

2021 Human Resources Annual Report

The mission of the County of Wellington Human Resources (HR) Department is to attract, retain and develop a dynamic, diverse and respectful team working together to deliver excellent customer service to our community.

Honesty, integrity, fairness and the legislative framework are guiding factors that assist us in advancing the strategic goals of the County.

We believe strongly in the capacity for employees to excel and in the creation of a healthy and safe workplace.

We strive to ensure that our supportive work environment, total compensation package and wealth of opportunities continue to make the County of Wellington an “Employer of Choice.”

The Human Resources Department provides services in the following areas:

- Recruitment and Selection
- Employee Relations
- Learning and Development
- Benefits, Pension, Compensation and Job Evaluation
- Health, Safety and Wellness
- Labour Relations
- Human Resources Management (performance management and coaching)
- Strategic Management (policy development and workforce planning)

Wellington County Strategic Action Plan – Future Focused. People Invested.

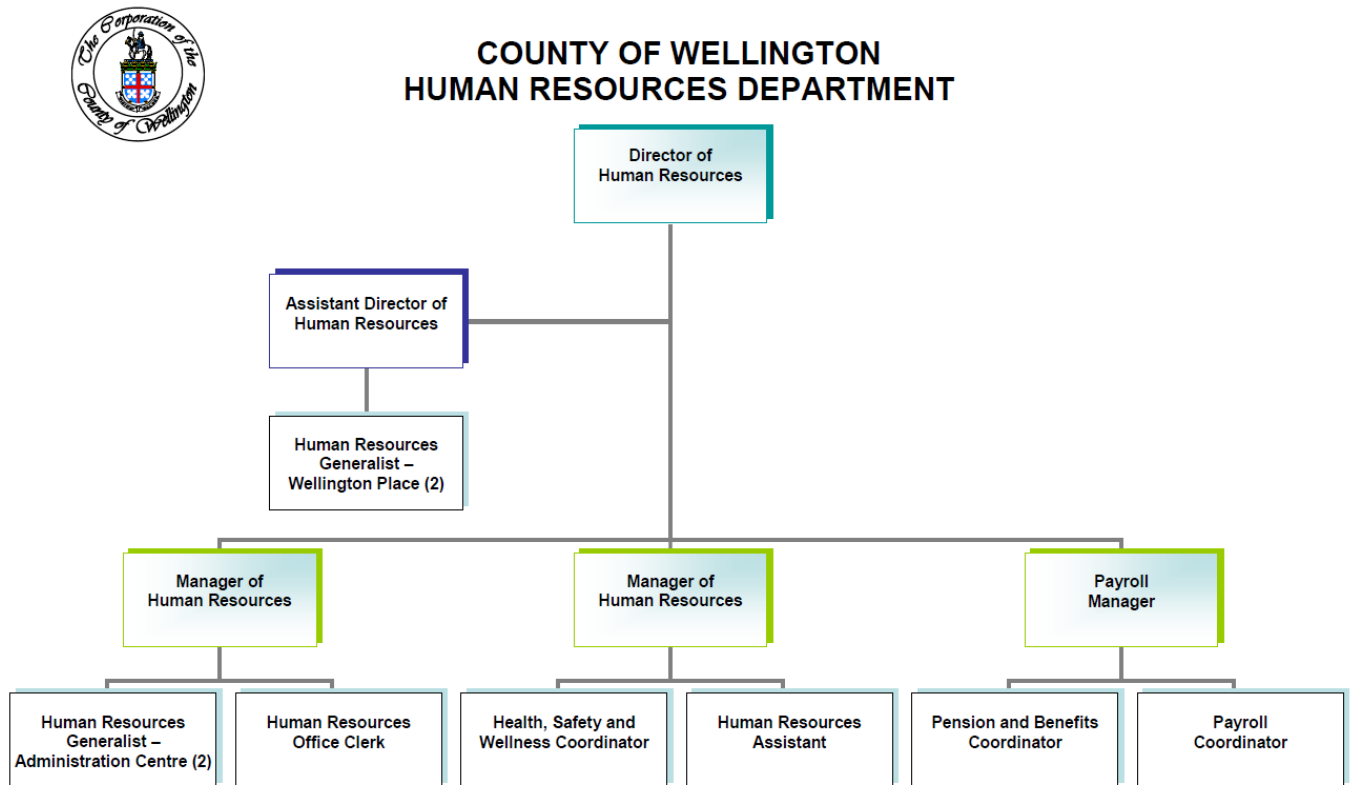
As identified in the Strategic Action Plan, one of County of Wellington’s Top five (5) Priority Activities for this term of Council is to continue to engage staff to craft a Wellington County Human Resource Plan. The Strategic Action of “People as a Priority” identified that the creation of the Wellington County Human Resource Plan could include components such as:

- a. Creating a Wellington County employee mental health and well-being support and training programme (i.e. Guarding Minds as an initiative). Once created, share as a model with the municipal and community partners.
- b. Defining, documenting and instilling the Wellington County corporate culture.

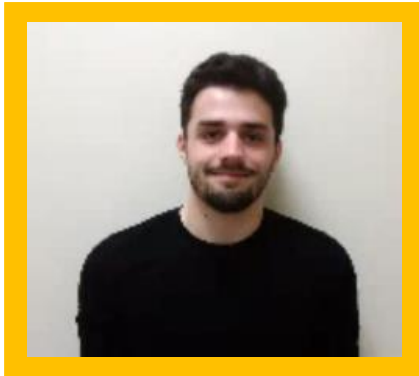
- c. Creating opportunities to build cultural diversity, openness and inclusion into the County's corporate culture.
- d. Developing the best methods to achieve optimal staff and Council engagement and communication.
- e. Succession planning and the engagement of young professionals through the use of internships and work placements.

Human Resources Department

In 2021, the Human Resources Department consisted of 14 employees with the organizational chart outlined below.



In 2021, we welcomed new HR team members Adam Mitro and Gabrielle Andres!



Adam Mitro – Human Resources Office Clerk

Adam has been a County of Wellington employee since 2016 working in the Roads Department in the positions as a Roads Student and as a Winter Radio Shift employee. Adam has a Bachelor of Arts degree from the University of Guelph and a diploma in Human Resources Management from Conestoga College. We are thrilled to welcome Adam into his first Human Resources position at the start of his HR career.



Gabrielle Andres – HR Summer Student

Gabby has been a County of Wellington employee since 2018, working previously as a Library Page and Library Student. Gabby works as a Terrace Aide at Wellington Terrace and she is currently attending Laurier University in the Bachelors of Business Administration Programme. Gabby was hired as HR student for the summer of 2021 to work on the County Culture Legacy project.

