



Policy Title: Issues Management
Adopted by: Executive Leadership Team
Effective Date: February 21, 2011
Last Updated: December 21, 2023
Responsible Service(s): Corporate Governance

1. PURPOSE

1.1. *The purpose of this policy is to:*

- a. Reduce the likelihood that issues will prevent or slow The City's ability to achieve its business objectives and deliver quality public service;
- b. Reduce the likelihood that issues will harm The City's reputation and reduce levels of trust and support from Calgarians, employees and interested parties; and
- c. Establish responsibilities for employees when addressing issues that may impact The Corporation.

2. POLICY STATEMENT

2.1. *The City of Calgary (The City) will:*

- a. Identify and monitor issues;
- b. Respond to issues by applying resources that correspond to the gravity of the risk or concern; and
- c. Actively work to prevent and reduce the severity of issues.

3. DEFINITIONS

3.1. *In this administration policy*

- a. **"Employee"** means any person employed by The City and reporting to a City of Calgary business unit, department, the Chief Administrator's Office, the Chief Operating Office, the City Auditor's office, the Calgary Housing Company and the Calgary Police Service, including those working under an employment contract with The City;
- b. **"Issue"** means a gap between interested parties' expectations and an organization's performance or actions; an incident, allegation, strategic shift, significant information, concern, problem or circumstance that has the potential to impact an organization;
- c. **"Issue Lead"** means an employee who has been appointed to actively address one or more issues; and

- d. **“Issue Management”** means a process that identifies the issues, trends and attitudes of interested parties that can affect the organization for better or worse, and develops issue management (IM) strategic plans and tactics which are supported by communication.

4. APPLICABILITY

4.1. This Administration policy applies to all City of Calgary employees.

5. LEGISLATIVE AUTHORITY

5.1. This policy is established in accordance with the Municipal Government Act (Alberta) which describes the responsibility of the City Administrator to implement the policies and programs of the municipality.

6. ROLES AND RESPONSIBILITIES

6.1. Employees are responsible for:

- a. Identifying and monitoring attitudes of Calgarians and interested parties impacted by the programs or services they deliver;
- b. Identifying and reporting emerging Corporate Issues to supervisors, leaders and/or Issue Leads;
- c. Completing issues management tasks including those identified in Issue Management plans and after-action reviews; and
- d. Attending issues management training as applicable for their role.

6.2. General Managers and Directors are responsible for:

- a. Managing issues;
- b. Ensuring issues management plans are created and implemented;
- c. Appointing Issue Leads; and
- d. Responding to after-action review recommendations.

6.3. Issue Leads are responsible for:

- a. Engaging interested parties, subject matter experts and Business Unit Communicators to develop issues management and communication plans;
- b. Engaging with the Manager of Issues & Opportunities for assistance in creating issues management plans;
- c. Overseeing implementation of issues management plans and monitoring outcomes; and
- d. Participating in after-action reviews of issues.

6.4. Departmental and Business Unit Communicators are responsible for creating communications plans for issues when requested.

6.5. *The Manager of Issues & Opportunities is responsible for:*

- e. Identifying emerging Corporate Issues;
- f. Informing ELT of new and emerging issues;
- g. Providing updates to ELT on issue responses;
- h. Guiding and mentoring Issue Leads in issue management practices;
- i. Developing and delivering issues management training and communications; and
- j. Facilitating issues conversations and after-action reviews of issue actions and resolutions.

7. CONSEQUENCES OF NON-COMPLIANCE

7.1. Failure to adhere to this administration policy may result in disciplinary action in accordance with either the Labour Relations or Exempt Employee policies.

8. HISTORY

Policy Action	Date	Report Number	Description
Minor Revision	December 21, 2023	n/a	Adapt to new template and update responsibility descriptions
Revised	August 2, 2017	n/a	Update position titles
Revised	January 24, 2017	n/a	Update
Revised	January 4, 2015	n/a	Update
New Policy	February 21, 2011	ALT2011-011	Establish consistent and proactive approach to Issues Management