

Chief Administrator's Office Report to
Executive Committee
2023 December 06

ISC: UNRESTRICTED
EC2023-1109

Chief Administrative Officer's Quarterly Report Q3-Q4 2023

PURPOSE

The Chief Administrative Officer's quarterly report is a tool used by the Chief Administrative Officer to share information with Council, Calgarians, and employees about City services and work underway within the organization to support Council's direction and advance important initiatives.

PREVIOUS COUNCIL DIRECTION

On 2023 September 6, the Executive Committee, approved the recommendation that Council receives the report and presentation EC2023-0731 for the corporate record. This item was then added to the 2023 September 12 Council agenda and approved. Attachment 1 contains further historical background and previous council direction.

RECOMMENDATION:

That Executive Committee recommends that Council receive this report and presentation for the Corporate Record.

RECOMMENDATION OF THE EXECUTIVE COMMITTEE, 2023 DECEMBER 6:

That Council receive this report and revised presentation for the Corporate Record.

Excerpt from the Minutes of the Regular Meeting of the Executive Committee, 2023 December 6:

"A revised Attachment 8 was distributed with respect to Report EC2023-1109."

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

The Chief Administrative Officer concurs with the recommendation in this report.

HIGHLIGHTS

- The City of Calgary is a large, complex organization, and it is important Calgarians and members of Council have line of sight into the work underway to advance priorities from the Chief Administrative Officer. This report increases transparency into the work directed by Council to Administration and provides a single source for sharing back motions and Notices of Motion, and outstanding Administrative Inquiries.
- The presentation in this edition of the quarterly report includes leadership updates from the Chief Administrative Officer and updates on key cross-corporate projects and initiatives, including a summary of results from the 2023 Corporate Employee Survey and the Speaking Up Survey of employees.
- The Corporate Employee and Speaking Up surveys provide information from our employees that allow us to gain insights on the health and happiness of our employees and how they perceive their work environments. This allows us to make decisions and provide direction on creating and supporting a healthy and safe workplace culture. The results from the surveys also help us gauge how past and current initiatives are affecting corporate culture.

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- Overall results from the 2023 Corporate Employee Survey show The City of Calgary continues to be an employer of choice. The Employee Satisfaction Index is at its highest point since we began measuring in 2005, and all other indices saw increases, including the Employee Engagement Index and Inclusion & Mental Health Index, among others. However, there is still room for improvement. For example, the employee response rate decreased by 2.3% in 2023. We will be working with employees and leaders to understand ways to increase participation for future surveys.
- This report also contains useful information in multiple attachments:
 - Better Every Day (Attachment 2), a tool to share a selection of stories about City service delivery with Council and members of the public. These stories help showcase the impact The City's services have on the lives of Calgarians from the perspectives of Calgarians and partner organizations. The theme for this edition is mental health.
 - A summary of City Administration and Calgary Police Service headcount and budgeted FTEs as of 2023 September 30 (Attachment 3).
 - A list of upcoming reports to Committees and Council from December 2023 to Q4 2024 (Attachment 4).
 - A list of Council motions from July to November 2023 (Attachment 5).
 - A list of Notices of Motion from January to October 2023 (Attachment 6).
 - A list of completed and outstanding Administrative Inquiries in 2023 (Attachment 7).
- Quarterly reports are developed using an iterative process with an aim to constantly improve.

DISCUSSION

The presentation in this edition of the quarterly report includes updates on key cross-corporate projects and initiatives, including a summary of results from the 2023 Corporate Employee Survey and the Speaking Up Survey of employees.

Corporate Employee Survey

Conducted biennially, The City of Calgary's Corporate Employee Survey is designed to reflect the organization's evolving culture and measure areas that are important to both employees and leaders, such as employee satisfaction, engagement, safety, and wellness. The responses received provide direction that can be used to improve The City's ability to be an employer of choice and offer effective services to citizens and customers. Employees are encouraged but not obligated to participate in the survey, and their individual responses are kept confidential.

Speaking Up Project and Survey

The Speaking Up project began as a result of a question on the 2019/2021 Corporate Employee Surveys: "I can report on behaviours related to the Code of Conduct without fear of retaliation." 61 per cent (2019) and 63 per cent (2021) of respondents indicated they "agreed" or "strongly agreed" with the statement. The project is aimed at better understanding how City leaders can encourage employees to speak up and feel safe to do so. A survey was open to all employees in May 2023 to understand what conditions are needed for employees to feel heard, and what barriers, if any, were causing employees to stay silent when they saw something that did not seem right, safe, or appropriate in the workplace.

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Report Attachments

Additional information about the content found within the attachments is outlined below.

Better Every Day: Q3-Q4 2023 – Attachment 2

This section of the quarterly report is intended to share a small selection of stories from the previous quarter with Council and members of the public. This component features a different theme each quarter, with stories told from the perspective of Calgarians, our employees, and/or our partners. Better Every Day supplements the more data-heavy attachments within the report with light-hearted and informative pieces that showcase the impact City services have on Calgarians. The theme for Q3-Q4 2023 is mental health.

Headcount and Full Time Equivalent – Attachment 3

This summary provides an account of headcount data within City Administration and Calgary Police Service as well as budgeted FTEs with both quarterly and annual comparison data points for five years. The City of Calgary's 2023 FTE numbers are consistent with bringing organizational resources back to its pre-pandemic levels. These numbers also reflect the acquisition of Calgary Parking Authority, and the addition of resources for Calgary Transit, Recreation and Social Programs, and Calgary Fire.

Reports to Committee and Council December 2023 to Q4 2024 – Attachment 4

The Executive Leadership Team maintains a calendar of reports that are in development to be presented to Committee and Council. This document details the schedule of reports and is subject to change and does not include reports with dates still to be determined.

Council Motions July to November 2023 – Attachment 5

This attachment outlines all Motions passed by Council between July - November 2023.

Notices of Motion 2023 – Attachment 6

This attachment outlines all Notices of Motion brought forward by members of Council January to October 2023.

Administrative Inquiries 2023 – Attachment 7

This attachment outlines all completed and outstanding Administrative Inquiries for 2023.

EXTERNAL ENGAGEMENT AND COMMUNICATION

- | | |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken | <input type="checkbox"/> Dialogue with interested parties was undertaken |
| <input type="checkbox"/> Public/interested parties were informed | <input checked="" type="checkbox"/> Public communication or engagement was not required |

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IMPLICATIONS

Social, Environmental and Economic Implications

This report and its various attachments support the advancement of Council's strategic direction, including the three resilience foundations (economic, social, climate) by helping to ensure a collective focus on shared priorities and objectives between Council and Administration. It also supports the modernizing government and Rethink to Thrive focus areas of the shared strategic agenda by providing information and stories with Council in a regular cadence.

Service and Financial Implications

No anticipated financial impact

RISK

The Chief Administrative Officer's quarterly report supports risk reduction related to the volume, velocity, and complexity of work in the organization by ensuring alignment with Council's direction and seeking alternative reporting methods where possible. It also provides a mechanism for the Chief Administrative Officer to share top-of-mind information with Council with regular cadence.

ATTACHMENTS

1. Background and Previous Council Direction
2. Better Every Day: Q3-Q4 2023
3. Headcount and Full Time Equivalentents
4. Reports to Committee and Council December 2023 to Q4 2024
5. Council Motions: July to November 2023
6. Notices of Motion 2023: January to October 2023
7. Administrative Inquiries 2023
8. **Revised** Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
David Duckworth	Chief Administrative Officer	Approve

Author: Heather Domzal, Chief of Staff

City Clerks: C. Doi / J. Booth