



Code of Conduct

Annual Report

2019 March 22

The story behind The Code of Conduct

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.

As a result of the 2015 Ethics Audit, completed by KPMG, The City focused on refreshing our Code of Conduct to align it with best practices. Our Code of Conduct is now 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 refreshed Code of Conduct, launched in 2017 March, is framed in four (4) behaviour based themes which articulate, but do not replace, the nine (9) underlying policies.

In 2017 Q4 The City developed Code of Conduct learning (training), which was fully launched on 2018 June 4 and was promoted using a comprehensive awareness campaign, supporting both the Leadership Strategic Plan (C2014-0703) and Council's Imperatives (C2014-0703).

This report has been designed to provide Audit Committee (Council) with an update on the status of the KPMG Ethics Audit recommendations while also providing assurance of sound practices within The City's ethics program. Therefore, this report is organized using the following:

1. City of Calgary Code of Conduct Progress

- a. High level **recent accomplishments** in 2018-2019.
- b. Headline performance measures to show **how The City is doing**. Where available, baseline information for the measures show history (represented by a solid red line) and forecast (indicated by a dotted red line). Anticipated changes are represented by a solid gray arrow, to depict where The City can "turn the curve" on performance.
- c. **The story behind the numbers** describes the conditions, causes and forces at work that helps explain the current and expected performance.
- d. **What we propose to do** highlights initiatives planned or currently underway to advance success in the focus area.

Ongoing performance accountability is essential to the success of the Code of Conduct. A sustainment strategy will be developed to integrate these initiatives in the work The City does and to continue to measure and report on the Code of Conduct program's performance.

2. Code of Conduct Supporting Policies

3. KPMG 2015 Ethics Audit Update

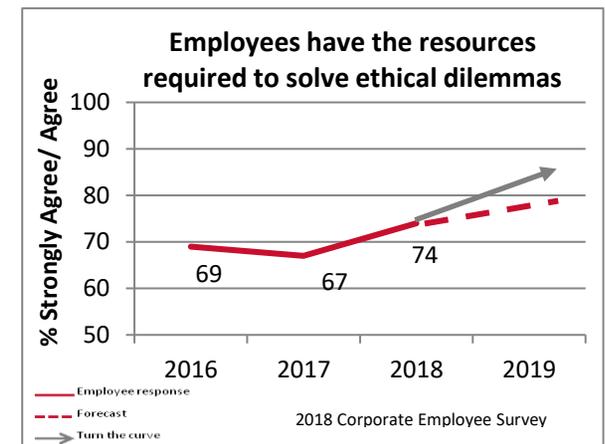
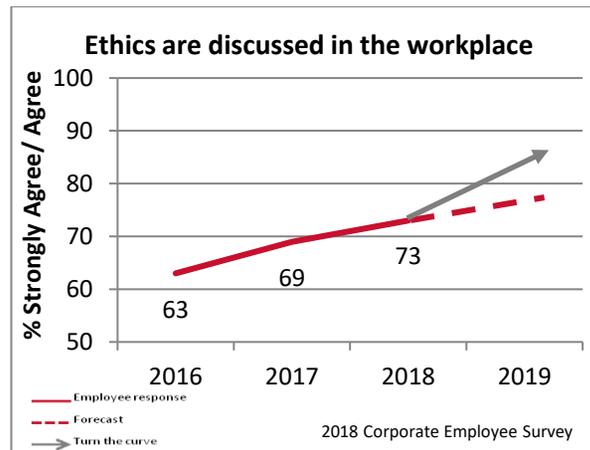
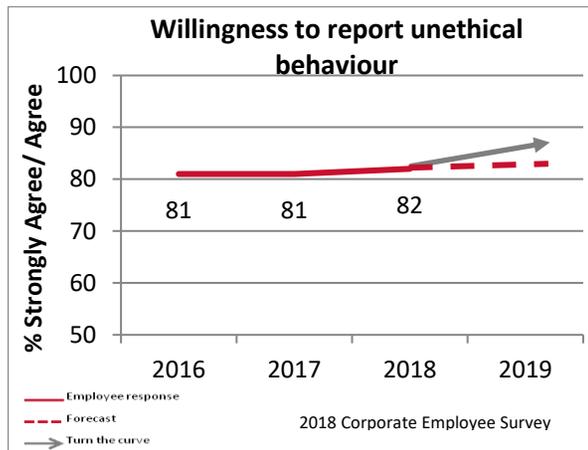


The City of Calgary's values based Code of Conduct outlines expectations and standards of behaviour to help employees remain focused on delivering The City's common purpose; making life better every day.

