

**Calgary**



# Code of Conduct

DECEMBER 2022



[calgary.ca/employeeecode](https://calgary.ca/employeeecode)

# Table of Contents

Our shared purpose–letter from our City Manager	2	<b>Respect in Our Workplace</b>	<b>21</b>
How to use this book	3	I am responsible for Respect in Our Workplace	21
One City, One Voice...and me	3	Respectful behaviours	22
Knowing the Code	4	I always have choices. Which one feels right to me?	24
Ethical behaviour – Our obligations as employees and leaders	5	What should I do?	25
If you are ever unsure...	6	Learn more...	26
Speak up!	7	<b>Proper Use of City Resources</b>	<b>27</b>
What happens when I report a concern?	10	I am responsible for the proper use of City resources	27
The consequences	11	Behaviours for the proper use of City resources	28
Obstacles to speaking up	11	I always have choices. Which one feels right to me?	30
Protecting those who raise concerns	12	What should I do?	31
The whistle-blower program	12	Learn more...	33
The 4 Cs behaviours	13	<b>Putting Calgary First</b>	<b>34</b>
Code of Conduct: Our four themes	14	I am responsible for putting Calgary first	34
<b>A Safe and Healthy Workplace</b>	<b>15</b>	Behaviours for putting Calgary first	35
I am responsible for a safe and healthy workplace	15	I always have choices. Which one feels right to me?	36
Safe and healthy behaviours	16	What should I do?	37
I always have choices. Which one feels right to me?	18	Learn more...	38
What should I do?	19	Definitions	39
Learn more...	20	Index	42



# Our shared purpose and behaviours – letter from our City Manager

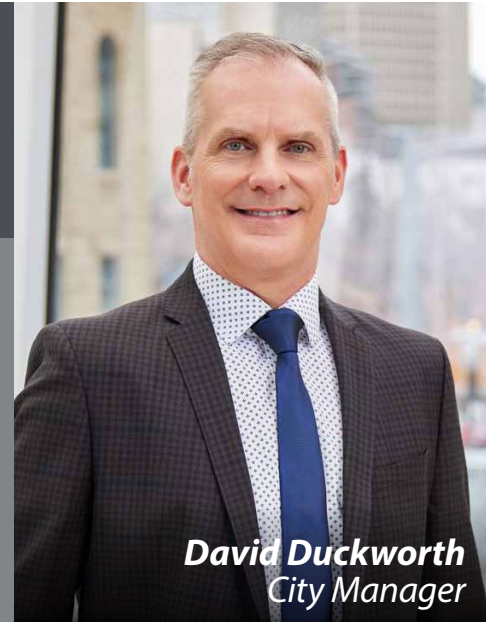
## Individual responsibility

*"I act responsibly, perform my duties to the best of my ability and present myself as a positive ambassador for The City."*

## Collective accountability

*"We work together for the benefit of the people of Calgary."*

Our Code of Conduct is grounded by our values of individual responsibility and collective accountability. Each of us is responsible for our own behaviour when serving Calgarians and interacting with each other.



**David Duckworth**  
City Manager

Our common purpose of making life better every day connects us, as public servants, to our city in a way like no other. Calgarians count on us to develop and deliver services in an efficient, effective and ethical manner. Our behaviour matters because what we do reflects on all of us. We need to live by our 4 Cs – character, commitment, competence, collaboration. We need to be mindful of our character by behaving in the right way, committed to the greater good, collaborative with our colleagues and our partners to strengthen teamwork and relationships, and use our skills and competencies to rethink how we work to make life better every day for citizens.

Our Code of Conduct lays out the expectations The City has for our behaviour. The standards are high, and they should be. Calgarians expect us to do the right things and be accountable and responsible.

I am so proud of the passion for public service I see from City employees. I know we are often drawn into conversations with family,

friends and neighbours about City business, events and services. At work or after work, the Code guides us to ensure we remain positive ambassadors for our great City.

Knowing how to behave in the right way is not always straight forward. The Code cannot cover all types of situations, but it does cover many scenarios. Most importantly, it provides us with the information and tools that helps us think through what we are facing.

We are fortunate to have many resources available to use when we have concerns or questions. Please reach out to your leader with any questions you have. We are all responsible for understanding our Code of Conduct and how each of us, in our different roles, can strengthen our healthy, safe, inclusive and respectful workplace. And if you see behaviours that seem uncharacteristic for a City employee, speak up! I know you will find our Code of Conduct policy guide helpful throughout your career here at The City of Calgary.

# How to use this booklet

The Code of Conduct has been organized into four themes to help you understand expected behaviours. Each theme is identified by a colour (see Table of Contents) that will help you find each theme easily. Each theme covers an overview, expected behaviours and many examples to bring it to life.

**Bold underlined** words indicate that a definition for that term can be found in the Definitions section at the end of this book. The information in this booklet can also be viewed online at [Calgary.ca/employeeecode](http://Calgary.ca/employeeecode), in addition to a list of resources to support the Code of Conduct, such as legislation, policies, standards, guidelines, training, and other programs or handbooks.

## One City, One Voice...and me

As City of Calgary employees, we are a reflection of our diverse, resilient and vibrant city. Our Code of Conduct helps us act in ways that demonstrate our values, our employee promise, our respect for each other and the citizens we serve. This is your Code of Conduct. While it may not have all the answers you seek, it will guide you on what behaviour is expected and where to get more information or to report a concern.

## Our Code

The City's Code of Conduct Policy defines the roles and responsibilities we all have related to the Code of Conduct, and who the Code applies to.

Our Code applies to all City employees, both in the workplace, and in some off-duty circumstances. This includes permanent, temporary, and seasonal employees, on-call, Code 81 and 86 staff, and all individuals employed directly by The City.

Some of the policies that are contained in our Code of Conduct may extend to other groups such as suppliers and volunteers. Suppliers, elected officials, and citizens who sit on boards, commissions, and committees have their own Codes of Conduct.

The Code of Conduct Policy is accompanied by the Code of Conduct Standards. The Standards are a common reference guide that summarizes the 4 Cs behaviours and the nine Code Policies that make up our Code.

## The Policies Will Prevail

If for some reason the Code conflicts, or is inconsistent with a policy, the policy will be followed. Employees are expected to review each policy in full and these can be found at [calgary.ca/employeeecode](http://calgary.ca/employeeecode).

# Knowing the Code

## What's in it for me?

What we do says a lot about who we are. The Code of Conduct helps us understand the importance of behaving in the right way, committing to the greater public good and knowing where to go when we have questions or concerns.

Our Code of Conduct benefits us because it:

- Outlines how we can work together to make life better every day.
- Guides us on The City's expectations for our behaviour, and the behaviour we can expect from each other.
- Builds and maintains a **workplace** where we treat each other with respect and help keep each other safe.

- Protects The City's reputation and brand ensuring that we preserve citizen trust and remain a top employer.
- Strengthens our commitment to our vision of making Calgary a 'great place to make a living and a great place to make a life.'

Each of us is responsible for understanding the Code and behaving in the right way, so we can fulfill our role as public servants responsibly and with integrity. Collectively, our actions support our values and culture.



# Ethical behaviour – Our obligations as employees and leaders

We all have the responsibility to demonstrate the highest standards of ethical behaviour. Our reputation for living the 4 Cs is demonstrated by each of us with every interaction, every day.

## **AS AN EMPLOYEE, I AM RESPONSIBLE FOR:**

- Being familiar with and following the behaviours outlined in the Code of Conduct Standard, its related policies, standards and procedures, and all applicable laws and regulations.
- Speaking up to address or report concerns and behaviour that violates the Code or is illegal.
- Completing Code of Conduct training within the first 90 days of employment and renewing it as directed by The City.
- Co-operating with formal investigations and informal options for addressing concerns.
- Asking for clarification when unsure whether certain behaviours, circumstances or interests may affect my ability to follow the Code of Conduct.

## **AS A LEADER, I AM ALSO RESPONSIBLE FOR:**

- Leading by example and modeling the behaviours expected of all employees.
- Creating a **psychologically safe** work environment where employees are comfortable raising question and concerns.
- Acting on or escalating issues promptly, even if those involved don't report directly to me.
- Advising my **leader** if I am aware of or addressing a Code violation, and escalating issues that are beyond my role or level of knowledge.
- Documenting discussions about Code issues raised by an employee.
- Applying the Code of Conduct fairly and consistently to all employees.
- Ensuring employees have participated in Code of Conduct orientation and training.
- Helping employees understand the Code.
- Discussing Code of Conduct Standards and **workplace** situations with employees to reinforce learning.
- Ensuring updates to the Code are communicated to employees promptly.
- Taking corrective action to prevent risks related to Code violations.
- Acknowledging employees whose behaviour reflects the Code and the 4 Cs.

A leader is a person who is in a position of directing employees and/or work relating to any City Workplace, project, contract, or volunteer operation. Leaders have job titles such as City Manager, General Manager, Director, Chief, Manager, Deputy, Leader, Supervisor, Captain, Team Lead, Superintendent, Foreman, Lead Hand, Coordinator, or similar. This includes those temporarily acting in a leader role or who have been delegated a leader's duties.

In addition to their responsibilities as leaders and employees, exempt leaders are responsible for disciplinary action related to the Code of Conduct.

