

People, Innovation & Collaboration Services Report to
Audit Committee
2024 March 14

ISC: UNRESTRICTED
AC2024-0292

Administration Code of Conduct Annual Update

PURPOSE

This report provides Audit Committee with an annual update on management practices and processes related to The City of Calgary's Administration Code of Conduct Program (the Program). Key program highlights, statistics, and activities between 2023 January 1 and 2023 December 31 are included.

PREVIOUS COUNCIL DIRECTION

The 2023 June Code of Conduct Program Audit (AC2023-057) Recommendation 4.1(b) requested that management consider delivering annual Program updates to Audit Committee as reports rather than briefings. See Attachment 1 for Background and Previous Council direction.

RECOMMENDATION:

Audit Committee recommends that Council:

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

RECOMMENDATION OF THE AUDIT COMMITTEE, 2024 MARCH 14:

That Council receive this report for the Corporate Record.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

General Manager Chris Arthurs concurs with this report and the outlined next steps.

HIGHLIGHTS

- Code of Conduct training completion rate increased to 97.88 per cent in 2023 from 95.50 per cent reported the previous year.
- Respect in the Workplace training rolled out on 2024 January 1 with a 2024 December 31 completion date. This training is mandatory for all City employees. New employees are encouraged to complete the training within their first 90 days of employment.
- The Code of Conduct Program team is responding to Code of Conduct Program Audit (AC2023-0537) recommendations.
- A new Protection of Privacy Administration Policy was approved by the Executive Leadership Team in 2023 December.

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DISCUSSION

How are we doing?

The story behind the numbers is outlined below. Code performance measures are provided in Attachment 2.

As of the end of 2023, 97.88 per cent of employees completed the mandatory Code of Conduct training. This is a modest improvement over the 96.50 per cent completion rate reported the previous year. Additionally, Code training evaluations reported 99.1 per cent of leaders are aware of their responsibilities related to the Code and 99 per cent of leaders understand how to support employees with Code-related concerns. This is consistent with the previous year. Employees and leaders are required to retake Code training every other year. Code training is again scheduled in 2025.

The 2023 Corporate Employee Survey (CES) question related to the Code of Conduct indicated that 84 per cent of employees (strongly agreed/agreed) they would report unethical behaviour in the workplace if it occurred. This remains unchanged from the 2021 CES result.

Work on a Speaking Up project began in 2022 Q1 to further examine a CES question, "*I can report on behaviours related to the Code of Conduct without fear of retaliation*". Of note, agreement (strongly agreed/agreed) to this CES question increased by one per cent to 64 per cent in 2023, from the 2021 response. It is positive to see this measure increase slightly. The Speaking Up project continues and has helped the Code team better understand barriers employees may face when deciding to report Code-related issues. While the results are trending in the right direction, Administration recognizes work must continue on this. See Attachment 3 for Speaking Up survey statistics and further information.

Corporate activities undertaken in 2023 that are intended to strengthen the organizational culture, systems and resources to support an effective Administration Code of Conduct included:

- Reviews and amendments to Code-related policies including Substance Abuse, Workplace Violence Prevention, Environmental, Conflict of Interest, Occupational Health and Safety, Respectful Workplace, and Acceptable Use of City Technology Resources Policies. This work will continue into 2024.
- The Equity, Diversity, Inclusion and Belonging (EDIB) Corporate Framework and Strategy, a corporate initiative that supports the Code, was approved by the Executive Leadership Team and launched in 2023 October. The implementation of this Framework and Strategy is underway within each department, and business unit workplans are being co-created with the support of the EDIB team.
- A project plan for the Restorative Workplace Strategy was created in 2023 and is expected to be executed through to end of 2024. Ongoing research of restorative workplace and trauma informed practices, training and data collection on this leading practice is continuing.
- The Disclosure & Resolution Resource Office in Calgary Fire continues to communicate with their employees to increase awareness of resources and access to the office. The office, established in 2022 July, is an independent, confidential, informal option for Calgary Fire employees to evaluate steps to resolve workplace issues, including disrespectful behaviour, harassment and discrimination.

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- The Occupational Health, Safety and Wellness service line continues to enhance safety and wellness culture by focusing on the employee experience, modernizing systems, developing occupational health and safety standards, and increasing the understanding of psychological safety. An internal corporate safety dashboard displays daily performance metrics. Report summaries are provided to general managers, directors and managers monthly, and as requested.

What we plan to do:

The Code of Conduct Program delivers two high-quality mandatory training courses with strong satisfaction ratings from employees and leaders. Code training and resources will be updated in 2024. Work will continue on the Speaking Up project to encourage the positive trend noted in the 2023 CES results. The Code Program continues to respond to Code of Conduct Program Audit (AC2023-0537) recommendations.

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 |

IMPLICATIONS

Social

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

Environmental

Employees are required to consider actions, decisions and use of resources with respect to their impact on the environment.

Economic

The Code of Conduct promotes fiscal responsibility by providing employees with a reference guide to key City policies that address risk areas that they may encounter at work and also requires the proper use of City resources.

Service and Financial Implications

Existing operating funding - base

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

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RISK

The Code of Conduct Program supports proactive management of The City's Principal Corporate Risk: Reputation Risk by introducing preventative, administrative controls. The Code of Conduct learning and resources promote employees' individual responsibility and collective accountability to demonstrate the expected standards of workplace conduct in areas subject to inherent risk for the organization. The Code of Conduct Program also supports The City's Principal Corporate Risk: Employee Experience. Efforts are underway to increase psychological safety in the workplace, address inappropriate behaviour and develop a culture of speaking up about issues. Creating an environment where employees can effectively apply the Code to foster a safe, healthy and ethical workplace will strengthen the effectiveness of the Code of Conduct. Without these efforts, 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. Speaking Up Survey Results
4. Presentation

Department Circulation

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

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