HR Celebrates Christmas at the County

Several HR Team members attended the County Christmas party. Some of our HR Team members in attendance included (L-R) Alessia Bottos – HR Generalist, Mandy Lee – Health, Safety and Wellness Coordinator, Shelley Sparks-Phillipps – HR Generalist, Kristen Horne – HR Generalist, and Emma Lahay – Pension and Benefits Coordinator at the County Christmas party in December 2021. Mandy represented HR on the Christmas Party Planning Committee!



Employee Information

The following chart displays the employee count for the County of Wellington with Full Time Equivalents (FTEs) by Department in 2021/2020/2019 with information Sourced from Treasury.

Department	2019		2020		2021	
	# Employees	# FTE	# Employees	# FTE	# Employees	# FTE
Engineering Services (includes Seasonals)	129	97.6	132	98.6	129	99.1
Human Resources	17	14.3	15	12.3	16	12.3
Library System	109	58.9	103	59.7	114	59.7
Museum and Archives	21	18.7	25	18.7	24	18.7
Office of the CAO	54	51.3	56	54.1	60	59
Planning and Development	34	29.1	36	29.1	36	29.6
Social Services	263	194.8	257	207.2	256	209.9
Treasury (includes Police)	23	17.5	25	18.2	22	19.4
Wellington Terrace	306	198.5	333	208.1	322	213.5
Totals	956	680.7	982	706	979	721.2

The average age of County employees in 2021 is 41 years of age, with the oldest employee being 93 years of age (Key Tenant) and the youngest employee being 14 years of age (Library Page).

2018	2019	2020	2021
42 years of age	42 years of age	41 years of age	41 years of age

COVID-19 Pandemic

As the COVID-19 Pandemic continued throughout 2021, so did the trend of employee demonstrations of resilience and strength in the face of ongoing uncertainty and adversity. There is no doubt that the COVID-19 Global Pandemic, impacted all of County of Wellington services and communities in a profound way.



The COVID-19 pandemic and its profound impact on our employees and on all residents of Wellington County, will never be forgotten. The workforce had to continue to pivot throughout 2021 and adapt to changes at all levels. Implementing workplace lockdowns, adapting to revised Health and Safety protocols, COVID-19 vaccination requirement roll-out, Ministry and Public Health requirement updates, changing Personal Protective Equipment (PPE) and screening requirements, while continuing the work of the County and supporting employee mental health at the same time, continued to be an ongoing reality throughout 2021.

Even the Duke of Wellington in the County Administration Building had to wear a mask!

The Human Resources Department continued to be central in the support of the County of Wellington's COVID-19 Pandemic response in the following ways:

- Coordinate and support the redeployment initiative for up to 25 employees to work at the Wellington-Dufferin-Guelph (WDG) Public Health COVID-19 vaccination clinics.
- Coordinate the redeployment of County employees to assist in other areas, such as at Wellington Terrace Long-term Care Home.
- Development and roll-out of a COVID-19 Vaccination Promotion Strategy.
- Development of a COVID-19 Vaccination requirement policy for the County of Wellington with roll-out and tracking County-wide.
- Ongoing updates and communication of COVID-19 Safety Protocols and screening requirements.
- Continued distribution of PPE for employees in conjunction with Purchasing.
- Worked with Communications on the updated signage relating to COVID-19 and screening protocols.
- Signed an updated Memorandum of Understanding with CUPE Local 973 for rapid redeployment of Social Services employees as needed.
- Hosted a virtual Town Hall meeting with Dr. Mercer – WDG Public Health, in conjunction with Communications for all employees on COVID-19 vaccinations.
- Provided and promoted wellness resources, mental health support, Sun Life benefits and Employee and Family Assistance Plan (EFAP) services.
- Supported employees in answering questions related to the County of Wellington sick time provisions, self-isolation requirements, or other related COVID-19 protocol, and guiding on time and attendance entry.
- Communicated about the Infectious Disease Emergency Leave (IDEL) and the Declared Emergency Leave and assisting employees in navigating these leaves.
- Communication, calculation and implementation of Government wage enhancement for Personal Support Workers (PSWs).

All of these tasks were conducted in addition to the Human Resource Department's regular requirements in supporting County of Wellington employees and spearheading strategic initiatives and projects. Through all of this, our team also completed several major projects and we had transitions within our Human Resources team as well.

Employee Relations

CUPE Local 973 – Social Services

CUPE Local 973 represents approximately 150 Full-time Social Services employees at the County of Wellington. We received six (6) CUPE grievances in 2021, compared to two (2) in 2020. A change in Union leadership occurred in 2021 with the retirement of previous CUPE Local 973 Vice-President Jane Reble. James Cassidy was selected to be the CUPE Local 973 Vice-President and Margaret Wrobel was selected as Union Steward. We thank Jane Reble for her service as a member of the CUPE Executive.

In 2021, we renewed the Memorandum of Agreement with CUPE Local 973 for a pilot project of an Alternative Work Arrangement which included flexible hours, reduced work-week and compressed time. The time frame for this renewal is for the period January 1, 2022 to December 31, 2023.

Also in 2021, we signed an updated Memorandum of Understanding with CUPE Local 973 for rapid redeployment of Social Services employees as needed.

Employee's Council – Wellington Terrace

In 2021, County Council approved the revised Terms of Reference document for Employee's Council. We value the Wellington Terrace Employee Council group and structure, as it is an important part of our Non-union Home for the Aged in providing input to the management of Wellington Terrace in matters affecting all represented employees to ensure a mutually respectful, fair and equitable workplace.

Employee's Council chose not to enter into negotiations with the County of Wellington in 2021.

Roads Employee Representatives

Annually in the Fall, a small group of Roads employees who are chosen as representatives by the employee group as a whole, meet with the County Engineer and Director of Human Resources to discuss working conditions and to put forward any requests. Over a series of meetings, enhancements to some current practices were agreed upon.

Solid Waste Services Employee Representative Group

In 2021, we had our inaugural meeting of the Solid Waste Services Employee Representative Group. The objective of this group is to provide a platform for Employee representatives to discuss issues that are of interest to employees in a constructive manner. This advisory group functions as a transparent communication channel between Employees, Management, and HR, and provides accountability that matters of interest or concern are discussed and addressed. This group works with Management and HR to ensure that employees' voices are heard and understood to help inform decisions and direction moving forward. Meetings will occur at a minimum of four times a year initially and may occur less frequently over time.