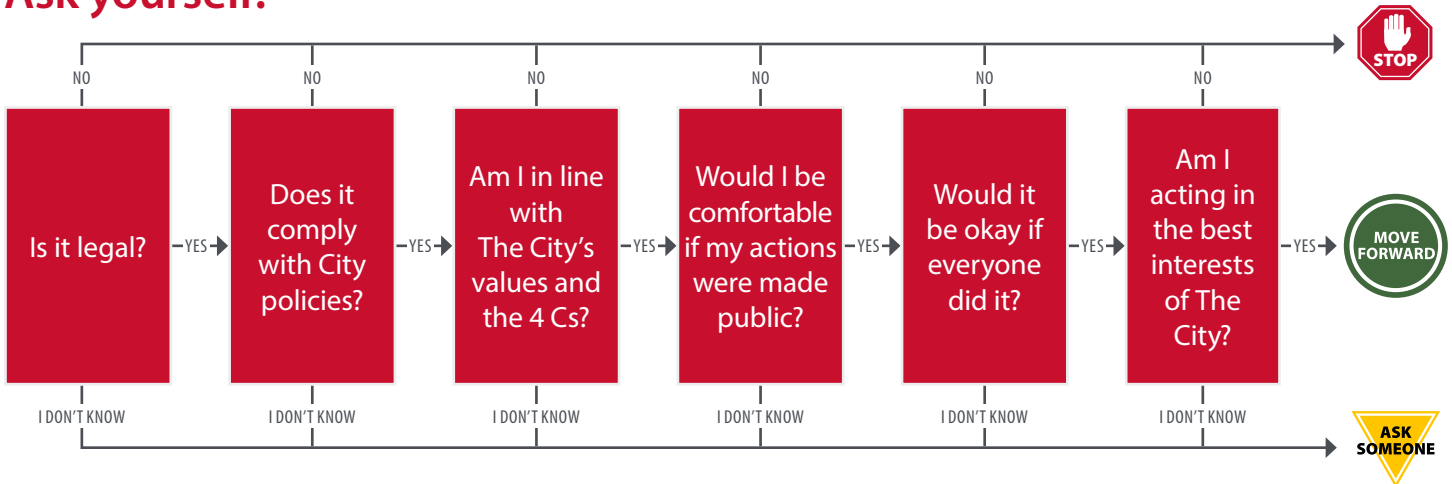
# If you are ever unsure...

## Use the Code Decision Tool

Sometimes we know something is wrong – it just feels wrong. Other times, it can be hard to tell if an action we want to take

breaks a City Code of Conduct policy or not. When you're in this kind of situation, ask yourself the questions in the Code Decision Tool below.

## Ask yourself:



## IT'S YOUR RESPONSIBILITY TO FOLLOW THE CODE OF CONDUCT.

Make sure you know before you act. If you are unsure, ask someone who knows.

## Ask questions and seek guidance



If you are unsure at any point, pause and find the answers from someone who does know. Your **leader** is a great place to start. They are there to provide clarity on expectations in the **workplace** and to support you.

If you are not comfortable speaking to your **leader**, you can speak with their **leader**.

The Corporate Organizational Chart can help you identify who this is <http://corporgchart>.

The **HR Business Partner** in your business unit can answer some of your questions or help you find someone who can.

If you need to find contact information for your HR Business Partner call **403-268-5800**.

# Speak up!

City employees work in all corners of Calgary and we rely on each other to report concerns or raise questions about practices and behaviours, so we can build and maintain a strong **workplace** culture. If something doesn't seem right, safe or appropriate, you have options. Speaking up takes courage, but voicing your questions or concerns demonstrates your commitment to The City and to your colleagues.

Whether you are a bystander, or you are directly involved, it is important to do something. Not taking action sends the message that the behaviour is acceptable, that the people impacted are not important enough to warrant your help, and that you are willing to tolerate a **workplace** that is not safe, respectful, or ethical.

## Before speaking up...

### Assess the situation

Weigh up what you know about the situation and decide whether it is safe or appropriate to step in right away on your own. Some issues need to be acted on immediately while others are better addressed afterwards, when things have cooled off and the situation feels safer. Consider the impact on yourself and those around you, the seriousness of the situation and how you can approach things in a way that doesn't threaten the people involved.

### Consider your options

You might speak to the people involved to share your perspective and concerns. As a bystander, you may offer support to those impacted by the situation. We all naturally feel a little threatened or defensive when a co-worker challenges something we've done. Consider mentioning the issue in a neutral setting, when others aren't around, or when things are calm.

If you decide to address the issue later, consider accessing resources and information such as the Code of Conduct website, or the Employee and Family Assistance Program. Taking notes can make it easier to remember details if you need to talk about it later. And waiting also gives you a chance to speak with someone who can help, such as a leader or HR Business Partner.



## Speaking Up

If you've assessed the situation and decided it's safe to speak up immediately, there are a number of ways you can step in. It's important to ensure that you feel safe, and to consider the safety of the people you raise the concern with.

### EXAMPLES:

- Let's pause and think this through.
- I'm not comfortable with that.
- Things seem pretty tense here; let's take a breather."
- Oh, hey, that's not appropriate.
- That crosses a line.
- You've overstepped.

If you aren't directly involved, you may see or hear about a concern as a bystander. Bystanders are individuals or groups who witness inappropriate **workplace** behaviour, and it can be difficult for bystanders to know what to do. You might be unsure about the facts, unfamiliar with the people, or worried about making the situation worse. Bystander options include intervening, following-up with the people impacted, or both.

### EXAMPLES OF INTERVENING:

- Hey, my buddy is waiting for us. Let's go now.
- Is everyone okay here? How can I help?

### EXAMPLES OF FOLLOWING UP:

- I saw what happened. Let's go and grab a coffee and talk.
- Are you okay? What can I do to support you?

## Speaking with someone who can help

If you need support, or the issue is not appropriate for you to address, you're encouraged to start by speaking with your **leader**. Your leader has access to the tools and resources necessary to address your concerns or guide you on next steps. If speaking to your leader is not an option, you can also speak to the person your leader reports to, another leader in your area, your union rep or the **Human Resources Business Partner** in your business unit. **Human Resources Support Services** at 403-268-5800 can give you contact information or redirect your call.



## Specific concerns can also be reported in other ways

TO REPORT...	CONTACT...	AT...
Privacy breach or loss, unauthorized access to, or disclosure of personal information	Access and Privacy, City Clerks Office	403-268-5861 ext. 2 foip@calgary.ca
Chemical or hazardous material releases OR soil contamination discovery at construction sites	Your business unit environmental contact and project manager (if applicable to a construction site) to notify	311 to complete an X217 form or using the online X217 Service Request
Emergency spills or releases (beyond the ability of the business unit or contractor to clean up) OR soil contamination discovery at construction sites	Calgary Fire Department (CFD) to respond	9-1-1
Corporate waste concern	Corporate Waste Diversion	311
Disrespectful behaviour, harassment or discrimination	Respectful Workplace Office	403-268-2594 rwp@calgary.ca
Emergencies	Fire/Police/EMS	9-1-1
Inappropriate statements on social media, at public events or in the news	Media Relations Team	<a href="mailto:media.relations@calgary.ca">media.relations@calgary.ca</a>
Safety concerns or incidents	Business Unit Safety Advisor, your supervisor or use the SDMS online safety reporting tool.	<a href="http://myCity/Safety">http://myCity/Safety</a>
Workplace violence or threats, security concerns or incidents, illegal drugs, theft and other criminal matters, computer and other device misuse	Corporate Security	<a href="http://securityincident.coc.ca">http://securityincident.coc.ca</a> corporate.security@calgary.ca 403-268-8868
A suspected, real or perceived conflict of interest	Your exempt supervisor, Director or General Manager, Corporate Security, the City Auditor's Office, Law, and/or your Labour Relations representative.  Human Resources Support Services can give you contact information or redirect your call.	Corporate Security <a href="http://securityincident.coc.ca">http://securityincident.coc.ca</a> corporate.security@calgary.ca 403-268-8868  HR Support Services 403-268-5800

# What happens when I report a concern?

Whoever you approach for support will gather information to determine the best way forward. Depending on the situation, the issue may then be addressed formally or informally.

## Addressing a concern informally

Informal ways to address a concern may include:

- Discussing how to best resolve the issue with those involved.
- Coaching those involved through some options.
- Providing training or facilitation for individuals or the team.
- Implementing a guideline or protocol to change behaviour
- Accessing mediation or conciliation, and;
- Connecting people with resources and information, such as the Code Decision Tool, a specific policy, or the **Employee and Family Assistance Program**.

Informal options are generally faster, less expensive and less stressful than formal action. They can help resolve an issue before it escalates, and often leave those involved with a stronger sense of control over the situation. Informal options can also improve the work area and relationships.

## Addressing a concern formally

Some situations require a formal approach, such as a report, an investigation, or both. Investigations may help identify what went wrong and why, and determine if a policy has been violated. They can also help us identify improvements in **workplace** practices for everyone.

Investigations are often led by a **leader** and supported by a subject matter expert, or a subject matter expert may take the lead. The type of subject matter expert involved will depend on the nature of the incident or situation.

Subject matter experts that support or lead investigations include:

- HR Business Partners
- Safety Advisors
- Leaders from the Respectful Workplace Office
- Access and Privacy Analysts
- Corporate Security Advisors

Investigators are committed to getting the full story and may contact other people, including witnesses, to gather new information or verify information already gathered.

During investigations, employees are expected to co-operate fully and provide information that is accurate, honest and complete. Information gathered during an investigation is kept confidential, except in cases where confidentiality inhibits a full and fair investigation, or where it is necessary by law to provide information to a third party.

The appropriate parties in the investigation will receive a brief summary or update on the findings. Based on the findings of the investigation, disciplinary action, non-disciplinary action or no action may be taken. Restoration measures may also be undertaken in the **workplace** to prevent a similar situation recurring.

