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PAY EQUITY AND REVITALIZATION - CONFUSION?

Confusion is the name of the game across the province. Of the member agencies who responded to a recent OASIS survey regarding the use of revitalization funding for pay equity, the initial indications for the use of the funding indicated that only 28 % were planning on using the funding towards their pay equity commitment. Otherwise, organizations indicated that they were planning to make a grid adjustment, increase training, or were undecided on the application of

the revitalization funding for a variety of reasons including union contracts. Even for those agencies who chose to use revitalization funding for their pay equity commitment, the issue did not disappear. The obligations towards pay equity will continue until equity is reached at some time in the future. Therefore, the liability to organizations will also continue. Throughout this process there continues to be no recognition from the provincial government of their obligation to continue the pay equity funding that was initiated from '93-'98.

(continued on page 3)

PRESIDENT'S MESSAGE

Labour day brought the closure of summer and we're all getting back to our regular routines, meetings and juggling of schedules. I am happy to announce that this edition of FOCUS is being published under the guidance of Jane Neath. Jane has extensive background in the DH sector and is familiar with the issues we face. Prior to this edition, Gordon Anton, Executive Director, Collingwood Community Living, has been writing and publishing FOCUS. We appreciate Gordon's dedication and hard work since the 1st issue of FOCUS in the fall of 1996.



**SUE DOLAN, PRESIDENT,
OASIS**

On behalf of the Board of Directors, I want to extend a welcome to our new member agencies.

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**2001
BOARD OF
DIRECTORS**

SUE DOLAN
PRESIDENT
PAUL WILSON
VICE PRESIDENT
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KERR**
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MCLENNAGHAN
HELEN HAVLIK
HALCOCK
JERREYS
GORDON
ANTON
BILL BARBER
MIKE COXON
ZENA LOSH

**UPCOMING
BOARD
MEETINGS**

**NOVEMBER 18,
2001**
LIMBAY
MARCH 1, 2002
TORONTO
MAY 1, 2002
LONDON

**PRESIDENT'S MESSAGE
(CONT'D FROM PAGE 1)**

We continue to grow. Each new year sees an increase in the number of member organizations which are actively involved in OASIS participating in list serve discussions, volunteering to serve on task forces, and attending board meetings.

The main thrust of OASIS has always been responding to the concerns of member agencies. We are a grassroots organization and we depend on people beyond the Board of Directors to share the workload.

Pay equity continues to be a thorn in the side of many agencies who are under the proxy method.

The Labour Relations Committee is doing a good job of keeping OASIS members updated as to what is happening around the province regarding pay equity and other labour issues.

Please keep in mind the Labour Relations Committee fall seminar on Board Liability issues. This is intended for Executive Directors and their volunteer board members. The day is scheduled for October 27th in Toronto. For further information call Rheal Thorn at the North Bay and District Association for Community Living.

Sue Dolan
President

**SPECIAL AWARD
HELEN HAVLIK**

Helen Havlik received one of the 14 Ontario Medals for Good Citizenship recently.

Helen has been an active member of the Lambton County Association for the Mentally Handicapped, Board of Directors for many years. She is currently on the Board of OASIS and was a charter member of the group. She brings with her forty-six years experience of nursing as well as community involvement and Board experience in several not for



Pictured from left to right
**Pat Joy, Grace Finlayson, Helen Havlik
and Tom Havlik.**

**OASIS SALUTES HELEN'S
ACCOMPLISHMENTS AND IS HONOURED
TO HAVE HELEN AS A MEMBER OF ITS
BOARD OF DIRECTORS!**

Pay Equity and Revitalization - Confusion (continued from page 1)

Likewise, the hearing regarding pay equity orders received by some organizations continues November 13 and 14th as does the Charter Challenge by the pay equity coalition.

The issue continues to be very confusing for Boards, staff and volunteers alike across the province. As a result of commitments to pay equity some organizations have not been able to adjust their grids, revitalize their staff in ways that will assist in retaining staff including the addition of much needed training! How will organizations in the midst of negotiations develop their plan? Even with the funding allocation, this is a very complex issue. The issue does not go away!