Employee Compensation

Economic Adjustments

County Council approved a 1.9% economic adjustment for employees paid off of the Non-union grid effective July 1, 2021. Due to the three-year negotiated Collective Agreement with CUPE Local 973, CUPE employees received a 1.9% economic adjustment effective January 1, 2021.

2021 Non-union Compensation Review

Marianne Love with ML Consulting was asked to complete a Non-union Compensation Review for the County of Wellington in 2021 to align with the five-year cycle of the full market review. This work included the following steps:

- Updating of all Non-union Position Descriptions representing approximately 200 positions; shared with Marianne Love.
- Ensuring the positions are placed appropriately on the pay bands based on job value and ensuring internal equity is maintained.
- Reviewing Pay Equity compliance for female dominant positions.
- Reviewing Market competitiveness by using the approved municipal market comparators selected based on defined criteria (i.e., size, geographic placement, organization design and scope of service).
- Ensuring alignment of the targeted 65th percentile of the competitive pay market for County of Wellington Non-union positions.
- Updating the Non-union Compensation Grid having regard to the 65th percentile, Pay Equity compliance and competitive placement with the external pay market.

As a result of this review, 10 pay grades out of the 20-Grade Non-union Compensation Grid were identified to be increased in order to meet the 65th percentile. As well, three positions were recommended to move to a higher pay grade based on job duties and market sensitivity. These changes were approved by Council and became effective January 1, 2022.

Pay Equity has been maintained and there were no additional Pay Equity adjustments identified. The anticipated gains from adopting the 2021 Non-union Compensation Review results include ensuring that Positions are fair, reasonable and competitive to market throughout the entire Non-union Compensation Grid. This has a direct and positive impact on our ability to attract and retain staff, both immediately and into the future. Adopting the study results also ensures that we are meeting our current pay policy of targeting the 65th percentile of the competitive pay market. It is important to note that annual economic adjustments of the grid, HR's regular and ongoing Job Evaluation maintenance of new and changed positions, as well as regular review of Pay Equity, has been key to ensuring the ongoing competitiveness of the grid.

Furthermore, in order to smooth costing impacts in future years as a result of the Non-union Compensation Review, Council approved the recommendation that the interval frequency of the Non-union Compensation Review be changed from a five-year review to a three-year review frequency moving forward. This is in keeping with evolving municipal pay practice and will ensure that fluctuations in the market will be captured sooner on a three-year cycle.

County Benefits plan with Sun Life Financial and AIG

The County of Wellington's employee group benefit programme is underwritten by Sun Life Financial. To ensure that programme costs remain competitive, every five years it is best practice to conduct a market survey of the plan. On the advice of our Benefits Consultant, Mosey & Mosey, a comprehensive market survey was conducted for all benefits (except the AD&D benefit as it is covered by the provider AIG) on the County's behalf in 2020.

As a result of the rate guarantees negotiated with Sun Life as part of this market review, the County's benefit rates were on rate guarantee for the 2021 year and are scheduled to renew on March 1, 2022,

with a 10% cap at the first renewal. The Life and Long-term Disability (LTD) benefit rates are guaranteed for 27 months until March 1, 2023 with a negotiated 15% cap at first renewal.

OMERS Pension Plan and County of Wellington Retirement Trends

OMERS finalized launching their new e-access system in 2021 which has allowed for eased administration of the OMERS pension plan for our payroll and benefits team.

There are 689 County of Wellington employees that are enrolled in the OMERS pension plan as of April 2022. This includes employees that are in the OMERS category of Continuous Full Time (CFT) whereby enrolment is mandatory. Employees that are in the OMERS category of Other-Than-Continuous-Full-Time (OTCFT) are also included, and enrolment is optional. In order to be eligible to join the OMERS pension plan under the OTCFT provisions, an employee must have worked a minimum of 700 hours and/or reached 35% of the Year's Maximum Pensionable Earnings (YMPE) in the preceding two calendar years.

With changes coming to the OMERS Plan in 2023, enrollment is expected to grow. In 2020, OMERS passed a plan change to remove the current eligibility requirement for non-full-time (NFT) employees to join the plan which comes in to effect January 1, 2023. This will allow all NFT employees who work for an OMERS employer, who are currently not OMERS members, to join the plan at any time on or after January 1, 2023.

Throughout 2021, there were 28 retirements at the County of Wellington. Wellington Terrace and Library Services accounted for 13 of the 28 retirements, with nine (9) and four (4) employees respectively. Otherwise, there is fairly even distribution across all departments. This is a significant increase from both 2019 and 2020 when there were nine (9) and 16 retirements respectively.

In the first half of 2022, there have been nine (9) retirement announcements, which is the same amount received at this time last year, so it is reasonable to assume a similar number of retirement announcements to be made in 2022.

Exit Survey Trends

We continue to offer exiting employees the opportunity to complete an Exit Survey and these are completed electronically or in-person. The Exit Surveys are shared with Scott Wilson – CAO, the employee's Department Head and the Director of HR. There are many heartwarming comments received on the Exit Surveys about colleagues who have made a difference with the specific question asked, "Please identify one or two employees at the County of Wellington that had a positive influence on your development and why." These comments are shared directly with the employees by the Department Head.

In 2021, there were 104 Exit surveys completed and below are five questions that were asked as part of the Exit surveys that have been selected to report on.