# The consequences

The City takes violations of its Code very seriously. When an employee's behaviour does not live up to Code expectations, there can be consequences. When employees have concerns about a potential Code violation, they're expected to report the details of their concerns. Reports of violations or retaliation may lead to an investigation.

Based on the results of an investigation, disciplinary action may be applied if an employee has:

- Violated the Code or asked others to violate it
- Deliberately withheld relevant information during an investigation

- Retaliated against an employee
- Deliberately made a false report or accusation against another

When disciplinary action is justified, it will be applied fairly and consistently in accordance with the Labour Relations Policy or the Exempt Staff Policy. Discipline can result in action up to and including termination of employment.

Some policy violations or behaviours may also result in a legal response including civil litigation or the involvement of the police in cases of criminal code violations. Examples include, but are not limited to, theft, fraud and **violence**.

# Obstacles to speaking up

Speaking up can be challenging; human brains are wired to be cautious in potentially dangerous or uncomfortable situations. It can help to be aware of some of the obstacles that can prevent you from speaking up.



## You may

Feel embarrassed or uncertain	Wonder if confidentiality will be maintained
Be afraid that you won't be taken seriously	Have doubts that your concern will be taken seriously
Think that others will see you as a troublemaker	Worry about relationships with coworkers
Assume the behaviour is acceptable	Anticipate retaliation or risk to your job
Assume someone else is responsible for taking action	Feel more risk if you face discrimination or inequity

# Protecting those who raise concerns



As employees, it is important that we are able to ask questions and raise concerns about our Code of Conduct freely, and with an expectation that our concerns will be taken seriously and treated fairly.

We are committed to protecting the rights of employees who:

- report violations or suspected violations of our Code honestly and in good faith

- co-operate in Code-related investigations
- raise questions about our Code, a business practice, decision or action
- seek guidance on how to handle a particular situation

Retaliating against an individual under any of these circumstances, including harassing, intimidating, **bullying** or ostracizing them, is in itself a violation of our Code and may be subject to disciplinary action.

Reporting a false claim, for the purpose of causing harm to, intimidating or harassing another individual is also a violation of the Code and may be subject to disciplinary action.

*The City wants to hear from you and wants you to feel safe speaking up.*

## The whistle-blower program

The Whistle-blower Program is an additional mechanism for employees, and Calgarians, to report suspected instances of fraud or other wrongdoing by employees or others who conduct business with The City.

Employees are expected to report Code-related concerns to their **leader** or through the other avenues discussed earlier. However, if you are concerned about reprisal or bias and feel unable to report within these channels, the issue can be reported through the Whistle-Blower Program.

The program supports anonymous reporting of concerns, where it is appropriate. In some situations, remaining anonymous may limit the ability of the Whistle-Blower Program to effectively investigate your concern. Reporting online through an independent service provider allows for ongoing dialogue with investigators, with you remaining anonymous if you choose.

Every reasonable effort is made to maintain the confidentiality of all information and individuals related to a reported allegation. Details may be disclosed only on a need-to-know basis as necessary to address the reported issue.

More information about the Whistle-Blower Program is available at [www.calgary.ca/whistle](http://www.calgary.ca/whistle)

# The 4 Cs behaviours

How we get things done is as important as what we get done. The 4 Cs are the essential qualities of our organization. We look for these in our new hires, recognize them in our colleagues, and develop them in our employees.

## Character

We behave the right way

Act with integrity, courage and honesty	
ALL Employees	Leadership
Demonstrate our shared values and ethical behaviours.	Model our shared values and ethical behaviours.
Respect others for their unique abilities, experiences and expertise.	Foster mutual respect by showing concern and a caring attitude.
Communicate in an open and honest manner.	Encourage open and honest communications.
Listen carefully and consider differing ideas and opinions.	Create an environment of trust where employees are comfortable sharing ideas and questions.
Be accountable and take responsibility for my own behaviour.	Manage performance and coach others.

## Commitment

We are dedicated to the greater public good

Demonstrate a passion for public service	
ALL Employees	Leadership
Provide citizen-focused customer service: Listen. Respect. Act.	Model and promote citizen-focused customer service.
Be flexible and responsive to changing priorities and customer service needs.	Address barriers that affect customer service delivery.
Show initiative and take responsibility for completing actions.	Make connections between employee actions and customer service results.
Be interested in what is going on in my business unit and across The City.	Understand the economic, social, environmental and political impacts of my decisions.
Be a positive ambassador for The City.	Recognize others for exceptional public service.

## Competence

We do the right things the right way

Think strategically, make informed decisions, continue to learn and innovate	
ALL Employees	Leadership
Find opportunities to learn and develop.	Create opportunities for employees to learn and develop.
Ask questions and look for new ways to deliver service.	Support employees to innovate and take calculated risks to improve service.
Be open to feedback and change.	Clarify direction, priorities, roles and expectations, and provide feedback on employee performance.
Perform my duties to the best of my abilities.	Evaluate processes, resources and strategies to ensure they are effective and aligned with The City's goals.
Be responsible for my health, safety and wellness, and watch out for my colleagues on the job.	Create an environment that promotes health, safety and wellness.

## Collaboration

We work together for a common purpose

Communicate, build relationships and strengthen teamwork	
ALL Employees	Leadership
Share knowledge and ideas to deliver better solutions.	Create opportunities to share knowledge, ideas and resources.
Work with others to get the job done.	Communicate how my team contributes to shared outcomes.
Be open-minded and encourage others to contribute.	Encourage and support employees to work with and learn from others.
Build and maintain respectful and inclusive working relationships.	Create an accessible and inclusive environment that values diverse perspectives, talents and experiences.
Contribute to team efforts.	Recognize individual and team efforts and celebrate success.

# Code of Conduct: Our four themes

The Code of Conduct can be a lot to digest, so it has been organized into four behaviour-based themes: A Safe and Healthy Workplace, Respect in Our Workplace, Proper Use of City Resources and Putting Calgary First. These themes integrate the 4 Cs of our culture with the nine Code policies to help you understand what to expect, and what is expected of you in the **workplace**.

## A safe and healthy workplace



- Physical and psychological health and safety
- Workplace violence
- Substance use
- Fitness for work

## Respect in our workplace



- Respectful workplace
- Diversity and inclusion
- Use of technology and social media

## Proper use of City resources



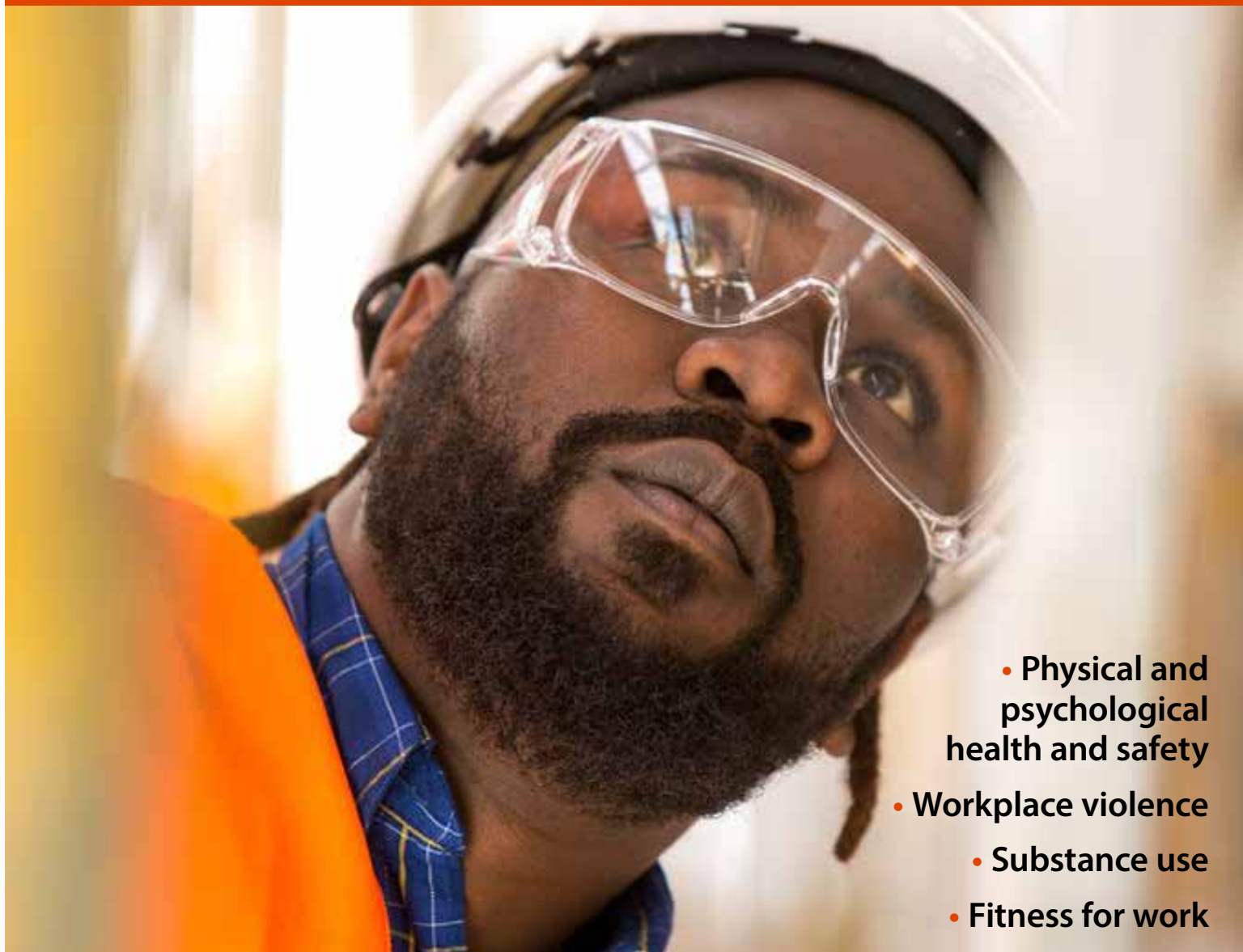
- Use of City assets and technology
- Personal, confidential and proprietary information
- Environmental stewardship

## Putting Calgary first



- Gifts, hospitality and other benefits
- Private and personal interests
- Conflict of interest
- Public statements and use of social media

# A safe and healthy workplace



- Physical and psychological health and safety
- Workplace violence
- Substance use
- Fitness for work

## I am responsible for a safe and healthy workplace

The City cares about your safety and wants you to go home in good physical and mental health at the end of your shift and at the end of your career. Having a physically and **psychologically safe** work environment is critical to ensuring you are able to meet your obligations and succeed at work. And as an employee, you have a responsibility to report and remain **fit for work**.

