



Code of Conduct Standards

January 2023

CODE OF CONDUCT STANDARDS

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Overview

The City of Calgary's ("The City") Code of Conduct Policy defines the roles and responsibilities City employees have related to the Code of Conduct ("Code"), and who the Code applies to. The Code of Conduct Policy is accompanied by this Code of Conduct Standards ("Standards") document.

The Code is comprised of nine corporate policies ("Code Policies") that govern employee conduct, and the 4 Cs behaviours described in this document.

The Standards are a common reference guide to the nine Code Policies and the 4 Cs behaviours. They describe the expectations for employee conduct that enable employees to create and uphold a safe, healthy, and ethical Workplace.

The Standards are available in the electronic Code of Conduct booklet, and on Calgary.ca/EmployeeCode. In the electronic Code of Conduct booklet and on Calgary.ca/EmployeeCode, the Standards are supplemented by the Code decision tool, contact information, and scenario-based examples to support employees' understanding of our Code.

The Standards frame the expectations described by the nine Code Policies into four behaviour-based themes. These themes articulate but do not replace the nine Code Policies. The four behaviour-based themes are:

- Safe and Healthy Workplace
- Respect in Our Workplace
- Proper Use of City Resources
- Putting Calgary First

The Standards do not address every conduct situation or circumstance covered by the complete policies included in the Code of Conduct. Employees should read the complete policy documents for a comprehensive definition of what is included in any particular policy. If for some reason the Standards conflict or are inconsistent with one of the nine Code Policies, the policy will prevail.

The nine Code Policies are:

- Acceptable Use of City Technology Resources
- Conflict of Interest
- Environmental
- Occupational Health and Safety
- *Freedom of Information and Protection of Privacy Act*
- Respectful Workplace
- Social Media, Media Relations, and Public Statements
- Substance Use
- Workplace Violence Prevention

The 4 Cs are:

- Character: We behave the right way.
- Competence: We do the right things the right way.
- Commitment: We are dedicated to the greater public good.
- Collaboration: We work together for a common purpose.

All City employees must abide by the Code of Conduct and all related policies and standards. Employees are expected to report the details of potential Code of Conduct violations. Reports of violations or retaliation may lead to an investigation. Based on the results of an investigation, disciplinary action may be applied if an employee has:

- Violated the Code or asked others to violate it.
- Deliberately withheld relevant information during an investigation.
- Retaliated against an employee who raised or reported a concern.
- Deliberately made a false report or accusation against another individual.

Defined terms used throughout the Standards are capitalized and can be found in the Definitions section at the end of the document.

Our 4 C Behaviours

The 4 Cs are the essential behaviours of our organization. We look for these in our new hires, recognize them in our colleagues, and develop them in our employees.

CHARACTER

We behave the right way.

Act with integrity, courage, and honesty

ALL EMPLOYEES	LEADERSHIP
Demonstrate our shared values and ethical behaviours.	Model our shared values and ethical behaviours.
Respect others for their unique abilities, experiences, and expertise.	Foster mutual respect by showing concern and a caring attitude.
Communicate in an open and honest manner.	Encourage open and honest communications.
Listen carefully and consider different ideas and opinions.	Create an environment of trust where employees are comfortable sharing ideas and questions.
Be accountable and take responsibility for my own behaviour.	Manage performance and coach others.

COMPETENCE

We do the right things the right way.

Think strategically, make informed decisions, continue to learn and innovate

ALL EMPLOYEES	LEADERSHIP
Find opportunities to learn and develop.	Create opportunities for employees to learn and develop.
Ask questions and look for new ways to deliver service.	Support employees to innovate and take calculated risks to improve service.
Be open to feedback and change.	Clarify direction, priorities, roles, and expectations, and provide feedback on employee performance.
Perform my duties to the best of my abilities.	Evaluate processes, resources, and strategies to ensure they are effective and aligned with The City's goals.
Be responsible for my health, safety, and wellness, and watch out for my colleagues on the job.	Create an environment that promotes health, safety, and wellness.

COMMITMENT

We are dedicated to the greater public good.

Demonstrate a passion for public service	
ALL EMPLOYEES	LEADERSHIP
Provide citizen-focused customer service: <i>Listen. Respect. Act.</i>	Model and promote citizen-focused customer service.
Be flexible and responsive to changing priorities and customer service needs.	Address barriers that affect customer service delivery.
Show initiative and take responsibility for completing actions.	Make connections between employee actions and customer service results.
Be interested in what is going on in my business unit and across The City.	Understand the economic, social, environmental, and political impacts of my decisions.
Be a positive ambassador for The City.	Recognize others for exceptional public service.

