



Chief Administrative Officer's Quarterly Report – Q3/Q4 2023

2023 December 06

CITY OF CALGARY
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IN COUNCIL CHAMBER
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CITY CLERK'S DEPARTMENT



Recommendation

That Executive Committee recommends that Council receive this report and presentation for the corporate record.



Highlights

- Important Calgarians and members of Council have line of sight into the work underway to advance priorities from the Chief Administrative Officer
- This edition of the CAO Quarterly Report includes:
 - Updates and progress reports on key projects and initiatives, and community engagement
 - High-level results of the 2023 Corporate Employee Survey and Speaking Up Employee Survey
 - Emerging challenges and opportunities
 - Latest edition of *Better Every Day*, mental health theme
 - Updated record of headcount, motions, Notices of Motions, Administrative Inquiries, and upcoming reports to Committees and Council



Updates and progress on key projects and initiatives



CAO focus:

- Strategy, culture, and leadership
- Alignment and accountability to Council
- Relationships with key partners
- Corporate-level support to respond to challenges and opportunities

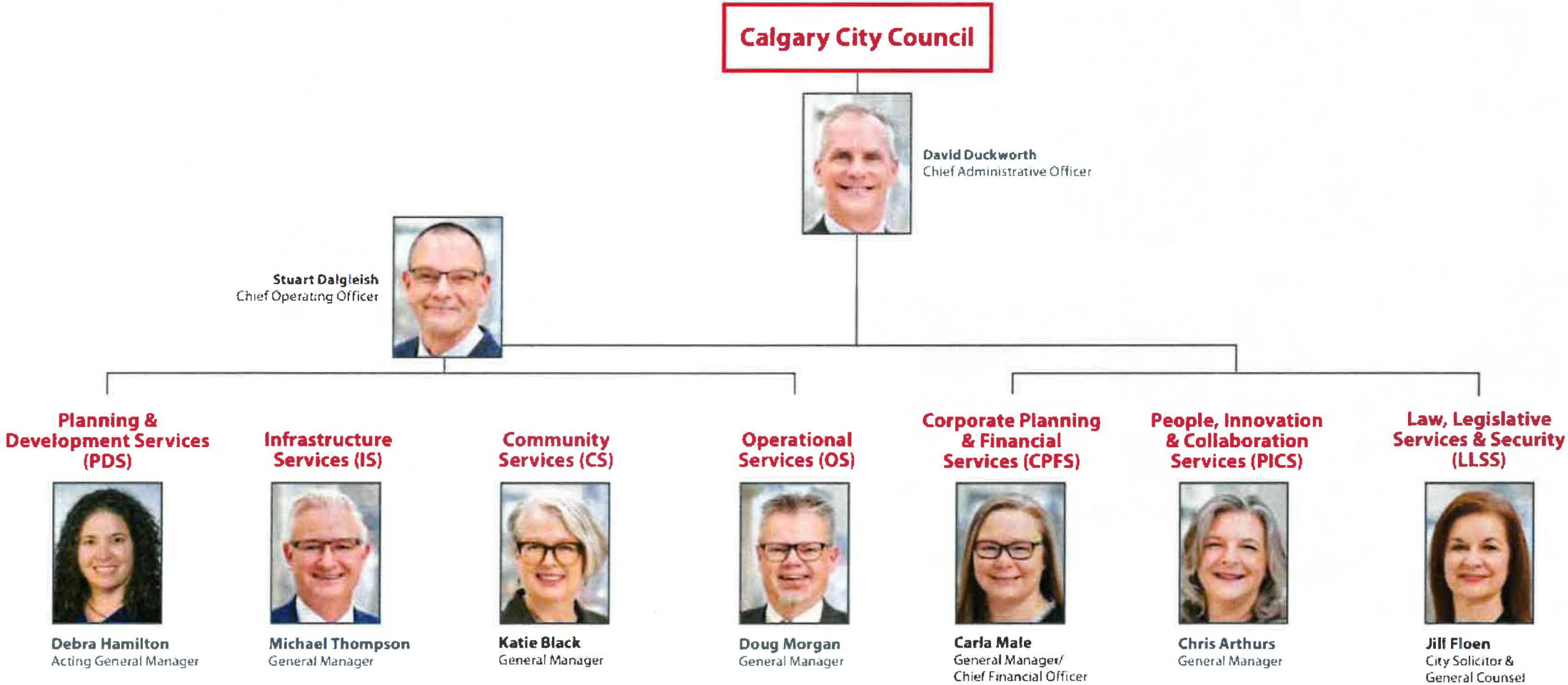


Chief Operating Officer

COO focus:

- Delivering service value to customers and Calgarians
- Strategy implementation
 - Housing
 - Downtown
 - Public Safety
 - Transit and Transportation
 - Climate
 - Event Centre
 - Prairie Economic Gateway

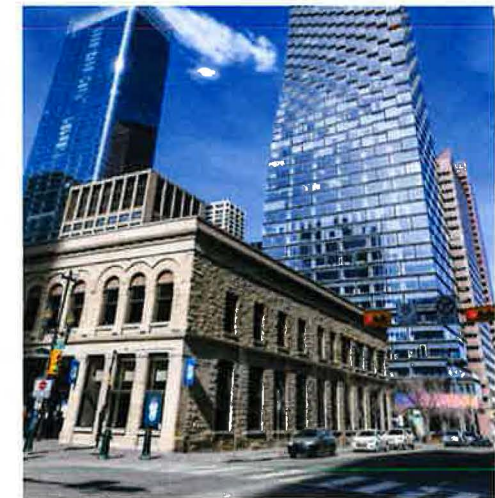
Organizational Chart





Key cross-corporate projects and initiatives

- Housing
- Public Safety
- Transit and Transportation
- Downtown
- Climate
- Event Centre
- Prairie Economic Gateway





Key service delivery metrics and municipal comparisons

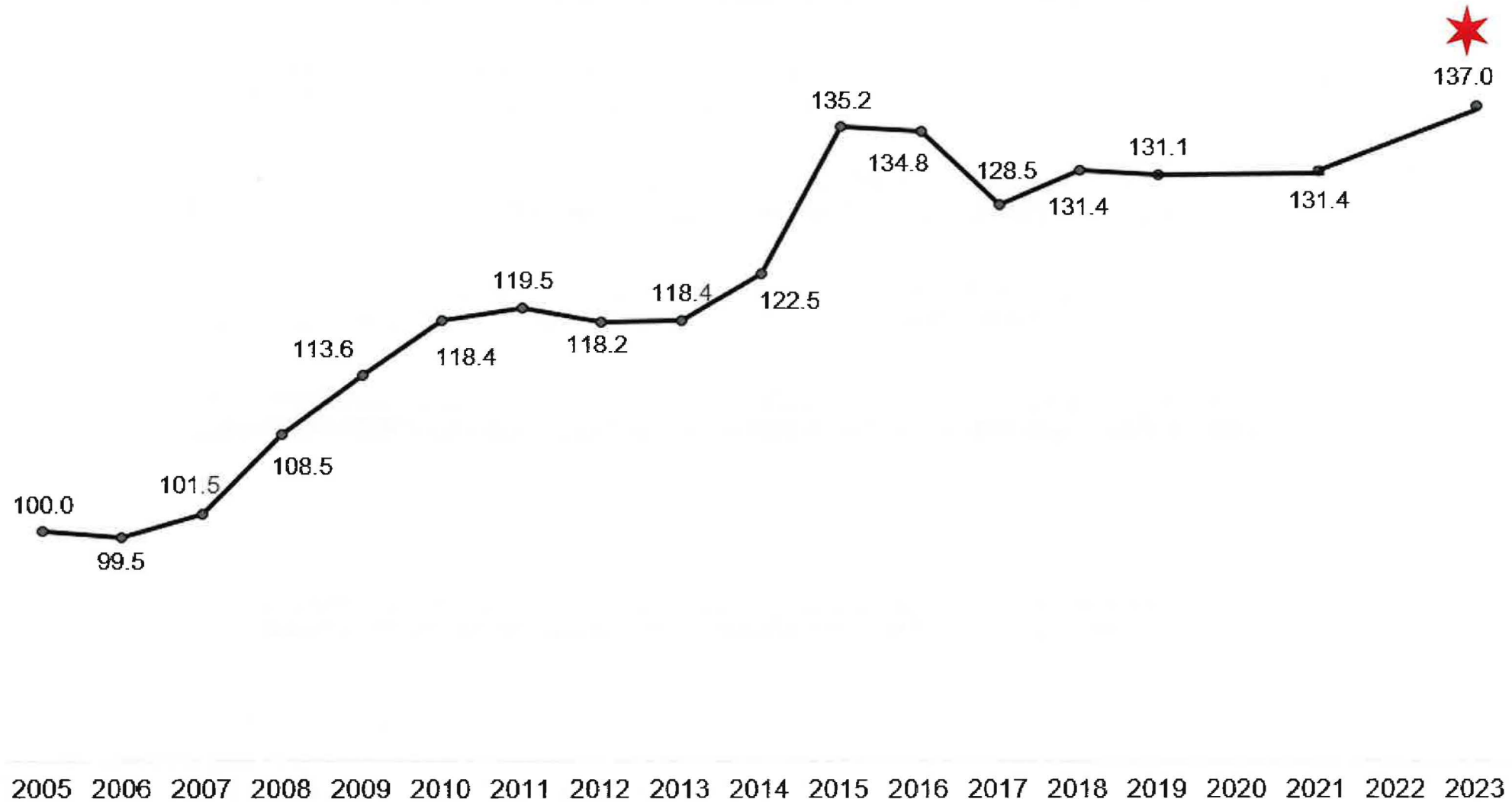


Corporate Employee Survey 2023



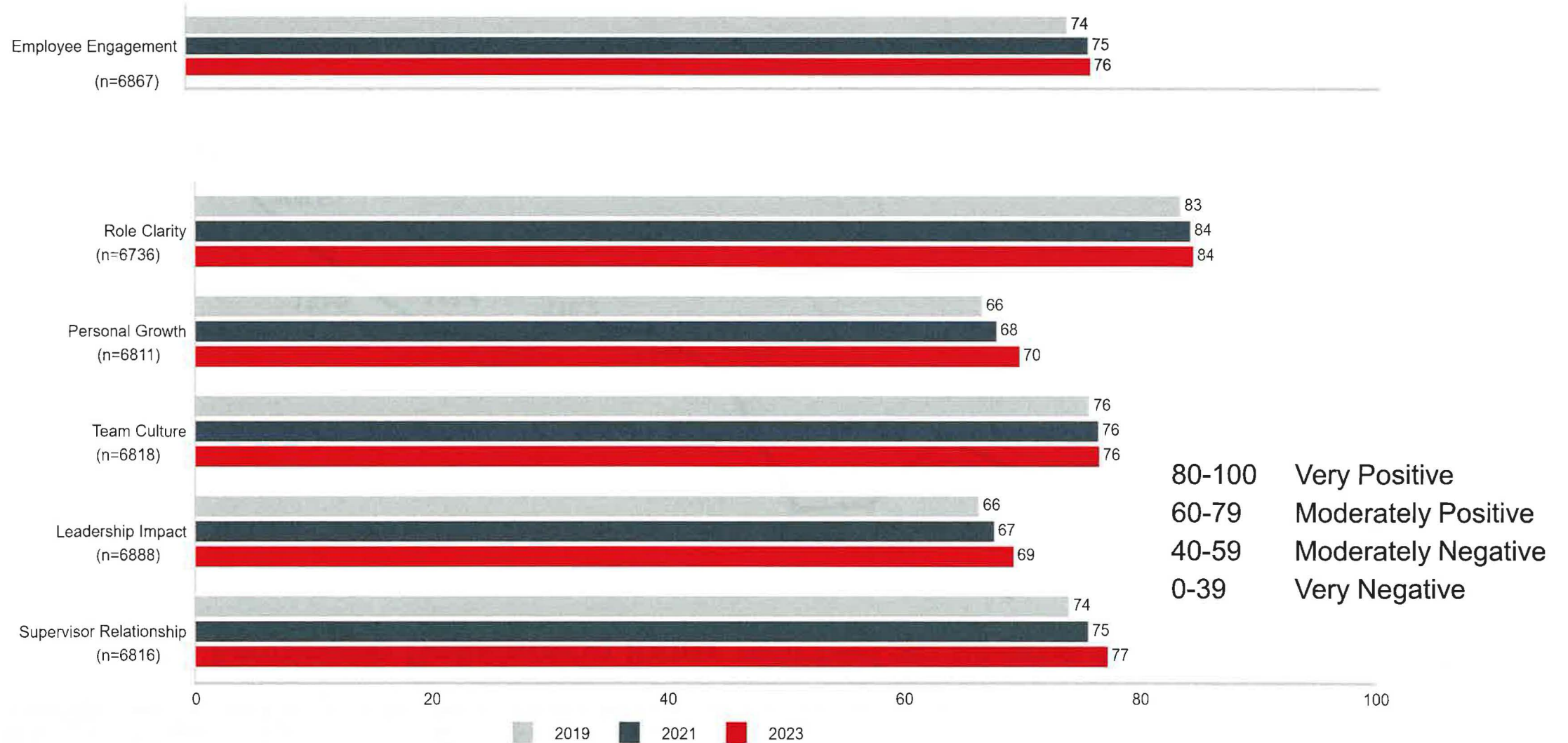
Employee Satisfaction Index

The Employee Satisfaction Index reached an all-time high of 137.0 in 2023.



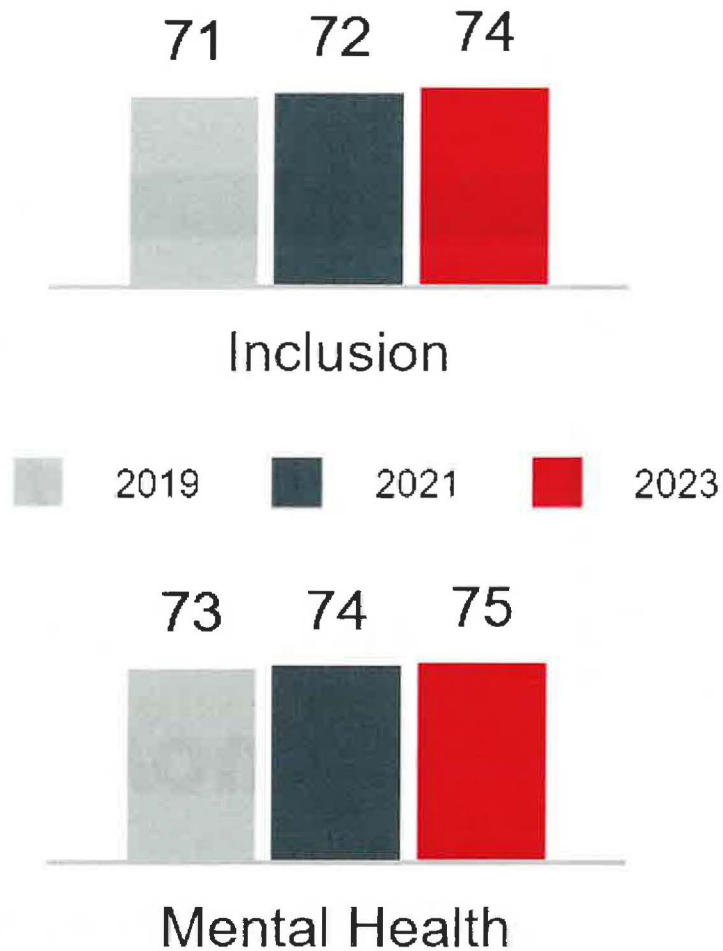
Engagement Index

Feeling responsible for and committed to superior performance.



Note: The index scores represent average responses scaled up to a score out of 100. They are not percentages of employees. The legend to the right provides guidance on interpreting these scores.

Mental Health and Inclusion



Note: In 2023, Inclusion was added to the Mental Health Index. Please interpret Mental Health Index with caution.



What do you do
when a situation
isn't *right, safe or*
appropriate?



Speak up?

