in 2020-2021 to improve processes and support progress in leadership and culture include:

- New Respect in the Workplace eLearning and updated Code of Conduct training content encouraging employees to address and bring issues forward while providing reassurance that retaliation will not be tolerated.
- New Code of Conduct for Leaders training and toolkit to ensure all leaders are aware of their responsibilities for the Code and understand how to support employees with their concerns.
- Updated Respectful Workplace and Workplace Violence Prevention Policies.
- New Harassment Prevention Plan and tools for leaders and employees to help address respectful workplace issues and reinforce The City's commitment to protect employees experiencing retaliation.
- Standardization of the Respectful Workplace Investigations process, including a reminder that employees are protected against retaliation and an invitation to raise concerns about retaliation.
- New mandatory Healthy Workplace eLearning to support leaders to intentionally manage occupational health, safety and wellness in the workplace.
- Health, Safety & Wellness Month learning sessions focused on psychological health and safety.
- Inclusive leadership and anti-racism learning and resources.
- Experience Inclusion featured moderated discussions and individual employees sharing their stories of inclusion.



— Employee Response
- - - Forecast
→ Turn the curve

What we propose to do

Inspire a proud and engaged workforce

Continue to reinforce the Code of Conduct

- Maintain high quality mandatory training and promote ongoing awareness.

Focus the organization on safety, respect and inclusion

- Collaborate with HR partners on cultural growth initiatives that continue to progress psychological safety and speaking up.

Be innovative, tech savvy and future-focused

Leverage data and analytics to make better decisions and work smarter

- Continue to apply the Results Based Accountability™ approach to evaluate the performance of the Code of Conduct program and its contribution to the corporation.