A safe and healthy **workplace** may look different in an office, the field, your home or in a vehicle, but we all share the same responsibilities to prevent, deal with, and respond to incidents or concerns that could put us or our colleagues at risk of injury or illness. The City is committed to providing a healthy and safe work environment by establishing and maintaining a culture of responsibility and accountability at the individual, leadership and corporate levels.





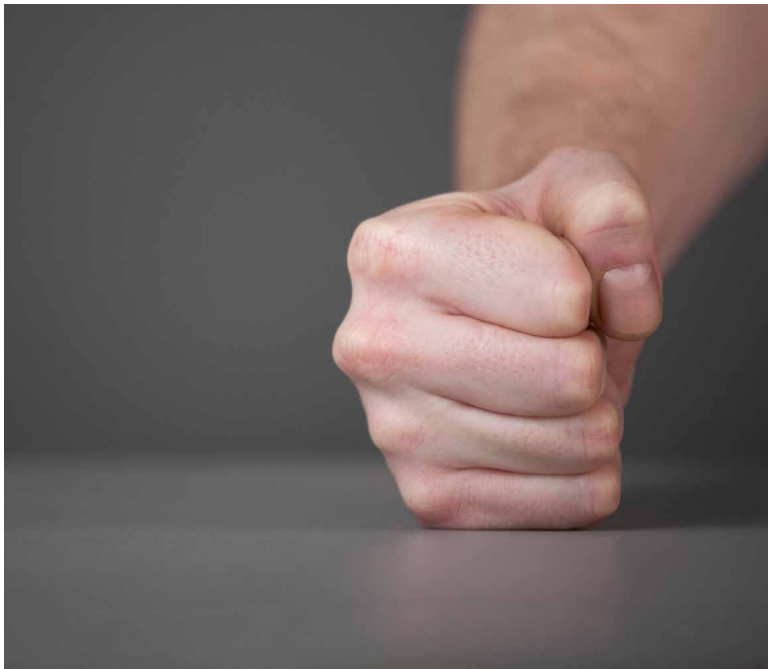


## SETTING AN EXAMPLE:

- If I am not fit to do my job, I let my supervisor know immediately so I keep myself, co-workers, citizens, and City resources safe.
- I make sure I am free of cold, flu, or other symptoms before attending a shared workspace.
- If I am feeling overwhelmed or stressed, I get support and implement strategies to cope or seek help to get back on track. I inform my **leader** if I notice damage to my equipment or vehicle.
- I ask my supervisor, the Corporate Health Consultant, or **Employee & Family Assistance Program** (EFAP) for help if I'm concerned that my use of **substances** is a problem.
- I clear my work areas of obstructions or hazards.
- When I am prescribed medication, I check with my doctor or pharmacist if I can still work safely and effectively while taking it.
- I immediately let my **leader** know if I witness an employee or member of the public **threaten** a co-worker.

## Assume responsibility:

- Be accountable for your actions and assume responsibility for any **substance** use.
- Show up and remain **fit for work**.
- Report any suspected distribution, sale, or possession of legal and illegal **substances** at work.
- Report any safety or security incidents, including **threats** or acts of **violence** against people or property.
- Hold a valid provincial driver's license for the type of City vehicle or equipment you operate.
- Reduce worksite hazards and refuse unsafe work.



I always have choices.  
Which one feels right  
to me?

A customer is upset about a proposed development in her neighbourhood and seems to hold me responsible. She starts yelling profanities and slamming her fists on the counter.

**What should I do?**



I also speak loudly to let the customer know I am not easily intimidated. If her behaviour continues I can escort her out of the building myself.



Ask the customer to calm down and tell her that her behaviour is unacceptable. Once she calms down, I can better address her concerns.



Remain calm. Let the customer know that I would like to help, but she needs to stop swearing. Listen patiently.



I let the customer know I can't serve her. If appropriate, remove myself from the situation and/or call for assistance (from my leader, control centre or Corporate Security).

**If the behaviour continues or escalates**

### IT DEPENDS...

Like most situations, how you react depends on where you are and the degree of risk in the situation. In this case, you may try to calm the angry customer down so you can help her. If this doesn't work, you may need to remove yourself from the situation and get help. Take **threats** or acts of **violence** against people or City property seriously and don't be afraid to call 9-1-1 if you need to. When the incident is over report it. It's also a great idea to talk to your **leader** about how the situation was handled so you can handle it even better next time.

# What should I do?

## Substance use

Dear Code of Conduct,

My doctor has prescribed a new medication for a medical condition I have. One of the side effects of this medication is that it makes me feel quite sleepy, especially when I haven't eaten for a while. As a City Bus Operator, I am required to "be on my toes" and alert while driving a City vehicle in heavy traffic and interacting with citizens using the transit system. Do I need to tell my supervisor every time I've taken my meds?

– Sleepy when Hungry

Dear Sleepy when Hungry,

I'm glad you asked – sometimes people think our Substance Use Policy only applies to illicit or illegal drugs but it can be any **substance** that affects your performance or ability to be safe.

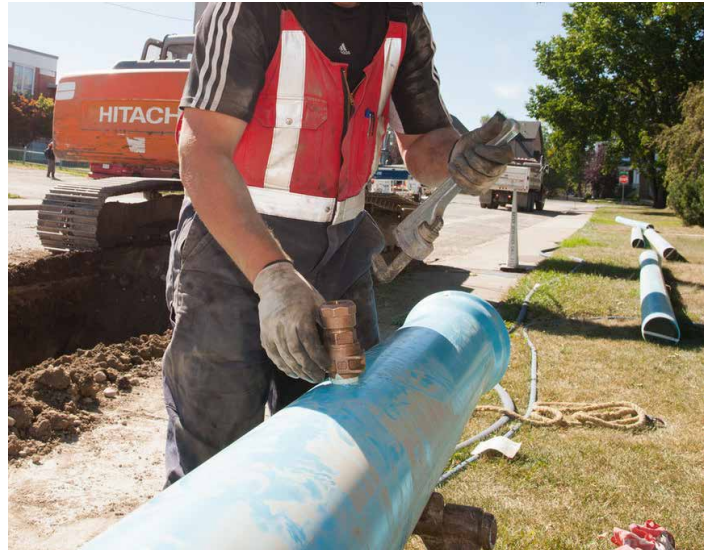
For your protection, and to protect the safety of citizens, City employees must:

- Arrive in a condition **fit for work**.
- Remain **fit for work** at all times while on City business.

Inform your supervisor if you know your medication might impair your ability to drive your bus safely and effectively. If you are unsure whether you are **fit for work**, talk to your supervisor as soon as you can. They will likely contact a Corporate Health Consultant for guidance. If it's believed to be unsafe for you to work, your supervisor will see if they can temporarily accommodate you so you can still work.

In both safety-sensitive and non-safety sensitive roles, employees who take prescription or over-the-counter medication

must advise their **leader** of any potential side effects that could impact their ability to work safely. You do not need to disclose the actual medication(s) you are taking or why you are taking them.



## Occupational health & safety

Dear Code of Conduct,

My team **leader** suggested disabling a safety device (dead man's switch) to speed up work. I know meeting our timelines is very important but I don't feel the new process is safe. What should I do?

– Concerned about Safety

Dear Concerned about Safety,

Under provincial Occupational Health and Safety (OHS) legislation, employees have an obligation to refuse unsafe work. Disabling a safety device violates OHS legislation. If at any time you feel that something isn't safe, you should speak to your **leader** immediately and/or contact your Safety Advisor immediately. Details of how this process works at The City are set out in our Occupational Health & Safety Policy. Do the right thing – speak up.

## Substance use

Dear Code of Conduct,

I am planning to meet up with some friends for a beer before I start my shift. Is that okay?

– Thirsty before Work

Dear Thirsty,

The answer is 'it depends.' If you hold a 'safety-sensitive' position you cannot be under the influence of alcohol, hallucinogenic or mind-altering **substances** at work. Even one beer puts you in this category. If you are not in a safety-sensitive position, the answer is different. You may be able to have a beer as long as you are able to report to your shift '**fit for work.**' Use sound judgment on whether having a drink would affect your work. I would advise you to see if your business unit has any restrictions around the use of alcohol before you schedule the meet up. If you don't already know, you may want to ask your supervisor if they are aware of a specific rule in your business unit.