Satisfaction with Total Compensation

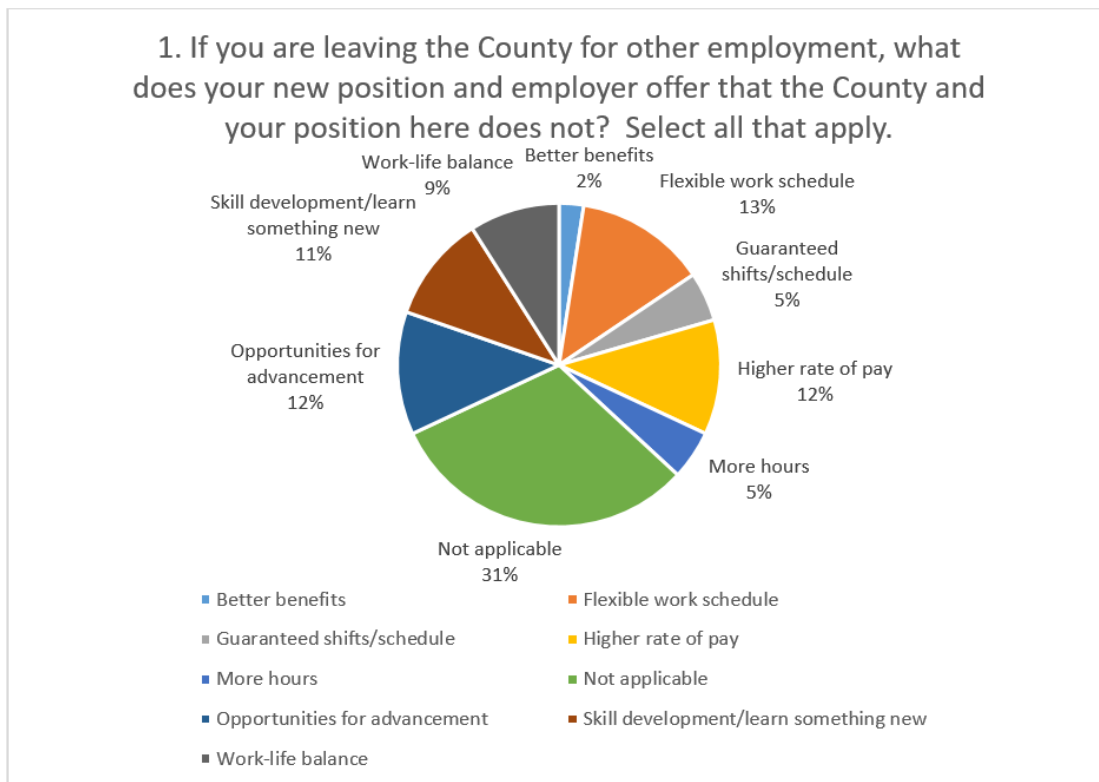
Type	Satisfied	Neutral	Dissatisfied
Benefits	76%	18%	6%
Sick Time	75%	18%	7%
Vacation	79%	11%	10%
Rate of Pay	83%	8%	9%

In 2020, over 80% of exiting employees indicated that they were satisfied with pay, benefits, sick time and vacation; therefore, the 2021 results show a slight decline in satisfaction of this area, which is similar to the 2019 results when there was slightly less than 80% of employees reporting satisfaction in this area overall.

In the Exit Survey we ask, “If you are leaving the County for other employment, what does your new position and employer offer that the County and your position here does not?” In 2021, the most frequently cited answers include: flexible work schedule, higher rate of pay and opportunities for advancement.

In 2020, the top responses were: more hours, opportunities for advancement, work-life balance, and higher pay. In 2019, the top answers were higher pay, more hours, and work-life balance, which were the same top three answers in 2018.

The 2021 results in this category reveal that having a flexible work schedule is becoming an attractive feature for employees, as well as the fact that employees are leaving for opportunities for advancement. Leaving for a higher rate of pay has been a consistent response over the last four years, pointing to the importance of having competitive rates of pay so that the County of Wellington is able to retain its employees and become the “Employer of Choice.”

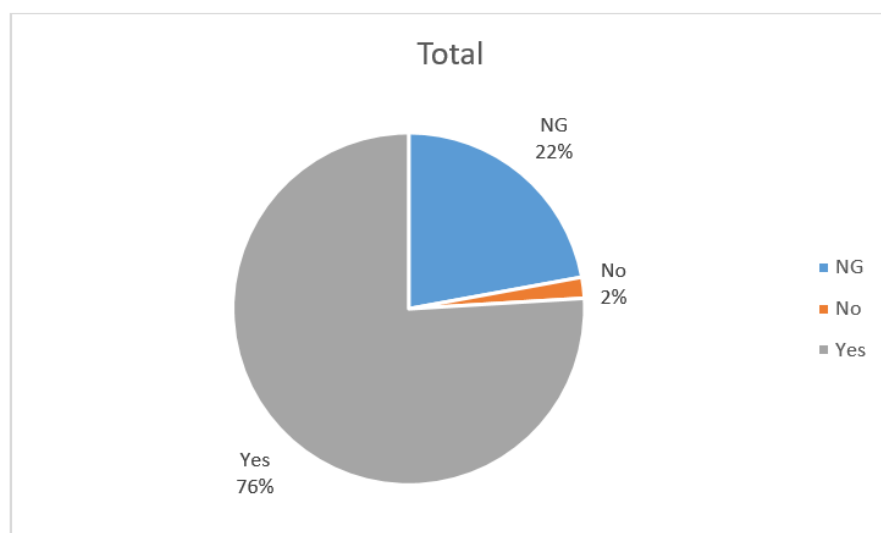


“How would you evaluate the overall relationship between yourself and your immediate supervisor/manager?”

Regarding employees’ relationships with their supervisor/manager, in 2021, there were 87% of employees who indicated their relationship with their immediate supervisor/manager was good or excellent, similar to 2020, when over 85% rated good or excellent. This is consistent with the results in both 2018 and 2019 whereby approximately 85% rated good or excellent in this category.

This is positive as employees continue to speak highly of their Managers and very rarely is a Manager noted as the reason for leaving.

“Would you describe the County of Wellington as a great place to work?”



Employees are also asked as part of the Exit Survey if the County is a great place to work, and in 2021, 76% of employees indicated Yes.

Positive comments continued to be received through the Exit Surveys with examples such as:

“I will forever recommend the County as an amazing place to work...”, “Everything about working at the County is great, people and the culture, tone Scott sets is truly unique and appreciated.”

“I would like to thank the County for the opportunity to work for them for so long. This has been a wonderful experience that has taught me so much! Everyone that I worked with and met through the County of Wellington was always so kind. I will miss working here!”

“Without question, this is the best employer and place I have worked in for many, many years!”

“I thoroughly enjoyed working at the Wellington Terrace. Great team!!!”

“Did you experience any harassment and/or discrimination during your employment?”

In 2021, 13% of exiting employees have indicated they have experienced this, in comparison to 10% of respondents in 2020, which was the same result that was received in 2019. In 2018, under 10% indicated that they had experienced this.

One change we are making is to distinguish in the exit survey if this behaviour is from members of the public or from colleagues, to help us gain further insight. It remains to be true that the very large majority of employees have a positive experience free from experiencing harassment/discrimination or disrespectful behaviour in the workplace.