COLLABORATION

We work together for a common purpose.

Communicate, build relationships, and strengthen teamwork	
ALL EMPLOYEES	LEADERSHIP
Share knowledge and ideas to deliver better solutions.	Create opportunities to share knowledge, ideas, and resources.
Work with others to get the job done.	Communicate how my team contributes to shared outcomes.
Be open-minded and encourage others to contribute.	Encourage and support employees to work with and learn from others.
Build and maintain respectful and inclusive working relationships.	Create an accessible and inclusive environment that values diverse perspectives, talents, and experiences.
Contribute to team efforts.	Recognize individual and team efforts and celebrate success.

The Four Behaviour-Based Themes

The policies related to each theme are listed in the table below.

A safe and healthy workplace	Respect in our workplace	Proper use of City resources	Putting Calgary first
<ul style="list-style-type: none">• Occupational Health and Safety• Workplace Violence Prevention• Substance Use	<ul style="list-style-type: none">• Respectful workplace• Acceptable use of City Technology Resources• Social Media, Media Relations and Public Statements• Workplace Violence Prevention	<ul style="list-style-type: none">• Acceptable use of City Technology Resources• Conflict of Interest• Environmental• <i>Freedom of Information and Protection of Privacy Act (FOIP)</i>	<ul style="list-style-type: none">• Conflict of Interest• Social Media, Media Relations and Public Statements• <i>Freedom of Information and Protection of Privacy Act (FOIP)</i>

A Safe and Healthy Workplace

SAFE AND HEALTHY BEHAVIOURS

Get Informed and Be Proactive

- Report hazards and near misses at work to prevent incidents and resolve concerns in a timely manner.
- Watch out for others and speak up if you notice something that does not feel or seem safe.
- Use tools, equipment, personal protective equipment, and other resources following proper safety procedures.

- Make yourself aware of the resources offered by The City to support health concerns (e.g., the Healthy Workplace team in Human Resources and the Employee & Family Assistance Program (EFAP)).
- Foster a work environment that is Psychologically and physically Healthy, safe, and free from Violence and Harassment.
- Support co-workers returning from a leave of absence in their transition back to work.
- Complete and maintain safety training related to your specific work activities.

Examples:

- › I maintain a good work/life balance by learning about the importance of good nutrition, sleep, exercise, and outdoor activities.
- › I know how to perform my job safely.
- › I show guests or visitors from other locations where the closest fire exits are in case of an emergency.
- › If a colleague asks for help or admits a mistake, I respond with kindness and empathy.
- › I always follow safe work practices such as wearing appropriate personal protective equipment, using the right tool for the job, and handling hazardous material properly.

Assume Responsibility

- Be accountable for your actions and assume responsibility for any Substance use.
- Show up and remain Fit for Work.
- Report any suspected distribution, sale, or possession of legal and illegal Substances at work.
- Report any safety or security incidents, including Threats or acts of Violence against people or property.
- Hold a valid provincial driver’s license for the type of City vehicle or equipment you operate.
- Reduce worksite hazards and refuse unsafe work.

Examples:

- › If I am not fit to do my job, I let my supervisor know immediately so I keep myself, co-workers, citizens, and City resources safe.

- › I make sure I am free of cold, flu, or other symptoms before attending a shared workspace.
- › If I am feeling overwhelmed or stressed, I get support and implement strategies to cope or seek help to get back on track.
- › I inform my Leader if I notice damage to my equipment or vehicle.
- › I ask my supervisor, the Corporate Health Consultant, or Employee & Family Assistance Program (EFAP) for help if I'm concerned that my use of Substances is a problem.
- › I clear my work areas of obstructions or hazards.
- › When I am prescribed medication, I confirm with my doctor or pharmacist that I can still work safely and effectively while taking it.
- › I immediately let my Leader know if I witness an employee or member of the public threaten a co-worker.

Respect in Our Workplace

RESPECTFUL BEHAVIOURS

Be Inclusive

- Recognize that we all have unique backgrounds, communication styles, and work styles.
- Create and protect an environment that is free of Harassment and Discrimination, including racism and Sexual Harassment, for the benefit of all employees.
- Consider how your words, actions, and gestures might impact people differently.
- Value the various thoughts, perspectives, and experiences in our Diverse Workforce that contribute to innovation and an enriched work environment.
- Be flexible, patient, and constructive when navigating challenging conversations and situations.
- Contribute to an Inclusive Workplace culture, in which everyone feels safe to fully engage and be themselves.