## Workplace violence

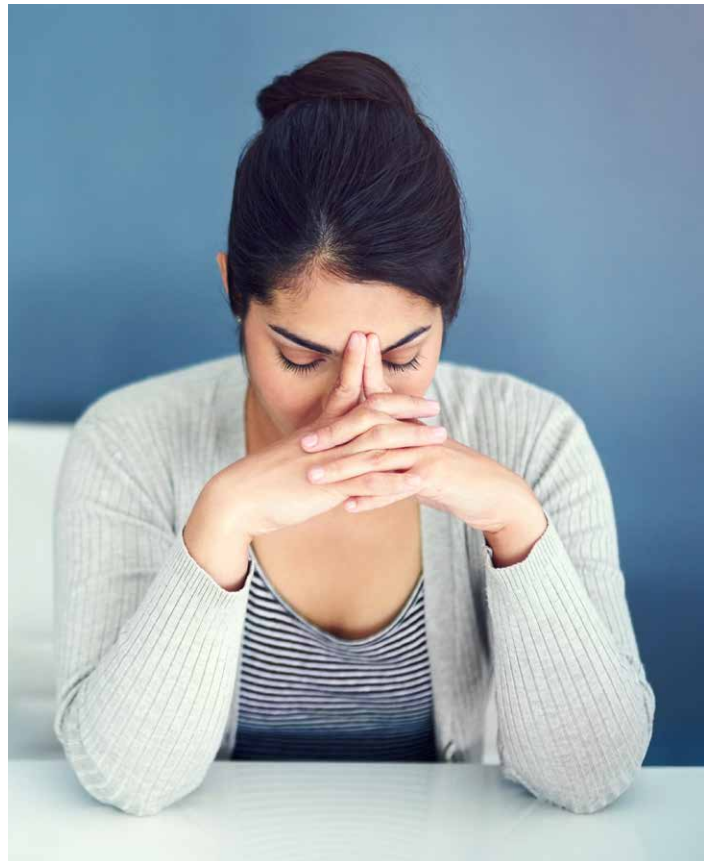
Dear Code of Conduct,

I overheard a co-worker threaten another employee. I have approached the employee to get her to report it but she refused because she's scared. What should I do?

– Concerned Co-worker

Dear Concerned Co-worker,

If you are concerned for your colleague there are a number of options available to you to communicate this concern. First, consider talking to your **leader** who may be able to look into the situation further. You can also contact Corporate Security or talk to the HR Business Partner in your business unit.



Learn more...

## Policies

A safe and healthy **workplace** is supported by the:

- Occupational Health & Safety Policy
- Workplace Violence Prevention Policy
- Substance Use Policy

## RESOURCES

Resources supporting a safe and healthy **workplace** can be found in the Resources section at [calgary.ca/employeecode](http://calgary.ca/employeecode).

## DEFINITIONS

Definitions for bolded, underlined words may be found in the Definitions section at the end of this booklet.

# Respect in our workplace

- Respectful workplace
- Diversity and inclusion
- Use of technology and social media



## I am responsible for respect in our workplace

Respect is the foundation for a productive and thriving **workplace**. It is ingrained in our values and culture. The City is committed to supporting a safe, respectful and inclusive work environment.

While creating and sustaining a respectful **workplace** is a collective effort, there are many things we can do on our own to make The City a great place to work. Whether you are representing The City from your cubicle, from your flexible workstation or from a City vehicle, you are expected to behave in a respectful manner in every interaction, every day.

# Respectful behaviours

## Be inclusive:

- Recognize that we all have unique backgrounds, communication styles, and work styles.
- Create and protect an environment that is free of **harassment** and **discrimination**, including racism and **sexual harassment**, for the benefit of all employees.
- Consider how your words, actions, and gestures might impact people differently.
- Value the various thoughts, perspectives, and experiences in our **diverse workforce** that contribute to innovation and an enriched work environment.
- Be flexible, patient, and constructive when navigating challenging conversations and situations.
- Contribute to an **inclusive workplace** culture, in which everyone feels safe to fully engage and be themselves.

## SETTING AN EXAMPLE:

- I assume the best about colleagues and citizens.
- If someone is new or unfamiliar with a task, I help them.
- I try to be adaptable and accommodate different styles and situations.
- I listen to customers, partners, colleagues, and other interested groups to understand their valuable knowledge and ideas.
- I am aware of my own perceptions when I interact with people who are different from me, as well as the triggers that make me uncomfortable.

## Be an ambassador:

- Show respect in interactions with agencies and other partners.
- Always strive to listen, respect, and act.
- Express curiosity and interest in others' views and approaches.
- Communicate respectfully in public and through personal social media when identifiable as a City employee.

## SETTING AN EXAMPLE:

- I am kind. If I'm in the park and see someone fall, I ask them if they would like help.
- If I notice kids in the community, I give a friendly wave.
- If a customer appears upset, I take the time to listen to their point of view.
- I keep the tone of my electronic communications thoughtful and friendly.





- I refuse to be drawn into inappropriate actions or behaviours.
- I do not use profane, vulgar or abusive language, whether in person, electronically or on social media.
- I include all members of my team in relevant activities and decision-making.

### **Behaviours to avoid: I will not...**

- Harm another person's dignity or sense of well-being.
- Touch someone without their consent.
- Gossip and/or discredit a co-worker by sharing information that is not true or not mine to share.
- Post or send intimidating messages or images to or about a colleague.
- Make comments that ridicule or berate others.
- Intimidate someone through my physical presence, the volume of my voice, or the use of information, seniority, or a position of authority.
- Behave or act in a discriminating way based on a person's race, sexual orientation, gender, religion, age or other Human Rights **protected grounds**.
- Undermine someone's performance or contribution.
- Make sexually suggestive comments, jokes, advances, or requests.
- Make jokes that are hurtful, humiliating, demeaning, belittling or offensive.
- Share or view graphic, demeaning, or pornographic images using City devices or while at work.

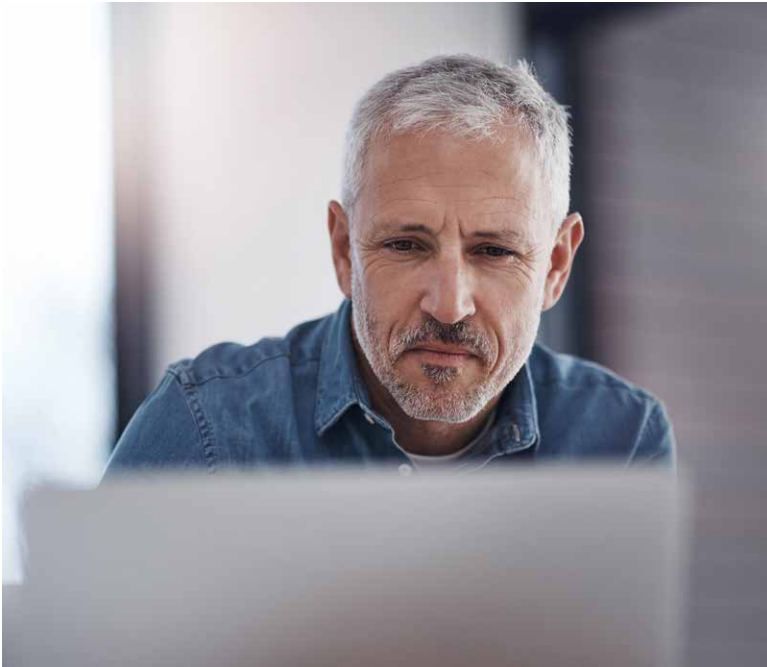
### **Assume responsibility:**

- Address conflicts in a positive and productive way.
- Speak up when you see **disrespectful behaviour**.
- Support colleagues who are dealing with challenges.
- Check for mutual understanding.
- Make decisions that promote a respectful and **inclusive workplace**.

### **SETTING AN EXAMPLE:**

- If I make a mistake, I apologize.
- If I have accidentally hurt someone's feelings, sense of self or sense of security, I apologize.
- I refuse to be a **bully**.
- I step in when someone else is being treated poorly.





I always have choices.  
Which one feels right  
to me?

A co-worker sends me an email that includes an offensive joke and language.

**What should I do?**



I forward this onto a friend to show them that our colleague can be a jerk.



I delete the email and don't mention it to anyone. I don't like what was sent but I don't want to get my co-worker in trouble. We're friends.



I delete the email and tell the sender not to forward any more information like this.



I discuss this with my leader as the information is disrespectful, discriminatory or violent in nature and needs to be investigated.

**If the behaviour continues or escalates**

## SAY SOMETHING

Not saying something, either to the person sending you the email, your **leader** or to your HR Business Partner, shows a willingness to tolerate **disrespectful behaviour**. This makes the behaviour more likely to continue. Taking the time to address the situation in a calm and rational way can help us build and maintain a respectful **workplace** – one where we all feel included and accepted.

# What should I do?

## Respectful workplace

Dear Code of Conduct,

One of my colleagues is looking for a more personal relationship than I want. How do I handle this respectfully so I'm still able to work with this person? What should I do?

– Just Friends

Dear Just Friends,

A colleague asking you on a date or to attend a social event would not be a Code of Conduct issue. If you aren't interested in your colleague you need to let them know respectfully. In turn, your colleague is expected to respect your decision and maintain a healthy professional relationship with you after that conversation. If this is not the case, then these actions could become a Code of Conduct, Respect in the Workplace issue in the future.

## Respectful workplace

Dear Code of Conduct,

My co-workers have been treating a team member badly. This person was away sick for an extended period and since he returned to work he has been excluded from conversations and even some meetings. It is affecting morale and team spirit. What should I do?

– Feeling Sick About This

Dear Feeling Sick,

This sounds like a difficult situation for the employee who has been away. Many employees who have been off work due to illness will feel uneasy upon return. It can be a challenge for the team as well when a member

is absent for a period of time. Staffing and role changes can put stresses on some teams.

