



<b>Title:</b>	<b>Council Policy Implementation</b>
<b>Effective Date:</b>	<b>2025 July 31</b>
<b>Responsible Business Unit:</b>	<b>People, Innovation &amp; Collaboration Services – Service Excellence</b>

**1. PURPOSE**

- 1.1 This standard will be followed when approved Council policies are implemented.
- 1.2 Following this standard will result in:
  - a) Transparency in the implementation efforts of Council policies;
  - b) Efficient Council policy implementation due to role clarity and alignment with expertise; and
  - c) Effective Council policy implementation due to consideration of multiple perspectives and corporate strategies.

**2. APPLICABILITY**

- 2.1 This Administration standard applies to all City of Calgary employees.

**3. STANDARD**

- 3.1 Employees will:
  - a) Satisfy expectations of Administration standards associated with Council policies;
  - b) Read documentation and attend training required by the Corporation or recommended by their supervisor;
  - c) Ask their supervisor for clarification when expectations are unclear;
  - d) Share knowledge with other employees; and
  - e) Inform their supervisor or the responsible business unit if they perceive a potential risk or issue with a policy.
- 3.2 Supervisors will ensure employees understand policy expectations by:
  - a) Providing instruction, answering questions and modelling behaviours; and
  - b) Directing review of documentation and attendance at training.
- 3.3 Exempt supervisors will reinforce expected behaviours when policy expectations are not met.
- 3.4 Policy Leads will:
  - a) Develop and seek Director approval for implementation plans to advance intended outcomes of Council policies and associated standards;

- b) Monitor the business unit's regulatory environment and align the business unit's implementation plans;
- c) Consult with interested parties, the Policy Review Committee, Governance and Policy team and roles in Council policies, implementation plans and associated standards and incorporate their feedback into implementation plans;
- d) Communicate expectations and consider developing training and supporting documentation;
- e) Recommend business process changes;
- f) Monitor and measure outcomes of Council policies and associated standards;
- g) Promote and monitor compliance with standards associated with Council Policies; and
- h) Recommend changes to policies, associated standards and implementation plans to the Director.

3.5 All Directors will:

- a) Ensure roles and teams within their business unit fulfill their responsibilities in implementing Council policies and associated standards; and
- b) Seek Council's approval to fund their business unit's activities in Council policy implementation plans through the Business Planning and Budgeting process.

3.6 Directors responsible for Council policies will:

- a) Appoint policy leads to implement and monitor Council policies, associated standards and implementation plans;
- b) Evaluate, endorse and propose changes to Council policy implementation plans; and
- c) Take action to advance the intended outcomes of the Council policy.

3.7 The Governance and Policy Team in the Service Excellence division of the People, Innovation and Collaboration Services department team will:

- a) Provide advice and support to employees who implement and monitor Council policies;
- b) Establish criteria, processes and tools for monitoring, measuring and reporting on the implementation of Council policies including reporting on the Council Policy Program to Council every two years; and
- c) Facilitate alignment of Council policy implementation with The City of Calgary's strategic objectives, programs and services including leading the Policy Review Committee.

#### 4. CONSEQUENCES OF NON-COMPLIANCE

4.1 Employees who fail to adhere to this Administration standard may be subject to corrective action, including dismissal from employment, in accordance with the *Labour Relations standard*, the *Exempt Staff policy*, the *Alberta Police Act* and associated Regulations or the specified terms outlined in their employment contract.

#### 5. DEFINITIONS

5.1 In this Administration standard:

- a) **Administration Standard** means a set of actions or criteria that define the minimum level of expected performance or quality;
- b) **Council Policy** means a Council-approved governance document that provides strategic direction on programs and services that primarily impact and address residents of Calgary;
- c) **Council Policy Program** means the foundational set of standards, processes, templates, measures and reports that are used to develop, measure, review, change, and rescind Council policies;
- d) **Employee** means any person employed by The City and reporting to a City of Calgary business unit, department, the Office of the Chief Administrative Officer, the Office of the Chief Operating Officer, the Office of The Mayor, the City Auditor's Office, the Calgary Housing Company, and the Calgary Police Service, including those working under an employment contract with The City;
- e) **Exempt Supervisor** means any employee in an exempt position with direct supervisory responsibility for employees;
- f) **Policy Lead** means the employee(s), regardless of position title, assigned the responsibility for preparing drafts of new or changed policies and standards or monitoring compliance or outcomes;
- g) **Policy Review Committee** means a committee whose members represent cross-corporate strategies and programs, and who provide feedback on the content and implementation of policies and standards;
- h) **Regulatory Environment** means laws, regulations, treaties, agreements and legislation from external jurisdictions;
- i) **Rescind** means to withdraw an existing policy or standard in its entirety; and
- j) **Supervisor** means any employee (exempt or unionized) who has direct supervisory responsibility for employees.

#### 6. ASSOCIATED GOVERNANCE

6.1 This Administration standard outlines requirements in support of the *Council Policy Program policy*.

## 7. HISTORY

Action	Date	Approval	Description
Clerical Correction	2025 Jul 31	Manager, PICS Service Excellence	Updated to current template and formatting including changing service references to business unit. Updated Consequences of Non-Compliance section. Updated definitions.
New	2025 May 02	Service Director, Corporate Governance	New standard created. Effective: 2025 Jul 31