Examples:

- › I assume the best about colleagues and citizens.
- › If someone is new or unfamiliar with a task, I help them.
- › I try to be adaptable and accommodate different styles and situations.

- › I listen to customers, partners, colleagues, and other interested groups to understand their valuable knowledge and ideas.
- › I am aware of my own perceptions when I interact with people who are different from me, as well as the triggers that make me uncomfortable.

Be an Ambassador

- Show respect in interactions with agencies and other partners.
- Always strive to listen, respect, and act.
- Express curiosity and interest in others' views and approaches.
- Communicate respectfully in public and through personal social media when identifiable as a City employee.

Examples:

- › I am kind. If I'm in the park and see someone fall, I ask them if they would like help.
- › If I notice kids in the community, I give a friendly wave.
- › If a customer appears upset, I take the time to listen to their point of view.
- › I keep the tone of my electronic communications thoughtful and friendly.

Assume Responsibility

- Address conflicts in a positive and productive way.
- Speak up when you see Disrespectful Behaviour.
- Support colleagues who are dealing with challenges.
- Check for mutual understanding.
- Make decisions that promote a respectful and Inclusive Workplace.

Examples:

- › If I make a mistake, I apologize.
- › If I accidentally hurt someone's feelings, sense of self, or sense of security, I apologize.
- › I refuse to be a bully.
- › I step in when someone else is being treated poorly.
- › I refuse to be drawn into inappropriate actions or behaviours.
- › I do not use profane, vulgar, or abusive language, whether in person, electronically, or on social media.
- › I include all members of my team in relevant activities and decision-making.

Behaviours to Avoid

- Harming another person's dignity or sense of well-being.
- Touching someone without their consent.
- Gossiping and/or discrediting a co-worker by sharing information that is not true or not yours to share.
- Posting or sending intimidating messages or images to or about a colleague.
- Making comments that ridicule or berate others.
- Intimidating someone through your physical presence, the volume of your voice, or the use of information, seniority, or a position of authority.
- Behaving or acting in a discriminating way based on a person's race, sexual orientation, gender, religion, age, or other Human Rights Protected Grounds.
- Undermining someone's performance or contribution.
- Making sexually suggestive comments, jokes, advances, or requests.
- Making jokes that are hurtful, humiliating, demeaning, belittling, or offensive.
- Sharing or viewing graphic, demeaning, or pornographic images using City devices or while at work.

Proper Use of City Resources

BEHAVIOURS FOR THE PROPER USE OF CITY RESOURCES

Respect City Resources

- Protect the City information you have access to, including Confidential Information and Personal Information under custody and control of The City.
- Only collect Personal Information you need to do your job.
- Be efficient and use time, data, fuel, and other resources wisely.
- Understand that The City has the responsibility to protect and monitor its technology.
- Ensure you are using City resources for the benefit of The City and its citizens.

Examples:

- › If I accidentally collect Personal Information I don't need, I do not read, save, or share it. I contact Access and Privacy for next steps.

- › I ensure the information I access at work is directly related to a City business need.
- › I make sure I know how to use my assigned City resources.
- › I do not leave my vehicle with the engine running because I know this is not fuel efficient and is harmful to our environment.
- › I conserve paper by reading digital copies and making double-sided black and white copies when printing is necessary.
- › I store all work-related data and files on IT-approved cloud solutions, devices, or network drives.

Make Good Decisions

- Be a steward of the environment and know The City’s environmental practices.
- Inspire action to conserve, protect, and enhance the environment for all Calgarians.
- Seek ways to improve efficiency when using City resources.
- Assist members of the public with their requests for information under the Freedom of Information and Protection of Privacy Act (FOIP) by providing the information or directing them to Access and Privacy.
- Consider environmental benefits and impacts when using resources and making decisions.
- Ask yourself, “Am I using this resource for the reason it was given to me? If someone was watching me, would I use it the same way?”

Examples:

- › I check with my Leader if I’m unsure about how to manage information I have access to, or when I can and cannot use it.
- › I use personal time to use social media or to follow up on interests outside of my work.
- › I store my City-issued devices in safe locations.
- › I maintain the security of my City device by regularly connecting it to the City network for updates.
- › If I notice oil leaking from my City vehicle, I use the spill kit provided, and report it so the vehicle can be repaired, and the oil contained.
- › I consider using virtual meeting technology to save time and reduce the impact of commuting to off-site meetings.
- › I consider the environmental impact and opportunities when I plan a purchase or project.