I encourage you to talk to your supervisor, or your HR Business Partner, about what supports are available to help your team through these periods. Every employee is a valued member of The City team and the best way to restore morale and team spirit is to welcome this person back with offers of support. Health issues could happen to any one of us.

## Respectful workplace

Dear Code of Conduct,

I am Facebook friends with a colleague who often posts profane language and racy pictures on their page. It makes me uncomfortable because they list their employer as The City of Calgary. What should I do?

– Facebook Friend or Foe

Dear Facebook Friend,

Any staff member who publicly identifies as a City of Calgary employee must abide by the Code of Conduct in all **public statement** or comments. All City employees are ambassadors for The Corporation.

When making public statements about a personal opinion, either online or in person, employees should ensure they are not directly representing, or appear to be representing, The City.

A good first step is to talk to your friend. Let your friend know that their comments may reflect poorly both on them and on The City's reputation.



## Learn more...

### **Policies**

Respect in Our Workplace is supported by the:

- Respectful Workplace Policy
- Acceptable Use of City Technology Resources Policy
- Social Media, Media Relations and Public Statements Policy
- Workplace Violence Prevention Policy

### **RESOURCES**

Resources supporting respect in our **workplace** can be found in our Resource section at the back of [calgary.ca/employee-code](https://calgary.ca/employee-code).

### **DEFINITIONS**

Definitions for bolded, underlined words may be found in the Definitions section at the end of this booklet.

# Proper use of City resources

- Use of City assets and technology
- Personal, confidential and proprietary information
- Environmental stewardship



## I am responsible for the proper use of City resources

As municipal employees serving the citizens of Calgary, we are held to a high standard of behaviour. To help us meet citizen needs and public expectations, The City provides us with access to a wide range of resources including specialized equipment, tools, technology, information, identity, software, vehicles, supplies and facilities. Access to these resources comes with an individual responsibility to use them for City business, and to respect the confidentiality and privacy of the information we have access to. It is also important to consider our actions, decisions and use of resources with respect to their impact on the environment. Many small, individual actions can add up to big differences.

# Behaviours for the proper use of City resources

## Respect City resources:

- Protect the City information you have access to, including **confidential information** and **personal information** under custody and control of The City.
- Only collect **personal information** you need to do your job.
- Be efficient and use time, data, fuel, and other resources wisely.
- Understand that The City has the responsibility to protect and monitor its technology.
- Ensure you are using City resources for the benefit of The City and its citizens.

### SETTING AN EXAMPLE:

- If I accidentally collect **personal information** I don't need, I do not read, save, or share it. I contact Access and Privacy for next steps.
- I ensure the information I access at work is directly related to a City business need.
- I make sure I know how to use my assigned City resources.
- I do not leave my vehicle with the engine running because I know this is not fuel efficient and is harmful to our environment.
- I conserve paper by reading digital copies and making double-sided black and white copies when printing is necessary.
- I store all work-related data and files on IT-approved cloud solutions, devices, or network drives.

## Make good decisions:

- Be a steward of the environment and know The City's environmental practices.
- Inspire action to conserve, protect and enhance the environment for all Calgarians.
- Seek ways to improve efficiency when using City resources.
- Assist members of the public with their requests for information under the *Freedom of Information and Protection of Privacy Act* (FOIP) by providing the information or directing them to Access and Privacy.
- Consider environmental benefits and impacts when using resources and making decisions.
- Ask yourself, "Am I using this resource for the reason it was given to me? If someone was watching me, would I use it the same way?"

### SETTING AN EXAMPLE:

- I check with my **leader** if I'm unsure about how to manage information I have access to, or when I can and cannot use it.
- I use personal time to use social media or to follow up on interests outside of my work.
- I store my City-issued devices in safe locations.
- I maintain the security of my City device by regularly connecting it to the City network for updates.
- If I notice oil leaking from my City vehicle,

I use the spill kit provided, and report it so the vehicle can be repaired and the oil contained.

- I consider using virtual meeting technology to save time and reduce the impact of commuting to off-site meetings.
- I consider the environmental impact and opportunities when I plan a purchase or project.

### Behaviours to avoid: I will not...

- Use City resources for **political activity** including printing flyers, sending emails, making calls or posting statements with City devices.
- Leave out information when assisting with an access to information request under the *Freedom of Information and Protection of Privacy Act* (FOIP). Access and Privacy

Analysts will decide what information should be released.

- Store **confidential information** or others' **personal information** on the hard drive of a City computer, a removable storage device, or any personal device.
- Make personal use of City technology that results in a cost to The City, such as purchasing and downloading games or music or making excessive use of City-paid wireless data.
- Interfere with information or technology, or use it in a way that would affect operations at The City.
- Share information that I am not authorized to share.
- Put recyclable items in the trash.
- Send others' **personal information** to those who do not need it for their job.





I always have choices.  
Which one feels right  
to me?

I notice my co-worker who is behind in his work is apartment-hunting on the internet during work-time.

**What should I do?**



I ignore him because I don't want to rock the boat.



I recommend some good websites to him to speed up his search.



I tell him that his personal use of the internet is not appropriate and is contributing to his missing deadlines.



I talk to my leader about my colleague's behaviour and its impact.

**If the behaviour continues or escalates**

### PROVIDE FEEDBACK...

Using City technology for personal reasons on City time and to the detriment of work completion is not appropriate. We have a collective accountability to remind our co-workers of expected Code behaviours. Revisit the section on speaking up for ideas about how you could approach the conversation.

# What should I do?

## Acceptable use of City Technology Resources Policy

Dear Code of Conduct,

In addition to my work at The City, I also volunteer in my personal time as the president of our community soccer association. With the start of the season around the corner I need to do some online scheduling for the coaches and other volunteers. Is it okay if I come into work early and use my desktop computer for this work?

– Volunteering from my Desk

*Dear Volunteering,*

*It's great that you are giving back to your community in this way! In the scenario you described, it would be acceptable for you to work on this from your desktop computer on your own time. The Acceptable Use of City Technology Resources Policy allows for incidental or occasional use of City technology providing it does not interfere with your productivity or incur a cost to The City.*

*Remember, if you are unsure of whether City owned resources can be used for purposes other than the reason it was provided, check with your supervisor before proceeding.*

## FOIP Act

Dear Code of Conduct,

One of my colleagues is a huge Calgary Stampeders fan. In my role as a Wastewater service technician I became aware of the address of a popular Calgary Stampeders player while on a work-related service call. When my friend learned of my discovery he asked for the player's address so he can try to get an autograph for his son. What should I do?

– Friend of a Fan

*Dear Friend of a Fan,*

*It sounds like you are a good friend but in this case you cannot share a citizen's **personal information** for the following reasons. First, you came across this information while doing City work. Personal information gained while at work can be used only for the purpose it was collected. If you shared it, you would be in violation of the FOIP Act as your friend is neither authorized to have it, nor needs it to complete their role at The City. Second, it is important that we protect the personal information we come in contact with while at work. This includes locking your computer when you are away from it and shredding paper documents that are no longer being used.*

*If you are ever in doubt about sharing information again, you can always check with your FOIP program administrator before you take any actions.*



## Environmental Policy

I drive a City vehicle which I have to get in and out of multiple times a day.

In the winter I typically lock it and leave it running. If I'm only stopped for 10-15 minutes that's okay, right?

– Looking for Answers

*Dear Looking,*

*I'm glad you asked as City vehicles and fuel are both considered City resources. While there are times Calgary experiences extreme temperatures (cold AND hot), City vehicles should not be left idling. Turning the vehicle off at each stop is more efficient and supports our collective responsibility to be environmental stewards. Check out our Green Driving Policy for more information. Thanks for doing your part.*



## FOIP Act

Dear Code of Conduct,

I have the same name as a leader at The City. As a result, I frequently receive emails or documents that contain confidential information in error. What should I do?

– The Other M. Jones

*Dear M. Jones,*

*This can be a challenge for people that have the same, or similar sounding names in an organization. If you receive **confidential or personal information** in error it is very important that you:*

- Contact the sender to make sure they are aware of the mistake so they can recall the message for others that were copied and report the incident to their **leader**.
- Delete the information immediately, do not read, forward or save the document
- Do not discuss the content with anyone.
- Co-operate with an investigation if one arises.

*On the other side, if you accidentally send **confidential or personal information** to the wrong person it's also important to take immediate action. You can:*

- Attempt to recall the message.
- Inform your **leader** of the Freedom of Information and Protection of Privacy (FOIP) breach.
- Contact the recipient and ask them to delete the email.

*Any breach in confidentiality is taken very seriously. It is important to address it. Ignoring the error is not an acceptable solution. A Privacy Breach Report may need to be created and this can be done online.*

# Learn more...

## Policies

Proper use of City resources is supported by the:

- Acceptable Use of City Technology Resources Policy
- Conflict of Interest Policy
- Environmental Policy
- Freedom of Information and Protection of Privacy (FOIP) Act

## RESOURCES


Resources supporting proper use of City resources can be found in our Resource section at [calgary.ca/employeecode](http://calgary.ca/employeecode).

## DEFINITIONS

Definitions for bolded, underlined words may be found in the Definitions section at the end of this booklet.



# Putting Calgary first

- 
- Gifts, hospitality and other benefits
  - Private or personal interests
  - Conflict of interest
  - Public statements and use of social media

## I am responsible for putting Calgary first

You are many things to different people, and balancing all of these roles can be tricky. As we carry out our work at The City, it is important that we are not influenced by personal or outside interests. We want to provide services to citizens in a way that is fair, objective and impartial so that we do not give anyone an unfair advantage, or create an advantage for ourselves. Putting Calgary first isn't just about being fair and honest; it is also about protecting our reputation and the trust citizens have in us.