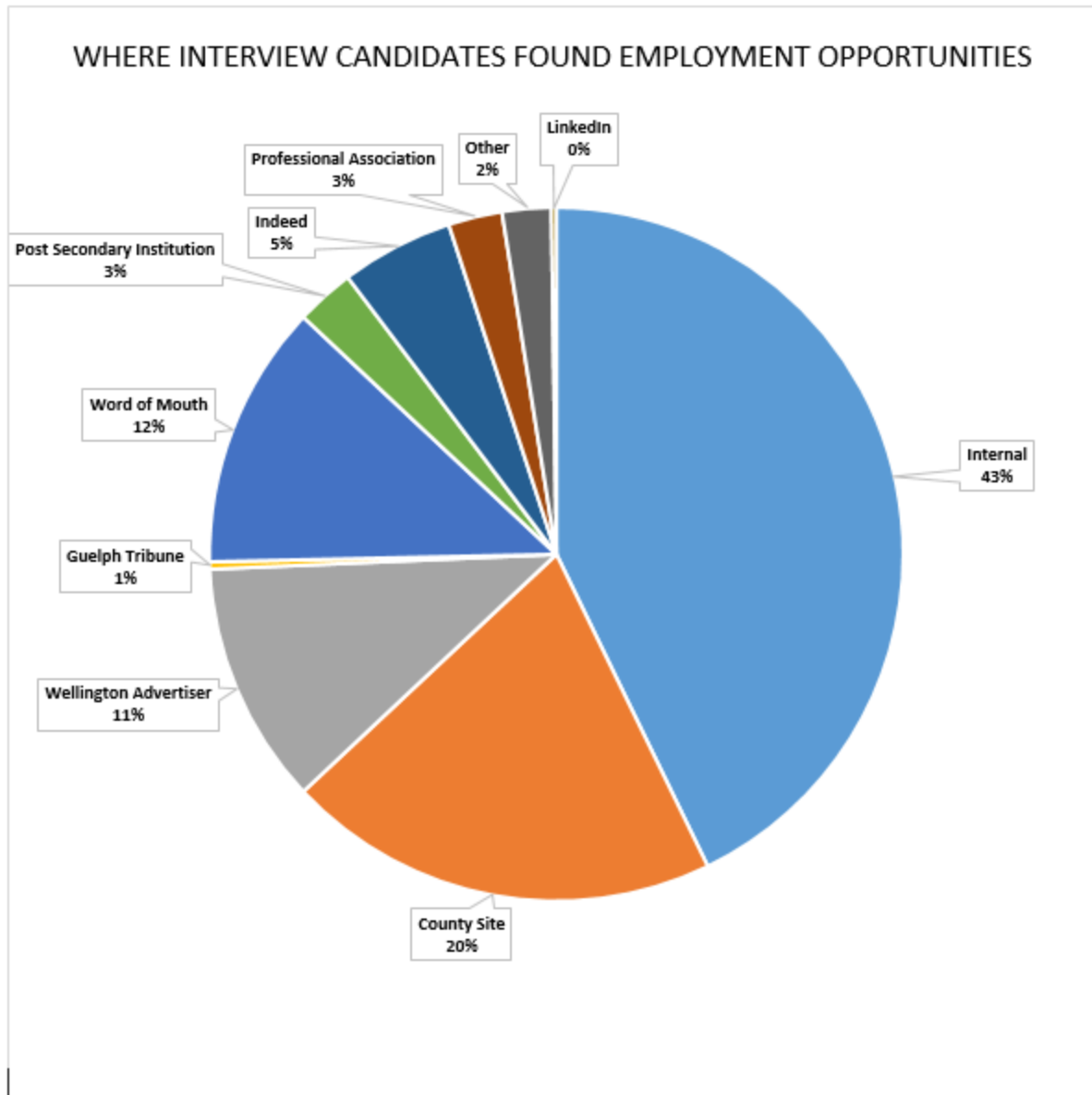
Recruitment and Selection

Where Interview Candidates Learned of Employment Opportunities with the County of Wellington

When candidates are short-listed and called for an interview, we document where they learned about the position that they have applied for. In 2021, 43% of all short-listed candidates were internal candidates, compared to 50% in 2020.

We continue to have great success in advertising our positions in the Wellington Advertiser and on the County of Wellington website, representing a combined total of 31% of short-listed candidates hearing about available positions, with 11% and 20% respectively. There was a 7% increase in the top qualified candidates becoming aware of positions through the County website from the previous year, illustrating the effectiveness of that job posting format.

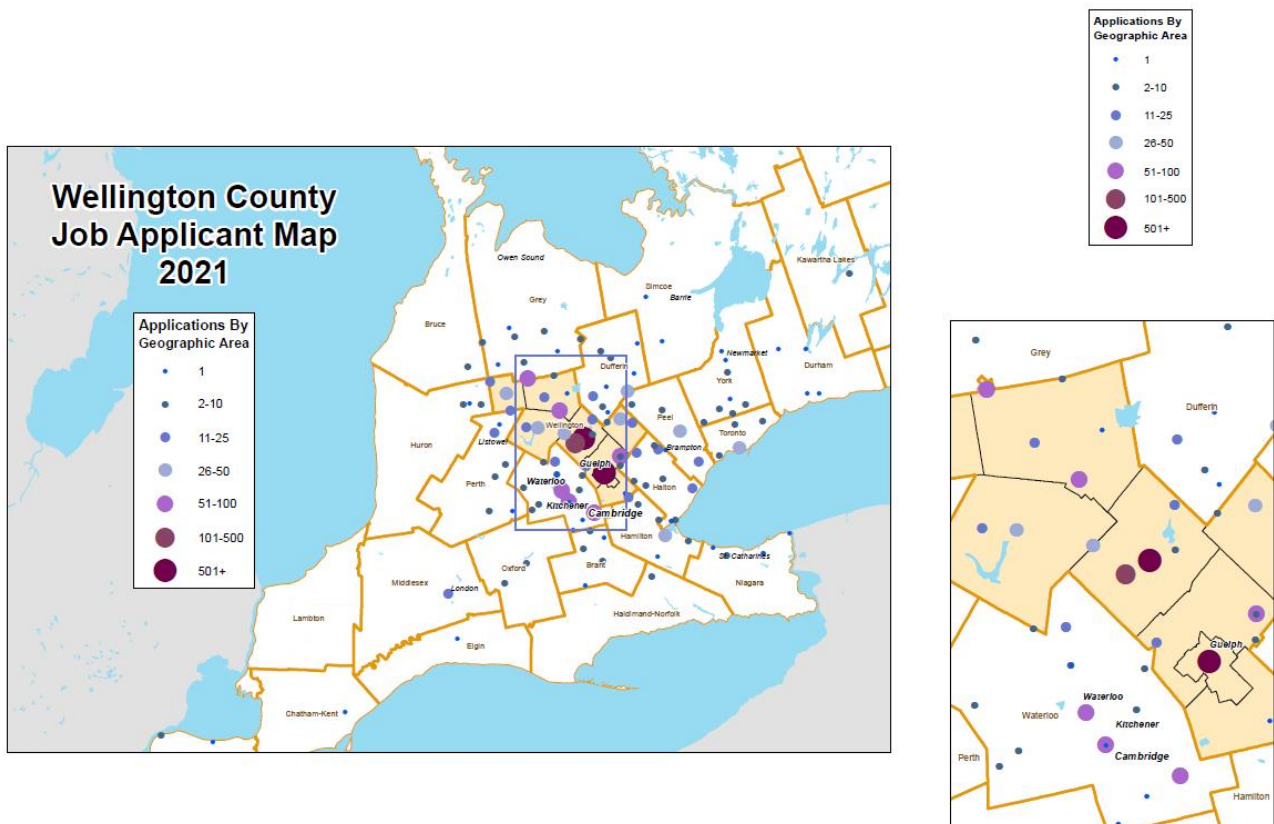
By asking the short-listed candidates where they are hearing about County job opportunities, we are targeting the most qualified candidates in this determination. Word-of-mouth also is one of the most cited ways candidates are hearing about opportunities at the County of Wellington.



