

**Title:** **Code of Conduct**  
**Effective Date:** **2025 December 5**  
**Responsible Business Unit:** **Human Resources**

## **1. PURPOSE**

- 1.1. The purpose of this Administration policy is to:
- a. Establish The City of Calgary's ("The City") foundational behavioural expectations to:
    - (i) Uphold a commitment to a safe, healthy and ethical Workplace;
    - (ii) Guide Employees to act responsibly and with integrity, in the performance of their duties as public servants; and,
    - (iii) Protect the organization's reputation and interests to foster public trust and confidence in municipal government.
  - b. Confirm the Administration policies that make up the Code of Conduct; and,
  - c. Outline individual and leadership responsibilities to uphold a safe, healthy, and ethical Workplace.

## **2. APPLICABILITY**

- 2.1. This Administration policy applies to Volunteers, Suppliers, and City Employees, except those reporting to the Office of the Mayor, or working at the Calgary Police Service.
- 2.2. Individual Code Policies, and related standards may apply to Employees reporting to the Office of the Mayor, those working at the Calgary Police Service, as well as to Suppliers and Volunteers, as specified in each respective Code Policy.

## **3. POLICY STATEMENT**

- 3.1. At The City, we are committed to fostering a Workplace that embodies the highest standards of ethical behaviour, integrity, and professionalism. Our Code of Conduct, including the associated Code Policies, serves as the cornerstone of this commitment, providing clear guidelines and expectations for our Workforce. These expectations are integrated into four behaviour-based themes: Safe and Healthy Workplace, Respect in Our Workplace, Proper Use of City Resources, and Commitment to Our City. Capitalized terms throughout this Administration policy have associated definitions referenced below.
- 3.2. This policy outlines the principles of Character, Competence, Collaboration, and Commitment, referred to as the 4Cs. At The City, we are dedicated to fostering a culture that embodies these principles. They guide our interactions, decision-making,

and overall conduct, strengthening our municipal operations, steering us towards our organizational objectives, and fostering a positive impact on our community. We exemplify these principles through:

- a. Character, which is reflected in our ethical behaviour and integrity. We are expected to act with honesty, respect, and accountability;
  - b. Competence, which is shown by striving for excellence through continuous learning and development. We aim to maintain a team that is both skilled and knowledgeable;
  - c. Collaboration, which is reflected in our belief in the power of teamwork and open communication. We promote a collaborative environment where diverse ideas and perspectives are valued; and,
  - d. Commitment, which is demonstrated by our dedication to our mission and values. We expect strong commitment from our Employees to achieve our organizational goals.
- 3.3. Building on these principles, The City expects Employees to fulfill their contractual obligations and consistently perform their duties to a high standard. This includes adhering to applicable legislation, their Collective Bargaining Agreement (CBA) where applicable, City policies, and any specific rules of their business unit or division.
- 3.4. Employees are expected to meet the following performance expectations and standards. An Employee must, without limitation:
- a. Arrive on time for work and maintain regular and consistent attendance;
  - b. Obtain appropriate approval for all absences and avoid Unauthorized Absences;
  - c. Perform duties with care and diligence, consistently upholding acceptable performance and safety standards;
  - d. Access and utilize eligible City Benefit Plans and Allowances, in accordance with their terms and conditions;
  - e. Utilize all City resources as intended, maintaining safety and effectiveness to safeguard themselves, their colleagues, and the public;
  - f. Ensure the accuracy and integrity of employment records, medical documentation, production records, time sheets, invoices, forms, and other official documentation;
  - g. Maintain the integrity and reputation of The City when wearing any City-branded items, including when in non-work-related settings;
  - h. Uphold ethical conduct and integrity in the Workplace, avoiding Malfeasance and ensuring all actions are lawful and in the best interest of The City;
  - i. Exercise caution to prevent unreasonable wear and tear, abuse, or loss of City equipment, materials, or property entrusted to their care;
  - j. Adhere to all legitimate instructions provided by their Supervisor or Proper Authority, except where:

