



## Report to County Council

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**From:** Holly Hurley, Director, People and Culture

**Date:** June 10, 2025

**Subject:** People and Culture Department Update

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### **Recommendation(s):**

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THAT the report titled “People and Culture Department Update” from the Director, of People and Culture dated June 10, 2025, be received and filed.

### **Introduction:**

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Elgin County, along with the County Council, developed a new Strategic Plan which included a focus on Organizational Culture and Workforce Development. With this new strategic plan, the position “Director of Human Resources” was changed to “Director, People and Culture”. The intent of this change was to reflect a shift in values, priorities and organizational culture.

### **Background and Discussion:**

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The People and Culture team, formally Human Resources, resides in the Administration building. With over 400 employees working across Elgin County, the access and integration of the People and Culture team into the Corporation is limited.

Since 2019, the team has seen an increase in grievances, investigations and non-occupation claims at the three Elgin County Homes. The homes management staff have traditionally managed their own employee issues and there has been turnover within the management staff. This creates challenges for both employees and staff when dealing with concerns.

A new Director of People and Culture started on March 3, 2025 and has spent time with the homes staff understanding the challenges facing them. The Director of People and Culture and the HR Manager have been going to Elgin Manor and Terrace Lodge once per week and once every other week at Bobier Villa. The intent of these visits is to be available and accessible to employees and managers for concerns related to benefits, pension and payroll. The feedback we have been receiving from employees and managers has been extremely positive.

In order to better integrate people and culture into the homes, the team will be placing a dedicated fulltime staff member in the homes, on a trial period. This person will become a partner to the homes. This position will support the management staff at the homes with people related items including, investigations and outcomes, in-person interviews, return-to-work meetings including occupational and non-occupational injuries, employee engagement initiatives and one-on-one support for employees with any questions or concerns. The measure of success for this position is reduced grievances, increased hiring and reduced turnover. The People and Culture team will also see role clarity and improved efficiencies to better focus on culture strategies.

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**Financial Implications:**

n/a

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**Advancement of the Strategic Plan:**

This initiative will advance the strategic plan, specifically “*Strategy 2: Organizational Culture and Workforce Development*”. The time spent at the home will be supporting the improvement of the culture within the homes and supporting managers in their development.

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**Local Municipal Partner Impact:**

n/a

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**Communication Requirements:**

A communication to the Corporation regarding the changes in the roles on the team will be required. Communication will also be required for all homes staff to introduce the member of the team supporting them and the schedule for onsite times.

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**Conclusion:**

Placing a member of the People and Culture Team in the homes is the first step to integrating culture into the Corporation and we are excited to feel and see the impact. This is the first step in supporting the work that is needed for the strategic plan.

All of which is Respectfully Submitted

Approved for Submission

Holly Hurley  
Director, People and Culture

Blaine Parkin  
Chief Administrative Officer/Clerk