Recent accomplishments

- Code of Conduct team integrated the 2015 KPMG Ethics Audit recommendations with best practices to design and develop Code of Conduct learning (training) to support employees to make ethical decisions, while understanding what is expected of them as public servants. The Code of Conduct learning, officially launched on 2018 June 4:
 - Is values-driven and is underpinned by our behaviour-based cultural imperatives (character, competence, collaboration, commitment and individual responsibility, collective accountability).
 - Provides direction, tools, resources and principles to guide behaviour and decision-making; including, a decision making tree (Attachment 2), and scenario-based examples to support employees and leaders understanding of the code.
 - Is offered in two forms; eLearning, for employees with computer access and facilitated sessions for employees without computer access.
 - As of 2019 March 12, 14,050 employees have completed the training. 4,858 of those employees are "non-wired" with 255 "in class" sessions delivered.
- A comprehensive awareness campaign was delivered to all employees including: building advertisements, digital screen images, leadership packages and, and five "Dear Code of Conduct" articles were published on myCity.
- Refreshed Code of Conduct was launched on calgary.ca in 2017 March as a fully accessible micro-site, paired with an accessible PDF for download. The microsite has received 14,371 views during the period of 2017 March- 2019 February.
- Corporate Employee Survey includes three questions directly related to the Code of Conduct, including: "I would report unethical behaviour in my workplace"; "Ethics and the Code of Conduct are discussed in my workplace" and; "If I am faced with an ethical dilemma, I know where I can go to find help in resolving the issue."
- Inclusion workshops have been delivered to improve intercultural competencies, unconscious bias, bridging cultures, respectful workplace and human rights. In 2018 a strong Human Rights communications campaign was launched to employees in recognition of the 70th anniversary of the Universal Declaration of Human Rights.
- All 2015 KPMG Ethics Audit Recommendations have now been closed, outlined on page 5 of this attachment.

How we are doing?



The story behind the numbers

In 2017 the refreshed Code of Conduct was launched to the organization using an awareness campaign. This refreshed Code was designed using aspirational, descriptive and proscriptive content to support its nine (9) standing policies. In Q2 2018 the Code training was rolled out to City leaders, managers and supervisors, followed by a full launch to all employees in 2018 June.

Starting in 2016 September, the Corporate Employee Survey (CES) was expanded to include three questions directly related to the Code of Conduct. The results of the CES indicated an opportunity to; enhance leadership accountability through ongoing discussions of ethics at all levels of the organization and; provide education on the tools and resources to support employees facing ethical dilemmas. Since the annual CES was administered three months following the Code of Conduct learning implementation, many employees had completed the CES prior to receiving Code training, therefore these results are expected to increase on the 2019 September CES.

What we propose to do:

- Continue to actively provide awareness of the Code of Conduct and embed its principles within existing and new programs, processes and initiatives.
- Work with the Code of Conduct Policy Owners to integrate messages, develop the 2020 Code refresh training and launch supplementary education.
- Continue to apply the Results Based Accountability™ approach to evaluate the progress on the Code of Conduct while enhancing reporting mechanisms.

Code of Conduct- Supporting Policies

The Code of Conduct is framed into four (4) behaviour based themes which articulates, but does not replace, the nine (9) existing policies. These four themes are designed to focus on The City's values and, to reduce complexity of the Code. The four themes and corresponding policies are:

A Safe and Healthy Workplace

Occupational Health and Safety (HS-ESM-001)

Workplace Violence (GN-040)

Substance Use (HR-TR-005)

Respect in our Workplace

Respectful Workplace (HR-LR-001)

Acceptable Use of City Technology Resources (IM-IT-002)

Social Media, Media Relations and Public Statement (ALT2016-0798)

Proper Use of City Resources

Acceptable Use of City Technology Resources (IM-IT-002)

Conflict of Interest (HR-LR-004)

The City of Calgary's Environmental Policy (UEP001)

Freedom of Information and Protection of Privacy Act

Putting Calgary First

Conflict of Interest (HR-LR-004)

Social Media, Media Relations and Public Statement (ALT2016-0798)

Freedom of Information and Protection of Privacy Act

KPMG 2015 Ethics Audit Update

#	KMPG Report Action (abridged)	KMPG Report Date	Status
5.1.1	Consider application or implication of sign-off	2017, June 30 (HR)	Accept the Risk
5.1.1	Continue and possibly enhance communication strategy for the Code	2017, June 30 (HR)	Complete
5.1.2	Complete a review of training needs and approaches	2017, December 31 (HR)	Complete
5.1.2	Complete a review of a tracking mechanism for training and ease of access to code and related amendments	2017, December 31 (HR)	Complete
5.1.2	Discuss training needs with Council	2017, December 31 (City Clerk's)	Complete
5.1.3	Review of Code of Conduct for staff of Office of the Councillors	2016, March 31 (HR)	Complete
5.1.3	Assist Council in any review Council chooses to undertake	2016, June 30 (HR)	Complete
5.1.3	Review responsibility and process to identify and resolve any conflicts between policies in the Code or with supporting policies and documents; Review the complexity of the Code with objective of providing an understandable and effective code	2017, March 31 (HR)	Complete
5.1.3	Review current investigation approach and matrix for applicability to the overall code of conduct and to ensure clarity and effectiveness	2017, June 30 (HR)	Complete
5.1.3	Review the effectiveness of the process for policy review and procedure to record evidence of the review	2016, September 30 (HR)	Complete
5.1.4	Review the reporting processes and determine whether a generic reporting process should be created	2017, March 31 (HR)	Complete
5.1.4	Consider expanding Bid Submissions forms to clearly include identification of current and former employees. At that time also consider enhancements to reference spouses/partners of staff.	2016, June 30 (Supply)	Complete
5.1.5	Explore the development of a mechanism to monitor and report on Code violations/investigations and report regularly to City Manager/Senior Management	2018, June 30 (HR)	Complete
5.1.6	Document clear roles and responsibilities for the code processes	2016, March 31 (HR)	Complete
5.1.6	Revisit the individual performance evaluation process to ensure it reflects corporate values and, by extension, the values inherent in the Code.	2017, March 31 (HR)	Accept the Risk