- (i) The Employee or other Employees' health and safety may be endangered; or,
  - (ii) The instruction would result in the Employee performing an illegal act.
- k. Refrain from engaging in unacceptable off-duty conduct that:
  - (i) Harms The City's reputation or services;
  - (ii) Renders the Employee unable to perform their City duties satisfactorily;
  - (iii) Leads to refusal, reluctance, or the inability of other Employees to work with them;
  - (iv) Results in The City being unable to properly or effectively carry out its function, manage its operations, or efficiently direct its workforce; or,
  - (v) Results in a breach of trust.
- l. Maintain all required designations, certifications, permits, and licenses necessary for their position, ensuring these records remain valid and up to date, for those which they are solely responsible, and must always hold valid qualifications for the work they are performing;
- m. Use City technology appropriately, responsibly, and ethically, avoiding unauthorized access and activities that compromise security, in accordance with the Acceptable Use of City Technology Resources policy;
- n. Uphold public trust by delivering City services with objectivity and impartiality, while actively disclosing, mitigating, and managing conflicts of interest to safeguard The City's reputation and interests, in accordance with the Conflict of Interest policy;
- o. Safeguard public trust by protecting personal and sensitive information, ensuring compliance with privacy laws and protecting data from unauthorized access, in accordance with the Protection of Privacy policy;
- p. Engage in social media, media relations, and public statements responsibly and ethically, ensuring accuracy, professionalism, and the protection of The City's reputation, in accordance with the Social Media, Media Relations, and Public Statements policy;
- q. Prioritize health, safety, and wellness by adhering to Workplace safety protocols, participating in early and safe return-to-work programs, and supporting physical, psychological, and social well-being, in accordance with the Occupational Health and Safety policy;
- r. Promote a healthy and safe work environment by adhering to the guidelines for tobacco, vaping, and cannabis use as outlined in the Use of Tobacco, Vaping, and Cannabis Products policy;
- s. Maintain a safe and productive Workplace by remaining fit for work, not inappropriately possessing Substances in the Workplace, and accessing resources and support for substance use issues, in accordance with the Substance Use policy;

- t. Maintain a respectful and inclusive Workplace where everyone is treated with respect, civility, and dignity by refraining from engaging in Disrespectful Behaviour, Harassment (including Bullying), and Discrimination (including Sexual Harassment), in accordance with the Respectful Workplace policy; and,
  - u. Actively prevent, recognize, document, mitigate, and report suspected or actual incidents of Workplace Violence, in accordance with the Workplace Violence Prevention policy.
- 3.5. The City expects its Workforce to uphold the 4Cs principles by demonstrating accountability and raising concerns in good faith to foster a culture of integrity, transparency, and continuous improvement.
- 3.6. The City is committed to supporting Employees who, in good faith, raise concerns or report behaviour that violates City policy, and is committed to addressing any Retaliation that arises as a result of the reporting.
- 3.7. The City will not tolerate any report made in bad faith or found to be Frivolous or Vexatious.
- 3.8. The City is dedicated to promptly addressing reported concerns and treating good faith reports with seriousness and respect. The City is also strongly committed to maintaining confidentiality obligations, as necessary and appropriate in the circumstances.
- 3.9. In case of a conflict between this Code of Conduct and the specific terms outlined in a Code Policy, the specific Code Policy will prevail.

#### **4. ROLES AND RESPONSIBILITIES**

- 4.1. The Workforce is responsible for:
- a. Reading and complying with the expectations outlined in this policy, Code Policies, related standards, and procedures;
  - b. Seeking clarification when unsure whether specific behaviours, circumstances, or interests may impact their ability to comply with this policy and the Code Policies;
  - c. Reporting in good faith, any:
    - (i) Discrimination or Harassment they experience or witness in the Workplace;
    - (ii) Unsafe conditions or practices that could harm themselves or others including Workplace Violence;
    - (iii) Workplace incidents, injuries, illnesses, or near-misses; and,
    - (iv) Conflicts of interest or unethical behaviour, including fraudulent activities.
- 4.2. Employees are additionally responsible for:

- a. Completing all related training, including the Code of Conduct training promptly upon hire, and renewing it as directed by The City;
  - b. Not working with lapsed qualifications and notifying their Supervisor if any required designations, certifications, permits, and licenses for which they are solely responsible, are not up to date or are invalid; and,
  - c. Complying with investigation processes and/or other processes for addressing Code of Conduct concerns or violations.
- 4.3. Supervisors are additionally responsible for:
- a. Modeling the behaviours expected of all Employees;
  - b. Creating an environment where the Workforce feels comfortable and safe to ask questions and raise concerns; and,
  - c. Promptly addressing, reporting, or escalating Code-related concerns to their Exempt Supervisor, or other appropriate party, as outlined in the Code Policies, for resolution.
- 4.4. Exempt Supervisors are additionally responsible for:
- a. Directing Employees and Volunteers to review the Code of Conduct policy, Code Policies, and their related standards and procedures, and providing timely notification to Employees about updates to these policies;
  - b. Ensuring Employees complete any Code-related training and are provided opportunities to ask questions;
  - c. Supporting Employees' understanding of the Code by discussing Code-related Workplace situations to reinforce learning;
  - d. Clearly communicating to Employees which designations, certifications, permits, and licenses are required for their position, specifying which ones are their responsibility to keep valid and up to date;
  - e. Making reasonable and appropriate inquiries about their Employee's wellbeing, when there has been an observed change in behaviour;
  - f. Promptly addressing any fitness for work issues or imminent safety concerns;
  - g. Seeking advice from subject matter experts, where appropriate, to support consistent policy application, accounting for and minimizing Bias;
  - h. Cultivating a safe and inclusive Workplace by encouraging Employees to report any concerns in good faith, without fear of Retaliation.
  - i. Taking all reasonable steps to prevent Retaliation in the Workplace resulting from an Employee reporting a concern; and,
  - j. Documenting, addressing or escalating Code of Conduct violations, or incidents of Retaliation that come to their attention, and taking appropriate action to address any violation of this policy.

- 4.5. The Human Resources business unit is responsible for the administration of the Code of Conduct policy and developing related training and resources for the Workforce.
  - a. The Labour Relations division of the Human Resources business unit is responsible for the interpretation and application of the Code of Conduct policy.
- 4.6. The Chief Administrative Officer is accountable for the Code of Conduct as the Executive Sponsor.
- 4.7. Governance for each specific Code Policy is detailed within the respective policy.

## **5. CONSEQUENCES OF NON-COMPLIANCE**

- 5.1. Employees who fail to adhere to this Administration policy may be subject to corrective action, including dismissal from employment, in accordance with the Labour Relations standard, the Exempt Staff policy, or specified terms outlined in their employment contract.
- 5.2. Suppliers who fail to adhere to this Administration policy may be subject to corrective action, in accordance with their contract and agreement.
- 5.1. Volunteers who fail to adhere to this Administration Policy may be subject to appropriate remedial measures, including ending their Volunteer assignment.

## **6. DEFINITIONS**

- 6.1. In this Administration policy:
  - a. **“Allowance”** refers to any City of Calgary premium or program that, for eligible Employees, provides reimbursement or coverage based on set criteria (e.g., tool Allowance, active living programs, Employee transit pass, etc.).
  - b. **“Benefit Plan”** refers to any City of Calgary benefit (including any contracted benefit providers) that, for eligible Employees, provides coverage for wage replacement benefits and extended health care (e.g., dental care, prescription drugs, etc.).
  - c. **“Bias”** refers to a preconceived notion, including an automatic association and reaction, that may form outside of a person’s conscious awareness, and can influence interactions and decisions. Bias creates preference, for or against, an entity, concept, person or group of people, over another.
  - d. **“Bullying”** means a form of Harassment that is a repeated pattern of negative behaviour, which may use power to coerce or intimidate, and causes a negative effect on a person’s or group’s health and safety.
  - e. **“Cannabis”** means a psychoactive hemp plant with various strains (e.g., indica and sativa). This includes products other than the dried Cannabis plant, including manufactured products such as edibles, lotions, and oils, as well as synthetics. There are many active chemicals in Cannabis, including THC, which have varying degrees of psychoactive and/or physiological effects on the user depending on strength, preparation and administration; these include, but are not limited to mood/mind alteration, reduced reaction time, and loss of fine motor control.