Behaviours to Avoid

- Using City resources for Political Activity including printing flyers, sending emails, making calls, or posting statements with City devices.
- Leaving out information when assisting with an access to information request under the Freedom of Information and Protection of Privacy Act (FOIP). Access and Privacy Analysts will decide what information should be released.
- Storing Confidential Information or others' Personal Information on the hard drive of a City computer, a removable storage device, or any personal device.
- Personal use of City technology that results in a cost to The City, such as purchasing and downloading games or music or making excessive use of City-paid wireless data.
- Interfering with information or technology, or using it in a way that would affect operations at The City.
- Sharing information that you are not authorized to share.
- Putting recyclable items in the trash.
- Sending others' Personal Information to those who do not need it for their job.

Putting Calgary First

BEHAVIOURS FOR PUTTING CALGARY FIRST

Consider the Greater Good

- Set aside personal views and focus on what is best for The City and its citizens.
- Remain politically neutral in the performance of your duties.
- Tell your Leader if you are asked to participate in decision-making on a matter that could benefit you or someone connected to you.
- Use your own time for private interests, such as taking part in a community event or Political Activity.
- Disclose any new, ongoing, or possible conflicts of interests that you are aware of to your Leader or HR Business Partner.
- Maintain citizen trust by keeping your outside interests separate and distinct from your job obligations.

Examples:

- › If a vendor or business associate offers to give me tickets or to pay for my meal, I respectfully decline.
- › When in doubt about a potential Conflict of Interest, I talk to my Leader.
- › I advise my Leader if a person with whom I have a family or Personal Relationship is being considered for a job in my work area.

Be an Ambassador

- Treat all citizens, vendors, and special interest groups fairly and consistently.
- Deliver services to citizens regardless of their political or world views.
- Act and communicate in a way that reflects positively on The City.

Examples:

- › When I see a positive story about The City or my colleagues, I share it.
- › When I see a City employee who has made a Public Statement online that reflects poorly on The City and/or a City employee, I let my Leader know.
- › I only communicate with the media about City business if I have been authorized and completed training to be a designated spokesperson.

Behaviours to Avoid

- Being influenced to act in a way that is not in The City's best interests.
- Posting any information that could harm The City's or your reputation including selfies in your work uniform.
- Using information you have access to at work for the benefit of someone you have a Personal Relationship with.
- Accepting a discount on personal purchases from a business, unless they offer a discount program to employees from multiple organizations.
- Identifying yourself as a City employee when you communicate your personal or outside interests publicly.
- Using your position, authority, or influence to benefit yourself, a Relative, a group you support, or someone with whom you have a Personal Relationship.
- Accepting gifts greater than nominal value (e.g., more than \$25), cash or gift cards from citizens, business associates, or vendors. If it's impossible to decline the gift, seek advice from a Leader.
- Asking for, or accepting, any discount that a vendor may have negotiated with The City when you are purchasing something for your personal use.

Definitions

Bullying

A conscious, willful, deliberate, and repeated activity marked by an imbalance of power, intent to harm and/or Threat of aggression that has a negative effect on a person's health and safety. Bullying is a form of harassment that can be verbal (name-calling, putdowns, Threats), social (exclusion, gossip, ganging up), physical (hitting, damaging property) or cyberbullying (using technology to harass or Threaten). Bullying can occur within a peer group or between groups. It can occur at work and outside of work.

Confidential Information

Is any information which is not public property, is not in the public domain, and/or would cause harm to individuals or to The City if improperly disclosed. Confidential Information includes information communicated in confidence. This includes information classified as Restricted and Confidential as set out in The City's Information Security Classification Standard.

Conflict of Interest

Occurs when an employee has a private or personal interest that could influence or compete with, or be perceived to influence or compete with, the objective exercise of their City duties.

Discrimination

Any conduct, comment or action based on a protected ground under Alberta Human Rights legislation. This includes:

- Harassment and Bullying, when connected to a protected ground: age, ancestry, colour, gender (includes pregnancy, Sexual Harassment, transgender), gender expression, gender identity, family status, marital status, mental disability, physical disability, place of origin, race, religious beliefs, sexual orientation, source of income, or any other protected ground covered by the *Alberta Human Rights Act*;
- Practices, policies, or systems which have a direct or negative impact based on a protected ground; and/or,
- Behaviours, comments, or actions to or about an individual or group, which are unwelcome, based on a protected ground and result in a negative or poisoned work environment.

Disrespectful Behaviour

Is objectionable or unwelcome conduct with moderate impact, which may or may not have intent to cause harm and has a negative effect on the work environment or individual(s).

