**People, Innovation & Collaboration Services Report to
Audit Committee
2025 March 13**

**ISC: UNRESTRICTED
AC2025-0247**

Administration Code of Conduct Annual Update

PURPOSE

This report provides the Audit Committee with an annual overview of the management practices and processes associated with The City of Calgary's Administration Code of Conduct Program ("the Program"). It includes key highlights, statistics and activities from 2024 January 1 to December 31.

PREVIOUS COUNCIL DIRECTION

In June 2023, the Code of Conduct Program Audit (AC2023-057) included Recommendation 4.1(b), which requested that management consider delivering annual Program updates to Audit Committee as reports rather than briefings. For detailed Background and Previous Council direction, refer to Attachment 1.

RECOMMENDATIONS:

That the Audit Committee:
1. Receive this report for the Corporate Record; and
2. Recommend that Council receive this report for the Corporate Record.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

General Manager Chris Arthurs concurs with this report.

HIGHLIGHTS

- **Audit Recommendations**: The team has effectively addressed various recommendations from the Code of Conduct Program Audit (COCPA) (AC2023-0537) by launching a Reporting Code Concerns website, implementing an Integrated Investigations Framework, updating Corporate Security Investigative Protocols with training, and enhancing policy review prioritization and streamlining updates with standardized tools and templates.

- **Enhanced Code Training:** The Code of Conduct program has updated its eLearning training module and supporting resources, incorporating significant contributions from subject matter expert policy partners. All employees must complete the Code training within 90 days of hire.

- **Accessible Learning:** The Code and Respectful Workplace teams have collaborated to reorganize Code moment scenarios into easily accessible, manageable pieces available on both desktop and mobile devices. Code moments continue to be housed within the program website, making it convenient for employees to engage with the content.

- **Integrated Resources**: To enhance the learning experience, a hyperlink to the program website has been added to the existing Code moments slide in the leader training module. This integration ensures that leaders have easy and immediate access to valuable resources, making it simpler to engage with and apply the Code of Conduct principles.

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HOW ARE WE DOING?

The Code of Conduct program has made significant strides in 2024, fostering a well-informed and ethically responsible workforce. Here are the key highlights and initiatives that demonstrate the program's impact and value for Calgarians:

- **High Completion Rates**: As of 2024 December 31, 98.49 per cent of employees completed Code of Conduct training, up from 97.88 per cent the previous year. This high completion rate ensures a well-informed workforce.

- **Positive Training Outcomes**: The Code of Conduct program delivers two high-quality training courses with strong satisfaction ratings. Evaluations show that 98.6 per cent of employees are aware of Code expectations, 98.9 per cent of leaders understand their responsibilities, and 98.8 per cent of leaders know how to support employees with Code-related concerns. These results are statistically consistent with the previous year, highlighting the program's sustained effectiveness, as outlined in Attachment 2 – Performance Measures.

- **Commitment to Reporting:** The 2023 Corporate Employee Survey (CES) indicated that 84 per cent of employees would report unethical behaviour in the workplace, consistent with the 2021 CES results. This reflects a strong culture of transparency and ethical behaviour within the organization.

Corporate Activities in 2024:

In 2024, several key initiatives were undertaken to strengthen organizational culture, systems, and resources, supporting an effective Administration Code of Conduct. These activities include:

- **Equity, Diversity, Inclusion, and Belonging (EDIB) Framework and Strategy:** Approved by the Executive Leadership Team and launched in October 2023, the EDIB Framework and Strategy continued to be rolled out across departments and business units throughout 2024. The EDIB team worked to level-set and gather current state information, with the intention of embedding EDIB principles into annual service plans and goals.

- **Corporate Psychological Safety Strategy**: Human Resources launched this strategy to align with the Canadian National Standard for Psychological Health and Safety in the Workplace. In 2024, a Corporate Psychological Safety Framework was developed with the support of a cross-corporate taskforce. This framework provides a consistent approach to psychological safety and includes a myCity website offering practical tools and resources for leaders and employees to foster a psychologically safe workplace.

- **Restorative Workplace Strategy Project:** The Restorative Workplace Strategy (RWS) project, aims to equip City leaders with the tools, support, resources, and coaching needed to address workplace conflict through a trauma-informed lens. Building on last year's foundation, the RWS has advanced into Phase 4, focusing on operationalizing project activities. Key steps include approving and launching the strategy, creating and initiating implementation plans based on recommendations, developing a long-term sustainment plan, and delivering trauma-informed care training to key groups within the organization.

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- **Respect in the Workplace Training**: Updated training was rolled out in January 2024 and employees were required to complete it by 2024 December 31, with new employees encouraged to complete it within their first 90 days of employment. The training aligns with the Respectful Workplace policy, one of the nine Code policies.

- **Policy Reviews and Amendments:** Reviews and amendments to Code policies continued throughout 2024. Subject matter experts incorporated these updates into Code training to ensure that all employees are informed of the latest standards and practices.

Future Enhancements and Initiatives:

Looking ahead, the Code of Conduct program has several plans to continue enhancing its effectiveness and impact. These include:

- **Updated Code Training:** Launched in January 2025, the updated training requires new employees to complete it within 90 days of hire. The Code team will monitor completion rates and work with internal City partners to ensure ongoing compliance.

- **Ongoing Audit Responses**: The team will continue to address outstanding recommendations from the Code of Conduct Program Audit (AC2023-0537) in 2025 to further enhance the program.

EXTERNAL ENGAGEMENT AND COMMUNICATION

☐ Public engagement was undertaken

☐ Public/interested parties were informed

☐ Dialogue with interested parties was undertaken

☒ Public communication or engagement was not required

IMPLICATIONS

Social

The Code of Conduct supports the Social Wellbeing Principles (CP2019-01) of Equity, Truth and Reconciliation, Culture and Prevention by clearly defining expectations for a safe, respectful, and inclusive work environment. It ensures that services are delivered in a fair, objective, and impartial manner.

Environmental

Employees are required to evaluate their actions, decisions, and use of resources with consideration for their environmental impact.

Economic

The Code of Conduct promotes fiscal responsibility by directing employees to key City policies that address potential risk areas. This guidance supports their understanding and fosters sound decision-making regarding the proper use of City resources.

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Service and Financial Implications

Existing operating funding - base

Code of Conduct related activities are within approved budgets and programs.

RISK

The Code of Conduct Program plays a crucial role in proactively managing The City's Principal Corporate Risks, particularly Reputation Risk and Employee Experience.

Reputation Risk: The program introduces preventative administrative controls that help mitigate reputation risk. By promoting individual responsibility and collective accountability, the Code of Conduct ensures that employees adhere to expected standards of workplace conduct, especially in areas with inherent organizational risk.

Employee Experience: The program also supports the management of the Employee Experience risk. Efforts are underway to enhance psychological safety in the workplace, address inappropriate behaviour, and cultivate a culture where employees feel empowered to speak up about issues. Creating an environment where employees can effectively apply the Code fosters a safe, healthy and ethical workplace, thereby strengthening the Code of Conduct's effectiveness.

Without these proactive measures, employees are less likely to internalize and demonstrate the 4Cs of our culture: character, competence, commitment, and collaboration.

ATTACHMENTS

1. Background and Previous Council Direction
2. Performance Measures
3. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
David Duckworth	Chief Administrator's Office	Consult
Chris Arthurs	People, Innovation & Collaboration Services	Approve