Applicants by Location Mapping

We continue to track the location whereby candidates are applying from based on the address provided on their resume/cover letter to assist us with recruitment planning and target advertising. Year-over-year, we continue to see a trend with the majority of applicants living in the County of Wellington, Kitchener-Waterloo and Cambridge areas. Of interest in the 2021 mapping, there were less applicants from the Kitchener/Waterloo/Cambridge areas compared to the previous year with more concentration from the County of Wellington. Of the resumes received in 2021 where the address was provided, the location of the applicant showed:

88.2% = Ontario	11.2% = Not Given
0.5% = Out of Province	0.1% = International



Total Postings, Applications, Interviews

The number of job postings and interviews conducted in 2021 were the highest number we have ever experienced in the HR Department. There are a number of reasons for this increase, including (but not limited to) the factors outlined below:

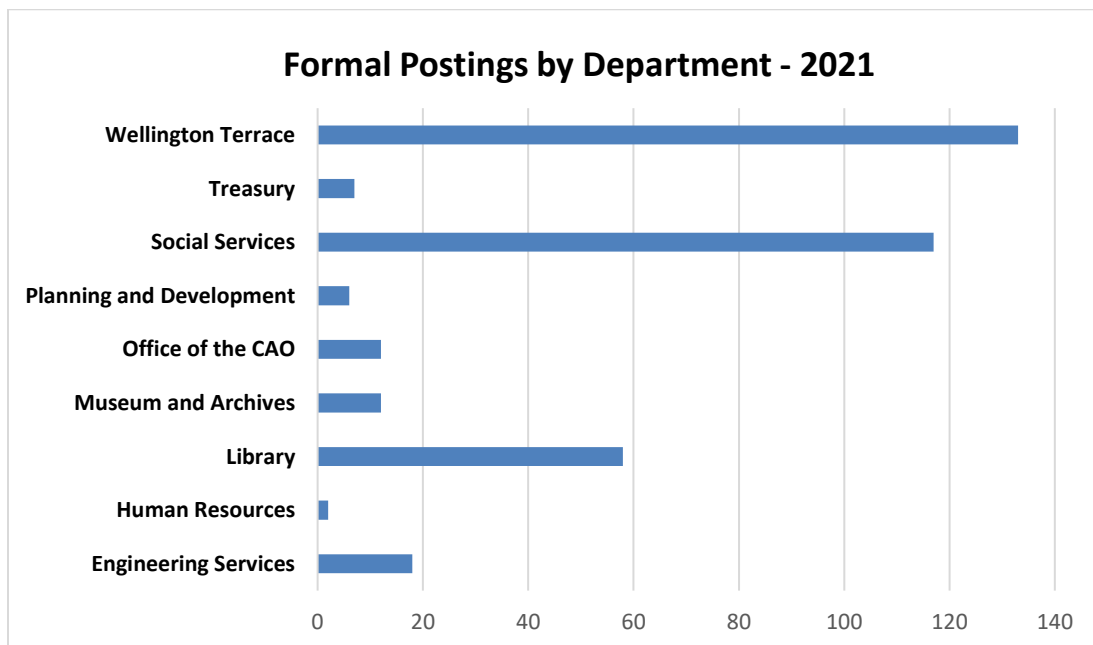
- Majority of recruitment was paused/limited until Fall 2020, so it represents impact into 2021 as not all would have started posting immediately.
- There was an increase in the numbers of employees leaving the County, as we have seen with the increase in retirements in 2020 as well as through employee attrition for other reasons.
- Recruitment due to temporary replacements as a result of a leave of absence. As an example, 54 County employees were off on a maternity/parental leave at some point in 2021.
- We had temporary additions of COVID-19 screener roles required in both Children's Early Years and at Wellington Terrace, resulting in additional postings required.
- Hiring of new positions that were approved as part of the 2021 budget.
- Internal movement of candidate career progression. As an example, 41% of library recruitment resulted in an external hire. The majority of recruitment resulted in internal movement. Top reasons for internal movement included a schedule that offers more hours, a change in status to be eligible for benefits or a different work location.
- Declined offers of employment or lack of successful candidates resulting in reposting required.