- f. **“Code Policies”** refer to the following specific policies that collectively form the Code of Conduct:
- Acceptable Use of City Technology Resources
  - Conflict of Interest
  - Occupational Health and Safety
  - Protection of Privacy
  - Respectful Workplace
  - Social Media, Media Relations and Public Statements
  - Substance Use
  - Use of Tobacco, Vaping and Cannabis Products
  - Workplace Violence Prevention
- g. **“Discrimination”** means, without limitation, any comment, action, policy, practice or decision, that has a negative effect on an individual or group and is related to certain personal characteristics such as mental disability, physical disability, gender (including pregnancy and Sexual Harassment), gender identity, gender expression, sexual orientation, race, colour, ancestry, place of origin, religious beliefs, age, marital status, family status, source of income (collectively, Protected Grounds). Unacceptable Workplace Behaviours when connected to a Protected Ground listed above are considered Discrimination.
- h. **“Disrespectful Behaviour”** means objectionable or unwelcome conduct with moderate impact, which may or may not have intent to cause harm and has a negative effect on the person, group, or work environment.
- i. **“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.
- j. **“Exempt Supervisor”** means any Employee in an exempt position with direct Supervisory responsibility for Employees.
- k. **“Frivolous”** means not having any serious purpose, value, or merit.
- l. **“Harassment”** means a single or repeated incident of objectionable or unwelcome conduct, comments, Bullying, or action by a person that the person knows, or ought reasonably to know, will or would offend, humiliate, intimidate, degrade, and/or have a negative effect on a particular person or group. It is a serious issue and creates an unhealthy work environment, resulting in psychological harm to the Workforce.
- m. **“Malfeasance”** refers to any substantive wrongdoing or misconduct by a City Employee that resulted in irreparable damage to the employment relationship. Malfeasance includes the wrongful or unauthorized acquisition, use, appropriation, or disposal of City assets; an egregious violation of public trust or duty; or, the misuse of position to further private or personal interest, or private gain.

- n. **“Proper Authority”** refers to any person with an authorized mandate of oversight of an Employee.
- o. **“Retaliation”** refers to any action, or threat of action, intended to negatively impact a person in response to that person seeking advice, raising a concern about compliance, or adhering to any of The City’s policies or applicable legislation, including, without limitation, reporting an incident, filing a complaint, or participating in a complaint process and/or investigation, requesting access to information, or otherwise exercising their legal rights. When done in good faith, performance management, disciplinary sanctions and countercomplaints are not considered retaliatory conduct.
- p. **“Sexual Harassment”** means any comment, conduct, gesture, advance or contact of a sexual nature that is unwelcome and is likely to cause offense, embarrassment, or humiliation to a person, or threatens to detrimentally affect, directly or indirectly, a person, their conditions of employment or the Workplace.
- q. **“Substance”** means any chemical or biological matter with a particular set of characteristics that have known mind or mood altering or motor function altering effects on the human body, including, but not limited to, alcohol, cannabis, legal or illegal drugs, medication (prescribed or not), medicinal herbs/plants, and chemical vapours or fumes.
- r. **“Supervisor”** refers to any Employee (exempt or unionized) who has direct Supervisory responsibility for Employees.
- s. **“Supplier”** means a sole proprietorship, partnership, corporation, or other legal entity that offers construction, consulting, goods and services, or information technology for sale. Supplier includes the Supplier’s employees and subcontractors.
- t. **“Tobacco or Tobacco Products”** means a product composed in whole or in part of tobacco, including tobacco leaves and any extract of tobacco leaves, but does not include any product for use in nicotine replacement therapy. Examples include cigarettes, pipes, cigars, and chewing tobacco.
- u. **“Use of Tobacco Products, or Electronic Vaping Devices, or Cannabis”** means any consumption (inhaling, chewing, swallowing, etc.) or Spitting, as well holding or otherwise having control of a lit or activated product outlined above.
- v. **“Vape or Vaping”** means inhaling or exhaling the vapor, emissions or aerosol produced by an Electronic Smoking Device or similar device from heating liquids (such as ‘Vape juice’ or ‘e-liquid’), tobacco, Cannabis, or any other substance. This also includes holding or otherwise having control of an Electronic Smoking Device that is producing vapor, emissions or aerosol.
- w. **“Unauthorized Absence”** refers to any instance where an Employee is absent from their Workplace without proper authorization. This includes failing to report for scheduled work, leaving the Workplace without permission, not returning from approved leave as expected, or not reporting to work on one or more occasions without obtaining appropriate approval, which is referred to as Absence Without Leave (AWOL).
- x. **“Vexatious”** means harassing or causing annoyance, frustration, or worry.
- y. **“Volunteer”** means an individual who has agreed to perform a service or task at the direction of and on behalf of The City without expecting or receiving compensation.
- z. **“Workforce”** includes any combination of Employees, Suppliers, and Volunteers.