# Behaviours for putting Calgary first

## Consider the greater good:

- Set aside personal views and focus on what is best for The City and its citizens.
- Remain politically neutral in the performance of your duties.
- Tell your **leader** if you are asked to participate in decision-making on a matter that could benefit you or someone connected to you.
- Use your own time for private interests, such as taking part in a community event or **political activity**.
- Disclose any new, ongoing, or possible conflicts of interests that you are aware of to your **leader** or HR Business Partner.
- Maintain citizen trust by keeping your outside interests separate and distinct from your job obligations.

## SETTING AN EXAMPLE:

- If a vendor or business associate offers to give me tickets or to pay for my meal, I respectfully decline.
- When in doubt about a potential **conflict of interest**, I talk to my **leader**.
- I advise my **leader** if a person with whom I have a family or **personal relationship** is being considered for a job in my work area.

## Be an ambassador:

- Treat all citizens, vendors and special interest groups fairly and consistently.
- Deliver services to citizens regardless of their political or world views.
- Act and communicate in a way that reflects positively on The City.

## SETTING AN EXAMPLE:

- When I see a positive story about The City or my colleagues, I share it.

- When I see a City employee who has made a **public statement** online that reflects poorly on The City and/or a City employee I let my **leader** know.
- I only communicate with the media about City business if I have been authorized and completed training to be a designated spokesperson.

## Behaviours to avoid: I will not...

- Be influenced to act in a way that is not in The City's best interests.
- Post any information that could harm The City's or my reputation including selfies in my work uniform.
- Use information I have access to at work for the benefit of someone I have a **personal relationship** with.
- Accept a discount on personal purchases from a business, unless they offer a discount program to employees from multiple organizations.
- Identify myself as a City employee when I communicate my personal or outside interests publicly.
- Use my position, authority, or influence to benefit myself, a **relative**, a group I support, or someone with whom I have a **personal relationship**.
- Accept gifts greater than nominal value (e.g., more than \$25), or cash or gift cards of any value from citizens, business associates, or vendors. If it's impossible to decline the gift, I seek advice from a **leader**.
- Ask for, or accept, any discount that a vendor may have negotiated with The City when I am purchasing something for my personal use.



I always have choices.  
Which one feels right  
to me?

I work with a group of City customers. One of 'my regulars' often brings in gifts like food or gift cards to say 'thank you' for my work.

**What should I do?**



I share these gifts with others on my team as we all work together – some just get more recognition than others.



I tell the customer I can't accept gift cards based on our Conflict of Interest Policy but can receive the food with gratitude.



I reassure the giver that they will get great service without gifts but thank them for their gesture. I can accept gifts that are of nominal value and are not cash-based including gift cards.



If I believe declining the gift will cause significant offense to the person offering it I accept it but seek guidance from my leader on next steps.

### CONSIDER...

It's important that we treat citizens, vendors and special interest groups fairly and consistently. It's important that you don't put yourself into a **conflict of interest** situation. You should not accept a gift if it would appear you are obligated to an individual or organization—or convey that this is an accepted way to obtain service from City employees.

# What should I do?

## Conflict of interest

Dear Code of Conduct,

I have been an employee for two years. When I first started my spouse was providing occasional services to The City as a contractor. I informed my supervisor of this when I first started. Since that time, my spouse's business has grown significantly and their company now provides regular services to The City accounting for a good percentage of their income. I am now in a position to use those services. Is this still okay?

– The Other Half

Dear Other Half,

Thanks for checking in a second time. What may not have been an issue when you first joined The City could be an issue now, especially if your job has changed since your start date. There appears to be a real potential for **conflict of interest** here. I encourage you to seek further guidance on this by talking to your **leader** or your HR Business Partner.

## Conflict of interest

Dear Code of Conduct,

I have a number of employees on a temporary assignment, who all want to continue working at The City. For Christmas one employee gave me jewellery to thank me for being a great boss. Coincidentally, at the start of January I need to end one of the assignments. Is there a problem if I keep the gift?

– Conflicted

Dear Conflicted,

**Conflict of Interest** often involves people's perception that a conflict exists. In this case, there could be a problem, especially if that employee is successful in continuing to work in your area at the end of the temporary assignment.

If the jewellery is more than just a general trinket, then it would be best to explain to the employee who gave it to you that while you appreciate the gesture, it isn't appropriate for you to accept the gift. Take this opportunity to explain the **Conflict of Interest** Policy section on gifts, hospitality and other benefits.

Generally speaking, a token of nominal value can be exchanged between employees or between employees and their supervisors. Examples might include a small bag of candies or modest bouquet of flowers. Items exchanged when participating in the Corporate Recognition Program are also acceptable.

## Social media, media relations and public statements

Dear Code of Conduct,

I noticed a City employee posting inappropriate comments about The City on a popular social-networking page. It's not really my role to say anything, is it? What should I do?

– Proud of my City

*Dear Proud of my City,*

*Even if you are not an official media spokesperson, you are still an ambassador of The City. If you come across posts, comments or images that could negatively impact our brand or reputation share this with your **leader**.*

*Whether the offensive post is from a City employee, contractor or even The City itself we want to know about them.*

## Learn more...

Putting Calgary first is supported by the:

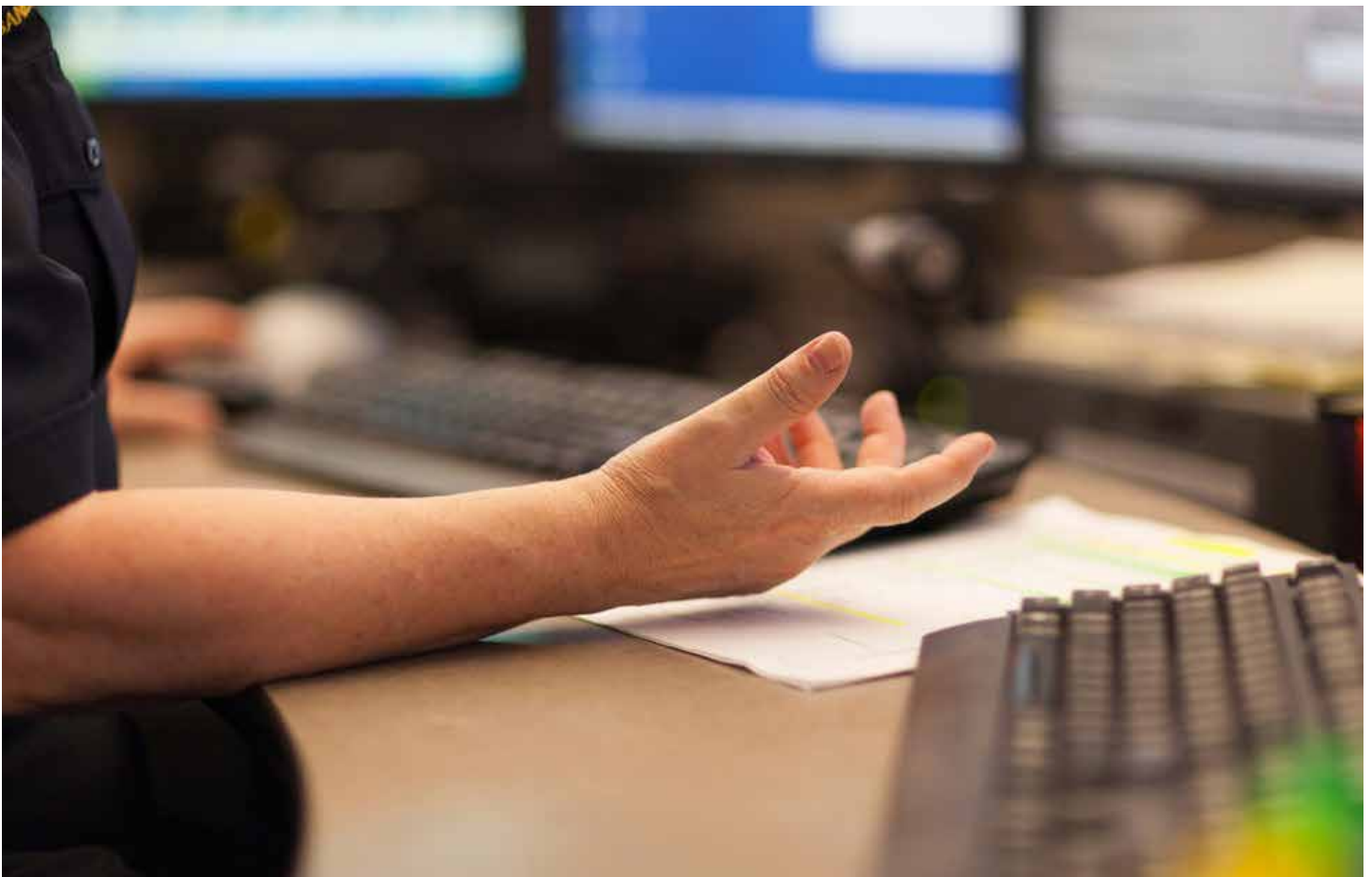
- Conflict of Interest Policy
- Social Media, Media Relations and Public Statements Policy
- Freedom of Information and Protection of Privacy (FOIP) Act

### RESOURCES

Resources supporting putting Calgary first can be found in the Resources section at [calgary.ca/employeecode](http://calgary.ca/employeecode).

### DEFINITIONS

Definitions for bolded, underlined words may be found in the Definitions section at the end of this booklet.