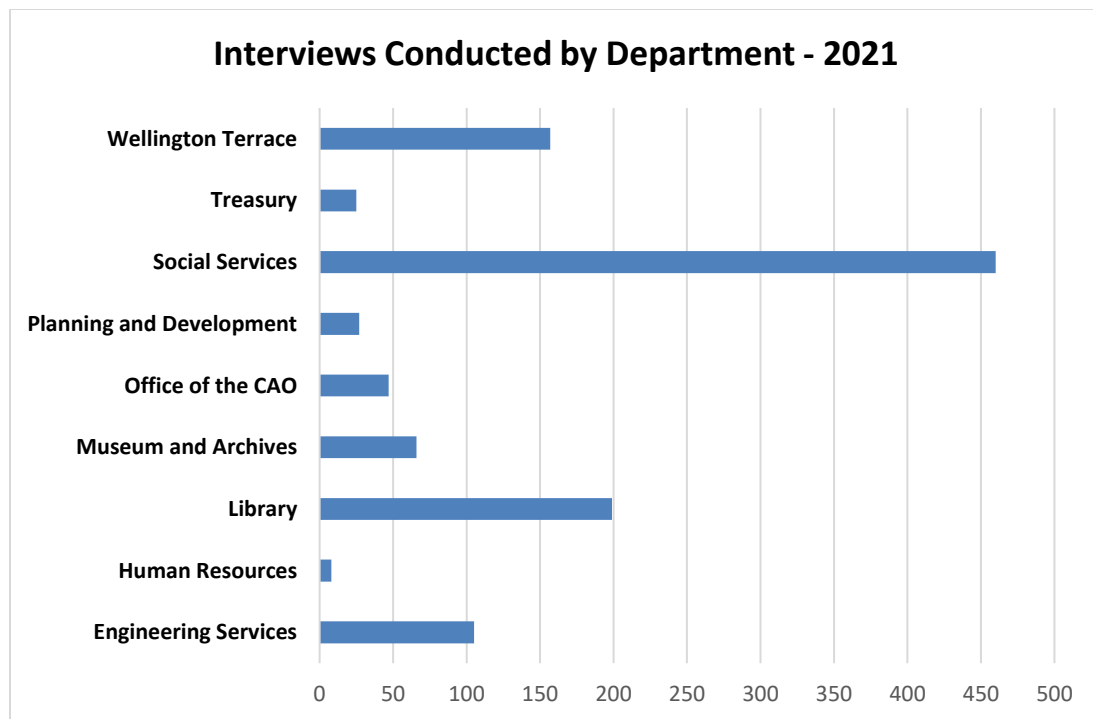
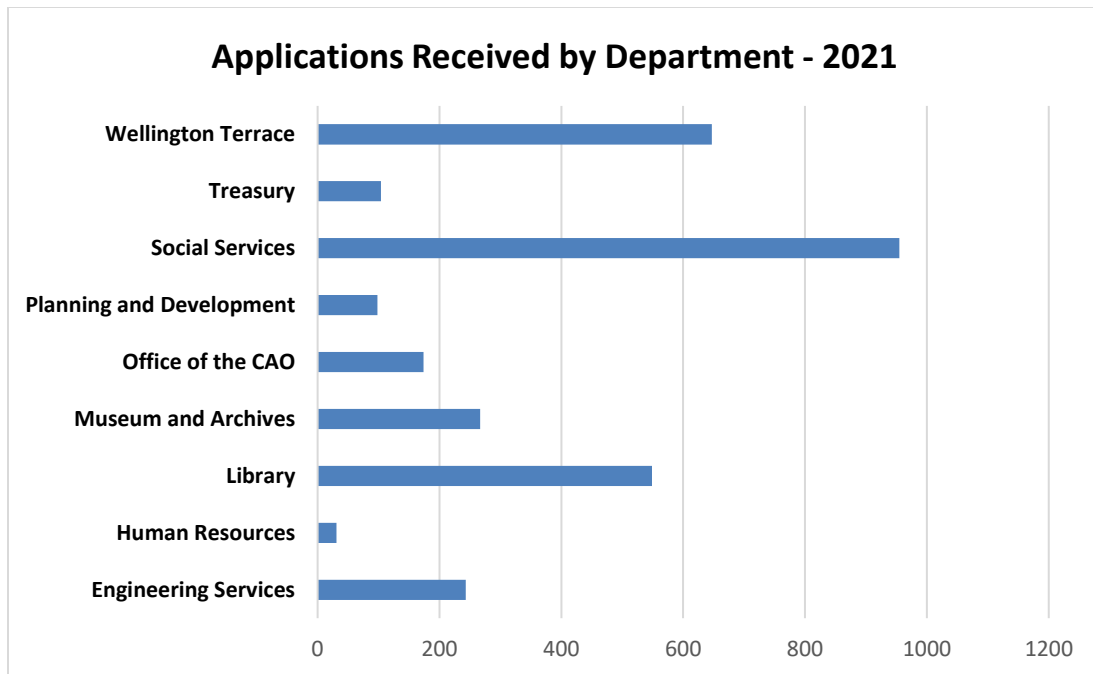
The following charts show the details relating to recruitment activity in 2021.

Year	Number of Formal Postings	Applications Received	Interviews Conducted
2021	366	3068	1094
2020	228	2751	689
2019	258	3816	852
2018	255	3587	869
2017	219	3735	739

Formal Postings by Department

The top three (3) Departments with the most postings in 2021 were Wellington Terrace, Social Services and Library Services. These are the Departments with the largest pool of Permanent Part-time and Casual employees, so having these Departments with the largest amount of postings is a continued trend from year-to-year.





Declined Offer of Employment

Towards the end of 2018, an increase started to be observed of our top chosen candidates declining offers of positions. In 2021, we started to track the numbers more closely, with the results and the reasons provided outlined below. This points to the competitiveness of recruitment and the need to continue to be strategic with our employee initiatives in order to remain the “Employer of Choice.”

2021 Declined Employment Offers	24	Top Reasons
Accepted Position Elsewhere	11	#1 Reason
Schedule	5	#2 Reason
Vaccination Policy	2	#3 Reason

HR Technology

The Human Resources (HR) department, along with Information Technology (IT), started a project in 2021 to select a vendor and to start the process for the implementation of a new Human Resources Information System (HRIS). In conjunction with Treasury, an application was made for a Provincial modernization grant for which we were successful in obtaining.

This new HRIS system will be launched in 2022, and it will be a single location for employees to access their personal, job and benefits information through any web browser or a mobile application. Once deployed, the new HRIS will provide access to core HR functions and requests, based on the profile as a manager or an employee. This system will also provide the streamlining of recruitment processes, a centralized learning management system for training, a format to view and download pay statements and T4s, and much more. For all employees, the direct access functionality will become a new way of interacting with HR, giving employees the flexibility, autonomy, and a sense of engagement for a better overall employee experience.

In 2021, the KRONOS Attendance software was implemented for Library Services as well as Maintenance – Administration, providing more streamlined scheduling, time recording and online employee access to their schedule and shift changes from any location.

Employee Training and Development

There were number of training initiatives provided in 2021. To highlight some of the training that was provided, New Hire Orientation was delivered virtually due to the COVID-19 pandemic, report-writing training through AMCTO was provided to the management group, de-escalation training was provided to employees within the Libraries and Museum and Archives, and substance use training was rolled out County-wide.

The County of Wellington is committed to promoting the ongoing education and training of its employees. For the annual \$20,000 Tuition Reimbursement Grant open to County employees, in 2021 there were 13 employees who received funding to further their education.