- aa. **“Workplace”** means a place where an Employee is, or may be, conducting work on behalf of The City, including City worksites, online environments, locations traveled to while conducting City-related business, and locations of work-related social gatherings.
- bb. **“Workplace Violence”** means the threatened, attempted, or actual conduct of a person that causes, or is likely to cause, physical injury or psychological injury or harm in the Workplace. Such conduct includes:
  - (i) **“Domestic Violence”** means a pattern of behaviour used by one person to gain power and control over another with whom the person has, or has had, a personal relationship, including dating, marriage, adult interdependent partnerships, custody, blood relationships, and adoption. These behaviours can include physical violence, sexual abuse, financial control, emotional and psychological intimidation, verbal abuse, stalking, and using electronic devices to harass and control.
  - (ii) **“Racial Violence”** refers to threats or physical acts against an individual or group based on their race and/or ethnicity. It includes, without limitation, hate incidents and crimes, racial discrimination, harassment, and other acts intended to intimidate or harm individuals or groups based on their racial and/or ethnic identity.
  - (iii) **“Sexual Violence”** means any sexual act, attempt to obtain a sexual act, or other act directed against a person’s sexuality using coercion by any person, regardless of their relationship to one another. This can include obscene name-calling, sexual assault, sexual exploitation, and online forms of sexual violence including internet threats and harassment.
  - (iv) **“Threat”** means any act, gesture, or statement, that gives a person reasonable cause to believe that there is risk of injury to themselves, another person, or to City property.

## **7. ASSOCIATED GOVERNANCE**

- 7.1. This policy is established in accordance with:
  - a. The *Municipal Government Act* (Alberta), which describes the responsibility of the Chief Administrative Officer to implement the policies and programs of the municipality;
  - b. The City Auditor Bylaw (34M2020), which establishes and describes the responsibilities of the City Auditor to implement policies and programs, as permitted under s. 210 of the *Municipal Government Act*;
  - c. The Alberta *Policy Act* and its associated *Regulations*;
  - d. The Alberta *Occupational Health and Safety Act, Regulation and Code*;
  - e. The Alberta *Human Rights Act, Regulation and Code*; and,
  - f. The Supplier Code of Conduct policy.

## 8. HISTORY

Action	Date	Approval	Description
Clerical Correction	2026 Jan 19	Leader, Governance and Policy	Changed Title Block to refer to Responsible Business Unit instead of Responsible Service.
Minor Revision	2025 Dec 5	Director, Human Resources Support	Change to the name of one Code theme. Effective December 8, 2025.
Clerical Correction	2025 Jul 15	N/A	Changes reference to Labour Relations standard instead of policy. New standard effective July 15, 2025.
Minor Revision	2025 May 1	Director, Human Resources Support	Minor revision to all policy sections
Minor Revision	2025 Jan 14	Director, Human Resources Support	Updated policy names, definitions, wording changes for clarity.
Amendment	2022 Apr 7	ELT2022-0577	Clarified statements, roles and responsibilities. Effective: January 1, 2023.
Minor Revision	2012 Oct 19		Minor revisions
New	2008 Apr 1		Removed from Chapter 32: Labour Relations to stand alone.
Amendment	2005 Dec 5		Updates and various wording changes for clarity
Amend	2004 Sep 21		Chapter 32: Labour Relations – Section 3209: Code of Conduct (in the hard-copy-based editions of the Administration Manual)