Diverse Workforce

A workforce composed of unique individuals with diverse identities, backgrounds, individual characteristics, and perspectives.

Employee and Family Assistance Program (EFAP)

A confidential, no fee, counselling, work-health-life support, advisory, coaching and information service for employees and their families. This service provides mental, social, and financial wellbeing support. Visit Calgary.ca/efap or myCity for options to access the EFAP online or call 1-800-663-1142.

Fit for Work

Being able to safely and acceptably perform assigned duties without any limitations due to physical and/or mental health conditions, and/or the use or after-effects of alcohol, illicit drugs, medications, or any other Substance.

Harassment

Is any single significant incident or repeated incidents of objectionable or unwelcome conduct, comment, Bullying or action by a person that the person knows, or ought reasonably to know, will or would cause offence or humiliation to an individual and/ or a negative effect an individual's health and safety.

Inclusive Workplace

A Workplace where employees welcome, support, respect, and value individuals and treat everyone fairly and equitably, by taking into account individual differences.

Leader

A Leader means a person who is in a position of directing employees and/or work relating to any City Workplace, project, contract, or volunteer operation. They have job titles such as City Manager, General Manager, Director, Chief, Manager, Deputy, Leader, Supervisor, Captain, Team Lead, Superintendent, Foreman, Lead Hand, Coordinator, or similar. This includes those temporarily acting in a Leader role or who have been delegated a Leader's duties.

Personal Information

Any recorded information about an identifiable individual. It includes information that relates to a particular individual and allows that individual to be identified, e.g., notes, including opinions, about a customer are the customer's Personal Information.

Personal Relationship

Involves a relationship of a romantic nature or a relationship which is sufficiently close that objectivity is either impaired or may be perceived to be impaired.

Political Activity

Includes, but is not limited to, being a candidate for elected office, campaigning for a candidate for elected office, fundraising for an election campaign, and/or promoting a political party or cause.

Protected Grounds

The *Alberta Human Rights Act* provides protection from Discrimination or Harassment on the following grounds: age, ancestry, colour, family status, marital status, mental disability, physical disability, place of origin, race, religious beliefs, sexual orientation, source of income, gender (including pregnancy, Sexual Harassment, or transgender), gender identity, and gender expression.

Psychologically Healthy and Safe Workplace

One that promotes employee well-being and actively works to prevent psychological Workplace injuries. Psychological Workplace injury is a negative emotion or stress reaction following exposure to a single or multiple Workplace incident(s) resulting in a medical diagnosis.

Public Statement

A declaration made by an employee in any public forum that relates to The City, City business, or employees, including presentations made to Council or committee and/or community forums (open houses, information sessions, engagement events). Public Statements may also include online and social media posts.

Relative

An individual with whom the employee has a family relationship and includes, without limitation, an employee's: spouse, common-law spouse, adult interdependent partner, legally separated spouse, children and grandchildren (including foster or step), sibling and sibling-in-law, dependents, parents (including parents-in-law), children-in-law, nieces or nephews, uncles or aunts, cousins, and grandparents.

Sexual Harassment

Any unwelcome behavior, comment, or conduct that is sexual in nature and negatively affects, or Threatens to affect a person, either directly or indirectly. Sexual Harassment is considered a type of gender Discrimination under the *Alberta Human Rights Act*. It can include:

- Unwelcome advances, requests, comments, physical contact such as unnecessary touching, pinching, patting, jostling, or gestures that are sexually suggestive;
- Leering that is sexual in nature;
- Implied or expressed Threats of reprisal for refusal to comply with a sexual request; and/or,
- Implied or expressed promise of reward for agreeing to comply with a sexual request.

Substance

A Substance is any chemical or biological matter with a particular set of characteristics (including but not limited to alcohol, cannabis, legal/illegal drugs, and medication) that have known mind/mood altering and/or motor function altering effects on the human body.

Threat

Any act, gesture, or statement that gives an employee, or another person, reasonable cause to believe that there is risk of injury to themselves or another person or damage to property.

Violence

Whether at a Workplace or work-related, Violence means the Threatened, attempted, or actual conduct of a person that causes or is likely to cause physical or psychological injury or harm, and includes domestic or sexual Violence.

Workplace

Any location where City work is being or may be conducted including work-based social gatherings. A Workplace can include City buildings, vehicles, off-site meetings, customer sites, or telework locations.

Revision History

DATE	DESCRIPTION
2023 January 1	New Standards. These Standards accompany the Code of Conduct Policy.