Health, Safety and Wellness

COVID-19 Pandemic Health and Safety

As expected, the pandemic has continued to be a significant focus of the Health and Safety portfolio. With the onset of COVID-19 Vaccinations becoming available in 2021, we worked quickly to create a COVID-19 vaccination strategy with an optional thermometer tracking of those employees who received

their doses, as well as weekly vaccination promotion emails. In June 2021, all new hires to the County of Wellington were required to show proof of double vaccination and in September 2021, a mandatory COVID-19 vaccination policy was put into place for all existing employees.

Throughout the year, regular updates to the COVID-19 Protocol policy, screening and PPE requirements have occurred with communication to all employees, as a result of the changing Ministry, Public Health and Provincial requirements.

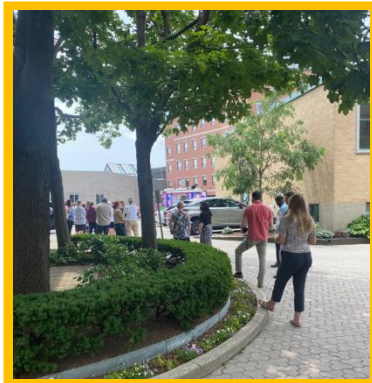
Joint Health and Safety Committees (JHSC)

There are now five (5) Joint Health and Safety Committees (JHSC) at the County of Wellington, as a result of an additional JHSC being established in 2021 at the County's request with Ministry of Labour approval, serving the Social Services Department with a multi-site agreement due to the unique nature of the working environments and clients served.

We commenced holding quarterly meetings with all of the JHSC Co-Chairs and with Scott Wilson – CAO and Susan Farrelly – Director of Human Resources to discuss emerging themes, activities and meeting minutes stemming from the JHSC meetings.

Here4Hope Partnership with Canadian Mental Health Association (CMHA) – Waterloo Wellington

In 2020, County Council approved the renewal of the three-year partnership with the Canadian Mental Health Association Waterloo Wellington (CMHA WW) to enable, continue to lead, and support the work of promoting life and preventing suicide in Wellington County. Regular reports are provided to AF&HR Committee and County Council on this partnership and its activities.



The Staff Recognition Sub-Committee's initiative of appreciating employees by having an ice cream truck visit various County locations in the summer was a huge hit. This is a photo of the long employee line up at the Administration complex and as the employees can attest – it was definitely worth the wait!

The Wellness Steering Committee set to work in 2021 to focus on the establishment of sub-committees and to focus efforts in the following areas:

- Health Promotion
- Diversity and Inclusion
- Staff Appreciation
- Mental Health and Suicide Prevention Training

Although the COVID-19 pandemic has impacted a number of the activities, the work continued in conjunction with Communications, Human Resources, and Cecilia-Marie Roberts – Suicide Prevention Lead with CMHA WW. Specific strides were made in 2021 by continuing to offer SafeTalk sessions when able, promoting a series of Mental Health and Wellness webinars, rolling out email communication along with the very successful Here4Hope campaign held in the Fall. The Terms of References were developed for each sub-committee and members were chosen throughout the County departments. An annual work plan was created for each of the sub-committees and presented to the Staff Advisory Committee in December 2021/January 2022 for the year-ahead.

County Culture Legacy Project

The County of Wellington Strategic Action Plan guiding the work for the remaining term of Council indicates under the section “People as the Main Priority of Wellington County” that although the County has a strong positive corporate culture, this corporate culture is not documented anywhere. It became clear through the information-gathering of the Strategic Planning exercise, as well as observed during the various working sessions, that the County Culture is indeed something that is very special, but there isn’t a tangible document or outline defining this. As a Strategic Action in the Plan, the need to identify, define, document and instill the Wellington County Corporate Culture is outlined.

In order to understand why the County Culture is the way that it is today, we must seek to understand the legacy and impact of those who have served before us. The intent is to capture the legacy individuals have left for others, the impact they have had on the County Culture, and the special way they had served during their time for the County of Wellington to pave the way for the County Culture as it is today. By understanding the past, we can understand the culture of the present, and the culture that will best serve the County of Wellington into the future.

An exciting project is underway to capture the County Culture, through a partnership between Human Resources, Communications and the Museum and Archives. Under the leadership of Andrea Ravensdale – Communications Manager, Jana Burns – Museum and Wellington Place Administrator, Molly Wright – Manager of Human Resources and Susan Farrelly – Director of HR, summer students are involved in this project to capture the stories of individuals and initiatives identified as being instrumental in forming the County’s Culture and whose story needs to be shared.

Working closely with Communications and Museum staff over the course of this project, the goal is to create a book to capture this history, as well as to create a video, highlighting various people and key components of the County Culture. The intent is this would be shared for onboarding of new County employees and Elected Officials and to have available on our website and to be viewed for generations to come.

The goal for completion of the County Culture project is November 2022, providing a lasting legacy of the existing Council in “identifying, defining, documenting and instilling the Wellington County Corporate Culture” as identified in the Strategic Plan.

The Year Ahead - 2022 Annual Human Resources Plan

Human Resources is evolving and changing to meet the needs of the County. Projects are continually re-evaluated and modified depending upon the County and Departmental priorities. Other considerations include employee availability and budget, among other factors. The following is a list of some of the projects, initiatives or priorities carried over from the previous year and/or new items planned for the coming year. This is not an exhaustive list and will be adjusted as new opportunities or priorities are identified and developed in response to corporate and employee needs.

- Human Resources Information System (HRIS) project implementation.
- Review and refresh of County interview and reference-checking processes.
- County-wide training on Mental Health and Wellness.
- County-wide retraining of Respectful Workplace and Workplace Violence Prevention Policies.
- Identification and roll-out of County-wide training on Diversity and Inclusion.
- Continuation of partnership and work with CMHA WW for Life Promotion and Suicide Prevention, including a Here4Hope community event in the Fall and continuing work of the Sub-Committees of Employee Recognition, Health Promotion and Diversity and Inclusion.
- Continuation of the COVID-19 Vaccination Promotion Strategy.
- Ongoing support of employee redeployment to the Wellington-Dufferin-Guelph Public Health COVID-19 Vaccination clinics.
- Monitoring and communicating evolving County-wide COVID-19 requirements and protocol.
- Hiring of new HR position of Disability Management Coordinator.
- Review of Performance Appraisal process and forms in consideration of an Employee Development Programme.
- Completion of the County Culture Legacy Project.