

# BRIEFING

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Item # 11.1

**People, Innovation and Collaboration Services Briefing to  
Audit Committee  
2023 March 08**

**ISC: UNRESTRICTED  
AC2023-0112**

## **Administration Code of Conduct Annual Update**

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### **PURPOSE OF BRIEFING**

This briefing provides Audit Committee with an annual update on management practices and processes related to The City of Calgary's Administration Code of Conduct Program (the Program).

The previous Code of Conduct Annual Update in 2022 September (AC2022-0903) included accomplishments and activities from 2021 January to 2022 July. This briefing (AC2023-0112) includes accomplishments and activities from 2022 August to 2022 December, returning the annual update to its previous Audit Committee reporting cycle.

### **SUPPORTING INFORMATION**

#### **Recent accomplishments**

- Reviewed and updated the Administration Code of Conduct Standards (Standards) that accompany the amended Administration Code of Conduct Policy (Policy) approved by the Executive Leadership Team on 2022 July 4. The amended Policy (Attachment 3) and new Standards (Attachment 4) became effective 2023 January 1.
- Provided information and reporting to KPMG auditors to support the discovery and development phase of the 2022 external audit of the Code of Conduct Program.
- Launched the updated mandatory *Code of Conduct* and *Code of Conduct for Leaders* training courses in 2023 January. Course content was updated to include Policy amendments, new Standards, and interactive scenarios. New features enhance the learning experience for employees. All employees are expected to complete the updated Code of Conduct course by 2023 December.

#### **How are we doing?**

The story behind the numbers is outlined below. Performance measures have been provided in Attachment 2.

The Program continues to deliver two high-quality mandatory training courses, with strong satisfaction and accessibility ratings from employees and leaders. Training compliance remains high, and the learning has the desired impact of ensuring employees and leaders understand The City's Administration Code of Conduct expectations within their roles. In 2023, all employees will complete the updated Code of Conduct course to renew their training. As of 2023 February 8, 35.4 per cent of employees have completed the updated course.

As reported in the 2022 September update to Audit Committee, the most recent (2021 September) Corporate Employee Survey results related to the Administration Code of Conduct reflect modest improvements. Most employees are willing to report unethical behaviour and know how to access resources to resolve issues. The Speaking Up project is underway and will help us to better understand the barriers employees may face when deciding to report code-related issues, such as fear of retaliation and the belief that their concerns will not be addressed effectively.

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Corporate activities intended to strengthen the organizational culture, systems and resources that support an effective Administration Code of Conduct were undertaken in 2022 August to 2022 December. These include:

- Development of a new Protection of Privacy Policy, being prepared for Executive Leadership Team approval in 2023 Q3.
- Amendments to the Substance Use Policy, being prepared for Executive Leadership Team approval in 2023 Q3.
- Amendments to the Workplace Violence Prevention Policy being prepared for Executive Leadership Team approval in 2023 Q3.
- Development of the Speaking Up survey for employees, scheduled to launch in 2023 Q2.
- Launch of six shared safety commitments to improve our safety culture together: (1) Be fit for work; (2) Wear your personal protective equipment (PPE); (3) Identify hazards and risks; (4) Champion psychological safety; (5) Report incidents and unsafe conditions; and (6) Drive and operate equipment safely.
- Additional promotion and communication of the Disclosure & Resolution Resource Office in the Calgary Fire Department to increase awareness of and access to the service.
- Collaboration and communication with leaders and key partners about the Restorative Workplace Strategy. Ongoing research of restorative workplace and trauma informed practices, training and data collection.
- Launch of the 21-Day Anti-Racism Challenge for employees to learn about racial equity issues and apply an anti-racism lens to their work.
- Introduction of an Inclusive Language initiative to address systemic racism. Two changes highlighted: capitalizing the term “Racialized” and discontinuing the use of the term “stakeholder” in City programs, policies and services.
- Facilitation of safe and inclusive spaces by creating awareness on topics related to Equity, Diversity, Inclusion and Belonging (EDIB). Tactics included the Experience Inclusion event, human rights events, learning sessions, and consulting with leaders and employees on department and business unit-specific EDIB initiatives.

## **What we propose to do**

- Integrate recommendations from the 2022 External Audit of the Code of Conduct Program into the 2023 work plan.
- Update Audit Committee on the Speaking Up Project (2023 Q4).
- Continue to collaborate with partners who are working to progress equity, inclusion, anti-racism, Indigenous awareness, psychological safety and speaking up.
- Continue to apply the Results Based Accountability™ approach to evaluate the performance of the Administration Code of Conduct Program and its contribution to the Corporation.

## **ATTACHMENT(S)**

1. Background and previous Council direction
2. Administration Code of Conduct Program performance measures
3. Administration Code of Conduct Policy
4. Administration Code of Conduct Standards