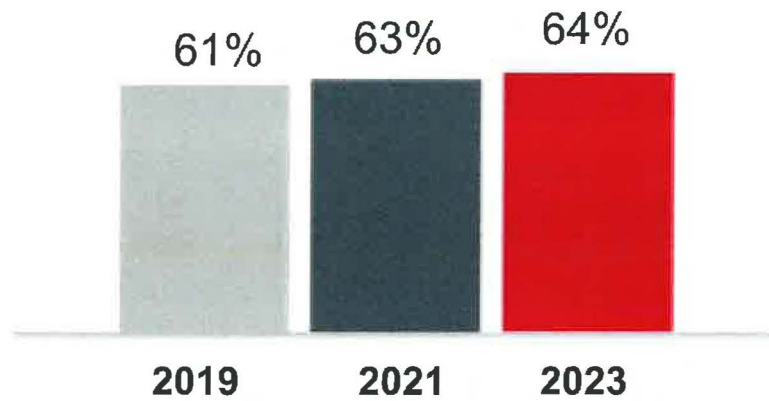


Stay silent?

Speaking Up Survey

Findings

I can report on behaviours related to the Code of Conduct without fear of retaliation (strongly agree/agree responses)



In the last year, 44% of participants had Code of Conduct concerns (yes/maybe responses)

Of those who had concerns, 64% reported a situation that didn't seem right, safe or appropriate

Why didn't everyone report?

- ✓ I addressed it myself
- ✓ I knew someone addressed it
- ✓ I had other reasons

These other reasons represent the barriers to speaking up.



Why aren't employees speaking up?

Top 5 reasons City employees stay silent:



It wouldn't make the situation better.



It would have a negative impact on your job or future career.



Damage your relationship with your supervisor or another leader.



Favouritism would cause your concerns to be dismissed or not believed.



You wouldn't be taken seriously.



What happened after speaking up?

Participants who reported an incident were asked to identify any negative impacts they believed were caused by reporting.

The top five negative impacts were:



Being treated with disdain, disbelief or dismissed



Rumours or gossip that harmed your reputation



To be seen as a “snitch”, “troublemaker” or “too sensitive”



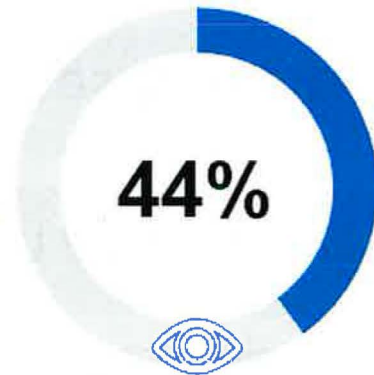
Less chances for a promotion, a new role or a permanent job



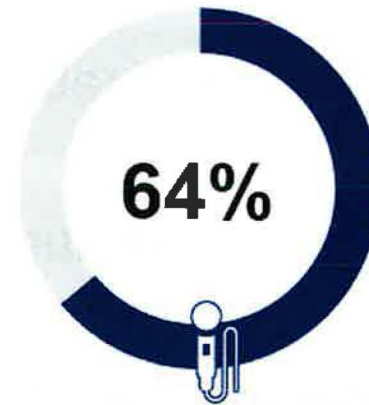
Being left out of work activities or decisions