# Definitions

## **BULLYING**

A conscious, willful, deliberate and repeated activity marked by an imbalance of power, intent to harm and/or threat of aggression that has a negative effect on a person's health and safety. Bullying is a form of harassment that can be verbal (name-calling, putdowns, threats), social (exclusion, gossip, ganging up), physical (hitting, damaging property) or cyberbullying (using technology to harass or threaten). Bullying can occur within a peer group or between groups. It can occur at work and outside of work.

## **CONFIDENTIAL INFORMATION**

Is any information which is not public property, is not in the public domain, and/or would cause harm to individuals or to The City if improperly disclosed. Confidential information includes information communicated in confidence. This includes information classified as Restricted and Confidential as set out in The City's Information Security Classification Standard.

## **CONFLICT OF INTEREST**

Occurs when an employee has a private or personal interest that could influence or compete with, or be perceived to influence or compete with, the objective exercise of their City duties.

## **DISCRIMINATION**

Any conduct, comment or action based on a protected ground. This includes:

- Harassment and bullying, when connected to a protected ground: age, ancestry, colour, gender (includes

pregnancy, sexual harassment, transgender), gender expression, gender identity, family status, marital status, mental disability, physical disability, place of origin, race, religious beliefs, sexual orientation, source of income, or any other protected ground covered by the Alberta Human Rights Act;

- Practices, policies or systems which have a direct or negative impact based on a protected ground; and/or,
- Behaviours, comments or actions to or about an individual or group, which are unwelcome, based on a protected ground and result in a negative or poisoned work environment.

## **DISRESPECTFUL BEHAVIOUR**

Is objectionable or unwelcome conduct with moderate impact, which may or may not have intent to cause harm and has a negative effect on the work environment or individual(s).

## **DIVERSE WORKFORCE**

A workforce composed of unique individuals with diverse identities, backgrounds, individual characteristics, and perspectives.

## **EMPLOYEE & FAMILY ASSISTANCE PROGRAM (EFAP)**

A confidential, no fee, counselling, work-health-life support, advisory, coaching and information service for employees and their families. This service provides mental, social, and financial wellbeing support. Visit [Calgary.ca/efap](http://Calgary.ca/efap) or [myCity](http://myCity) for options to access EFAP online or call 1-800-663-1142.



## **FIT FOR WORK**

Being able to safely and acceptably perform assigned duties without any limitations due to physical and/or mental health conditions, and/or the use or after-effects of alcohol, illicit drugs, medications or any other substance.

## **HARASSMENT**

Is any single significant incident or repeated incidents of objectionable or unwelcome conduct, comment, bullying or action by a person that the person knows, or ought reasonably to know, will or would cause offence or humiliation to an individual and/or a negative effect an individual's health and safety.

## **INCLUSIVE WORKPLACE**

A workplace where employees welcome, support, respect, and value individuals and treat everyone fairly and equitably, by taking into account individual differences.

## **LEADER**

A leader means a person who is in a position of directing employees and/or work relating to any City Workplace, project, contract, or volunteer operation. They have job titles such as City Manager, General Manager, Director, Chief, Manager, Deputy, Leader, Supervisor, Captain, Team Lead, Superintendent, Foreman, Lead Hand, Coordinator or similar. This includes those temporarily acting in a Leader role or has been delegated a Leader's duties.

## **PERSONAL INFORMATION**

Any recorded information about an identifiable individual. It includes information that relates to a particular individual and allows that individual to be identified, e.g., notes, including opinions, about a customer are the customer's personal information.

## **PERSONAL RELATIONSHIP**

Involves a relationship of a romantic nature or a relationship which is sufficiently close that objectivity is either impaired or may be perceived to be impaired.

## **POLITICAL ACTIVITY**

Includes, but is not limited to, being a candidate for elected office, campaigning for a candidate for elected office, fundraising for an election campaign, and/or promoting a political party or cause.

## **PROTECTED GROUNDS**

The Alberta Human Rights Act provides protection from discrimination or harassment on the following grounds: age, ancestry, colour, family status, marital status, mental disability, physical disability, place of origin, race, religious beliefs, sexual orientation, source of income, gender (including pregnancy, sexual harassment or transgender), gender identity and gender expression.

## **PSYCHOLOGICALLY HEALTHY AND SAFE WORKPLACE**

One that promotes employee well-being and actively works to prevent psychological workplace injuries. Psychological workplace injury is a negative emotion or stress reaction following exposure to a single or multiple workplace incident(s) resulting in a medical diagnosis.

## **PUBLIC STATEMENT**

A declaration made by an employee in any public forum that relates to The City, City business or employees, including presentations made to Council or committee and/or community forums (open houses, information sessions, engagement events). Public statements may also include online and social media posts.

## **RELATIVE**

An individual with whom the employee has a family relationship and includes, without limitation, an employee's: spouse, common-law spouse, adult interdependent partner, legally separated spouse, children and grandchildren (including foster or step), sibling and sibling-in-law, dependents, parents (including parents-in-law), children-in-law, nieces or nephews, uncles or aunts, cousins, and grandparents.

## **SEXUAL HARASSMENT**

Any unwelcome behavior, comment or conduct that is sexual in nature and negatively affects, or threatens to affect a person, either directly or indirectly. Sexual harassment is considered a type of gender discrimination under the *Alberta Human Rights Act*.

It can include:

- Unwelcome advances, requests, comments, physical contact such as unnecessary touching, pinching, patting, jostling or gestures that are sexually suggestive;
- Leering that is sexual in nature;
- Implied or expressed threats of reprisal for refusal to comply with a sexual request; and/or,
- Implied or expressed promise of reward for agreeing to comply with a sexual request.

## **SUBSTANCE**

A substance is any chemical or biological matter with a particular set of characteristics (including but not limited to alcohol, cannabis, legal/illegal drugs, and medication) that have known mind/mood altering and/or motor function altering effects on the human body.

## **THREAT**

Any act, gesture or statement that gives an employee, or another person, reasonable cause to believe that there is risk of injury to themselves or another person or damage to property.

## **VIOLENCE**

Whether at a **workplace** or work-related, violence means the threatened, attempted, or actual conduct of a person that causes or is likely to cause physical or psychological injury or harm, and includes domestic or sexual violence.

## **WORKPLACE**

Any location where City work is being or may be conducted including work-based social gatherings. A workplace can include City buildings, vehicles, off-site meetings, customer sites or telework locations.

# Index

- 4 Cs, 2, 13
- Acceptable Use of City
  - Technology Resources Policy, 31, 33
- Applicability, 3
- Asking questions, 2, 4-9, 12-13
- Bullying, 12, 23, 39
- Character, 13
- City Resources, 27-33
- City Manager, 2
- Collaboration, 13
- Commitment, 13
- Competence, 13
- Concerns, 9
- Confidential information, 28, 29, 32, 39
- Conflict of interest, 9, 34-39
- Conflict of Interest Policy, 33, 36-38
- Consequences, 11
- Culture, 2-5, 14, 15, 21, 22
- Discipline, 10-11
- Discrimination, 11, 22, 39
- Disrespectful behaviour, 9, 23, 24, 39
- Diverse workforce, 22, 39
- Employee & Family Assistance Program (EFAP), 16-17, 39
- Environment, 9, 13, 14, 27-29, 32
- Environmental Policy, 32, 33
- Fit(ness) for work, 14-15, 19, 20, 40
- Freedom of Information and Protection of Privacy (FOIP), 9, 28, 29, 31-33
- Fraud, 11, 12
- Gifts, 35-37
- Harassment, 9, 16, 22, 40
- Health(y), 2, 13, 15-17, 19-20, 25
- Inclusive workplace, 22, 23, 40
- Investigations, 5, 10-12, 32
- Leader, 2, 5-8, 10, 12, 17-20, 24, 28, 32, 35, 37-38, 40
- Media spokesperson, 38
- Mental health, 15
- Occupational Health and Safety Policy, 19-20
- Other Codes of Conduct, 3
- Outside interests, 35
- Personal information, 9, 28-29, 31-32, 40
- Personal relationship, 25, 35, 40
- Political activity, 29, 35, 40
- Privacy, 9, 10, 27-29, 32-33
- Private interests, 14, 34-35
- Protected grounds, 23, 40
- Psychologically (safe) (healthy and safe workplace, 5, 14-16, 40
- Public Statement, 25, 34-35, 38, 40
- Questions, 2, 4-9, 12-13
- Relative(s), 35, 41
- Reporting concerns, 3, 5, 7, 9-12, 16-18, 20, 29, 32
- Resources, 2, 3, 7-8, 10, 13, 16-17, 20, 26-29, 31-33, 38
- Respect(ful), 2-4, 9, 13-14, 21-26, 28
- Respectful Workplace Policy, 26
- Retaliation, 11-12
- Roles and responsibilities, 5
- Safety, 9-10, 13-17, 19-20, 39, 40
- Sexual harassment, 22, 39-41
- Social Media, 9, 14, 21-23, 26, 28, 34, 38, 40
- Social Media, Media Relations and Public Statements Policy, 26, 38
- Speaking up, 2, 7, 8, 16, 19, 23
- Substance (use), 14-15, 17, 19-20, 40-41
- Substance Use Policy, 19, 20
- Threat(s) (en), 7, 9, 17-18, 20, 39, 41
- Values, 2-4, 13, 21
- Violation, 5, 11-13
- Violence, 9, 11, 14-18, 20, 26, 41
- Whistle-blower program, 12
- Workplace, 2-10, 14-16, 20-26, 40-41
- Workplace violence, 9, 15, 20, 26
- Workplace Violence Prevention Policy, 20, 26

## **EMPLOYEE PROMISE**

The City supports a safe and respectful work environment. Above all, employees are afforded the same concern, trust, respect and caring attitude they are expected to share with every Calgary resident, business and visitor.