

Background and Previous Council Direction

Background

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; it fosters a safe, healthy and ethical workplace; protects our collective reputation, and strengthens our commitment to making Calgary a great place to make a living and a great place to make a life.

Following the 2015 Ethics Audit (AC2015-0560), The City refreshed our Code of Conduct to align it with best practices. The refreshed Code of Conduct, launched on calgary.ca in 2017 March, applies to all employees including: permanent, temporary, on-call and seasonal employees. Administration's Code of Conduct is separate from Council's Code of Conduct.

Our Code of Conduct is 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 Code of Conduct has been organized into four behaviour-based themes to support and reduce the complexity of the nine underlying policies, as outlined in Figure 1.

Figure 1

A safe and healthy workplace	Respect in our workplace	Proper use of City resources	Putting Calgary first
Occupational Health and Safety Policy Workplace Violence Prevention Policy Substance Use Policy	Respectful Workplace Policy Acceptable Use of City Technology Resources Policy Social Media, Media Relations, and Public Statements Policy Workplace Violence Prevention Policy	Acceptable Use of Technology Resources Policy Conflict of Interest Policy Environmental Policy Freedom of Information and Protection of Privacy Act	Conflict of Interest Policy Environmental Policy Social Media, Media Relations and Public Statements Policy Freedom of Information and Protection of Privacy Act

Since 2018 June, employees have completed mandatory Code of Conduct training at regular intervals, and new employees are required to complete training within 90 days of starting at The City. Leaders also complete the mandatory Code of Conduct for Leaders course, which was introduced in 2020 to ensure leaders understand their role in supporting our Code.

These courses promote ethical decision making by applying the Code of Conduct Decision Tool seen in Figure 2. The Code of Conduct Decision Tool remains pivotal in Administration's efforts to educate employees to think through various situations, rather than memorize the 'right' thing to do in every situation, for every Code of Conduct policy.

In 2021, the Speaking Up project was initiated to understand and address the barriers employees may perceive when speaking up to express ideas, ask questions, or challenge concerning behaviours. This work

follows a commitment (AC2020-0250) to understand and address employees' fear of retaliation when reporting Code related issues, as identified through the Corporate Employee Survey results (Attachment 2, Figure 7). The first phase of this project is underway, with a Speaking Up survey of employees planned for 2023 Q2. A separate report on the project is included in the Audit Committee's 2023 Work Plan.

Previous Council Direction

The Audit Committee's 2023 Work Plan requested the General Manager, People, Innovation and Collaboration Services provide the Code of Conduct Annual Update briefing on 2023 March 8.

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2022 September 16	AC2022-0903	Code of Conduct Annual Report That the Audit Committee direct Administration to bring future Code of Conduct annual updates as a briefing, unless a decision is required.

Bylaws, Regulations, Council Policies

Audit Committee Bylaw 33M2020

Audit Committee's mandate includes assisting Council in fulfilling its oversight and stewardship responsibilities by gaining and maintaining reasonable assurance in relation to effective governance, risk management and compliance, including the evaluation of the performance of control systems and processes (Section 4(1)(ii)).