Boards will need to be fully apprised of the organization's pay equity plan, their continuing liability, the ramifications of paying or not paying, the trends across the province, legislation including employment standards and pay equity, the organization's funding agreement, and a full understanding of officers' and directors' insurance. This issue will need to be discussed fully with potential Board members during recruitment and later during Board orientation.

Organizations need to be mindful of accumulating financial liabilities, with uncertain legal consequences if unresolved. A financial analysis, an operational impact study and a plan of action are just some of the ways to consider the full impact of this issue in your organization.

Update - Pay Equity Orders

Organizations who will not be able to meet their full pay equity commitment with revitalization funding and have an order to pay from pay equity will be considering their strategy in the days ahead.

- The issue at the core of the discussion is the Ministry's obligation to continue funding for proxy pay equity.
- The value in proceeding with the tribunal hearing is the opportunity to focus on the issue and the opportunity to get the government to the table at the hearing.

**Everything you always
wanted to know about
governance & directors
liability, but were afraid
to ask -----!!**

**An OASIS Labour Relations
Committee Workshop
Delta Airport Hotel, Toronto**

**Saturday October 27, 2001
9:00am to 3:30pm**

**cost: \$75 (OASIS member)
\$100 (non member)**

**call 705-476-3228 ext.223
email: gkrevtz@nbdac1.org**

BOARD TIPS

Lessons from Case Studies On Twenty Canadian Non-profits.

Mel Gil examined effective governance practices through the lessons learned from case studies of twenty Canadian nonprofit organizations. Results taken from interviews with board members and CEOs of twenty Canadian nonprofit organizations are summarized in the *keys to success* section of *Governance Do's and Don'ts*. According to the report, 4 points form the keys to success:

- strong board and staff leadership,
- a positive working relationship between board and CEO,
- role clarity, and
- regular, objective assessment of board, CEO and organizational performance.

Relying on these results, Gil presented alternative governance models for boards with clear explanations for their interpretation and implementation. Additionally, boards and executive directors can find useful tips on determining which governance practice is most appropriate for their specific kind of organization. On a broader scale, the general goal of the report is to create a resource of information for the future development of nonprofit organization governance in Canada.

Governance Do's and Don'ts was published by the Institute on Governance (IOG) April, 2001.

The full report is available directly from the IOG's Web site - www.iog.ca/publications/nonprofit.gov.PDF

Working With Consultants

Sometimes finding a good consultant can be a good strategy for a nonprofit organization that is undergoing change, experiencing problems or finding itself with more work than regular staff can accomplish. Fundraising and organizational development issues are the most common reasons consultants are hired but if you need help in some other area, it's likely you can find a consultant to do the job.

Why Hire a Consultant?

Maybe you need expertise not found in your organization. It could be anything from hiring a technical specialist to network your computers to finding an accountant to reorganize your bookkeeping system. If it's a time-limited job that requires special knowledge, it make sense to hire someone who knows how to do it.

Or maybe you need a fresh approach to a pesky problem.

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Resources:
 "Thanks - A
 Guide to Donor
 Centered
 Fundraising"
 by Penelope
 Burke

Includes the
 results of a 4
 year Canadian
 research study
 on donor
 communication
 and
 recognition.

A must read!

Donor
 recognition
 benefits the
 organization as
 much as it
 does the
 donor.

Did you know:
 78% of donors
 are more likely
 to give again if
 they are
 promptly
 thanked.

Philanthropy is
 a heart size,
 not a gift size!

Contact:
 Burke &
 Associates Ltd.
 1-800-263-
 0267

Check Out Your Organization's Fund-Raising Readiness

For many people, fund-raising is the stuff of myth and magic---a series of tasks rivaling the labors of Hercules and demanding the powers of a Merlin. A successful fund-raising campaign is not magic. Breaking down a campaign step-by-step, point-by-point, lets you present it to staff and volunteers of a non-profit organization in a way calculated to increase acceptance of over-all goals and individual responsibilities.

An organization contemplating a campaign needs first to assess and evaluate its readiness to raise money. It's easy to do. Just check each statement that is true for your organization.