Retaliation - How We Compare

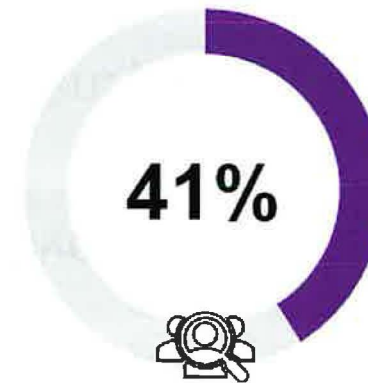
City of Calgary
Speaking Up
Survey



Observed (Yes/Maybe)
misconduct

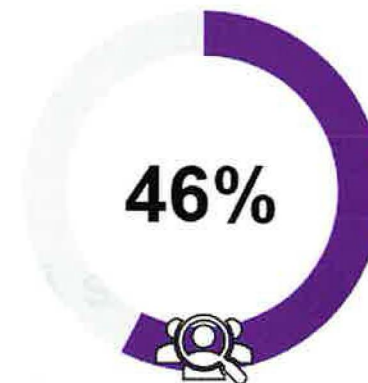
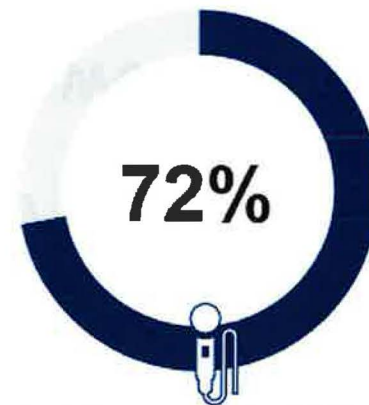
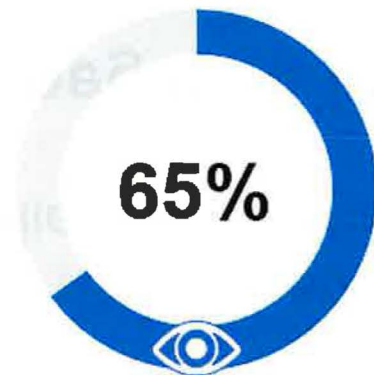


Reported
misconduct



Retaliation
(Yes/Maybe)

Global Business
Ethics Survey



Source for global comparison: Global Business Ethics survey results on retaliation. [GBES 2023 - Ethics & Compliance Initiative](#)



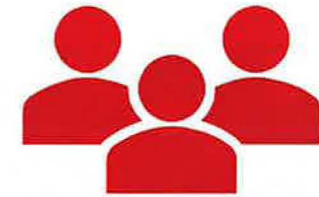
Next Steps



Share survey results



Action planning



Train, equip and empower leaders and employees

Community engagement



Relationships and Connections

- Post-secondary institutions
- Business/industry leaders and associations
- Roundtables:
 - Technology
 - Energy
 - Finance
 - Business Improvement Areas





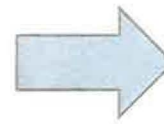
Emerging challenges and opportunities

Evolution of the Plan and Budget Process

Last Year

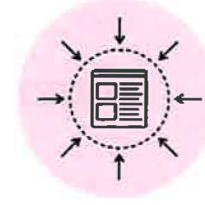
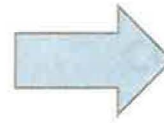
This Year

Investment prioritization driven by financial ceiling



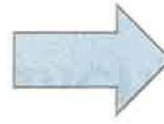
Iterative process to identifying and costing investment priorities

September preview identified broad initiatives only



September preview included detailed investment options

Council received package two days before public release



Council received package one week before public release

Next Year...

We look forward to further improving the planning and budgeting process to better meet Council's and Calgarians' needs.



Organization Realignment

Benefits



Modernize Government



Improved Customer Experience



Improved Alignment & Leverage Opportunities

Challenges



Role Clarity



Collaboration

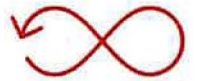


Leadership Support and Development

Next Steps



Operationalize



Stabilize



People Plan & Cultural Growth Plan



Corporate Communications

- Supporting corporate priorities
- Strengthening corporate storytelling
- Improving communication with Council and Calgarians

Inform Inspire Motivate
Engage Participate
empower Influence
Educate Celebrate
Involve
Connect Improve

Additional Information



Better Every Day – Mental Health



**The Heart and Drum
Beat as One**



**The Ties that Bind:
Newcomer Supports
Essential to Wellness**



**The Power of Human
Connection: Strong
Relationships Mean
Strong Health**

Read the full edition for more stories and information at [Calgary.ca/BetterEveryDay](https://calgary.ca/BetterEveryDay)



Additional Information

| | |
|---------------------|---|
| Attachment 3 | Headcount and Full Time Equivalents |
| Attachment 4 | Reports to Committee and Council: Dec 2023 to June 2024 |
| Attachment 5 | Council Motions July to September 2023 |
| Attachment 6 | Notices of Motion 2023 January to September 2023 |
| Attachment 7 | Administrative Inquiries 2023 |



Recommendation

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