Knowing Your Organization

___ We have a clearly defined, fully understood, and completely accepted mission statement that addresses the difference our organization will make for those it serves, rather than merely describing what it does.

___ We can readily identify our principal support base from those personally touched, inspired, or motivated by what we do, and from those not directly involved with, but nevertheless influenced and impressed by what we do.

Planning For Fund-Raising & Achieving Consensus

___ We work from a written General Plan

___ We have a Board of Directors committed to leading our organization and raising funds, and all fund-raising campaigns begin with those directors.

___ Our fund-raising efforts are guided by a development committee comprised of directors and other volunteer leadership and which has a mission statement outlining the committee's duties and describing the policies to be implemented.

___ We always present compelling cases for support that not only state the amounts we need, but present the reasons our organization merits support.

___ We always inform and involve all of our organization's program areas and staff in campaigns, recognizing that they are important members of our fund-raising team.

Permission to reprint from website. These are just some of the views on fundraising from tony@raise-funds.com. While the information was developed for the American market it has relevancy to the Canadian non-profit market and can be adapted to your needs.

RISKS AND REMEDIES: THE RISE OF ALCOHOL RELATED LIABILITY

Special occasions and fundraising events not only provide opportunities for organizations to celebrate but also to network and extend marketing and public relation efforts. Recent court cases may have you questioning how wise it is to host alcohol related events. As you plan an event it is wise to consider the risks and remedies in relation to alcohol related liability before the event takes place. Professor Robert Solomon of University of Western Ontario provides these comments and suggestions.

The Issue

- For the purposes of alcohol related liability, you are considered to be a provider if the alcohol is served under your license or special occasion permit (or your name appears on the permit) or you serve the alcohol.
- Provider liability starts at the point of intoxication and continues until the person is sober not when they are returned home or to a safe place. It exists when "serving past the point of intoxication".
- Consider having your event at a licensed facility that will also serve the alcohol. You will not be a provider in this case although you may still have risks as an occupier. Organizations should not take a cut in the proceeds from the bar sales. Paying the facility for the costs associated with the event does not make you a provider. Facilities may try to have you waive liability in an agreement – Solomon recommends striking this out.

- Occupier liability exists when there is "reasonable foreseeability of injury posed by conditions, entrants or activities". Therefore you need to take reasonable steps that the environment is reasonably safe.

Strategies for Minimizing Risks

- Critical review of current and past problems, policies and practices.
- Make adequate preparations – do not allow drinking to be the focus of the event and develop alternative transportation policies such as designated driver programs. It is not good enough to announce the designated driver program at the event – offer in advance of the event to pick people up and deliver home and ensure that management has clearly communicated the ramifications for being intoxicated.
- Ensure effective management of the event – use experienced people in the food and beverage industry to manage an event – inspect the premises for safety for both sober and intoxicated patrons i.e. lighting or handrails; ensure security is adequate; greet entrants at the door to weed out those already intoxicated; ask for ID for anyone underage. Ensure that servers are trained.
- Serve alcohol responsibly – make food available and encourage non-alcohol beverages; do not announce last call.
- Supervise the intoxicated – post signs that those intoxicated will not be served and make sure servers enforce; make arrangements for those intoxicated to be taken home safely.

Turning a blind eye will not protect your organization!

RECOGNITION AND REWARDS

Recognizing and Rewarding Employees

During these financially challenging times, it is easy to assume that we cannot reward employees for doing a great job. Two excellent sources of information on how to recognize employees who perform their jobs well are, *The One Minute Manager*, by K. Blanchard, Ph.D. and S. Johnson, M.D. and *180 Ways to Walk the Recognition Talk*, by Eric Harvey.

Their recommendations include:

1. Be specific about what the employee did when giving recognition/praise.
2. Be timely. Do not wait too long to acknowledge a "job well done."
3. Let the employee know the impact of his/her actions on the accomplishment of the organization's mission or program's goals.
4. Be accessible to the employees who truly work *for* you.
5. Help your employees to increase or improve their skills by giving them the opportunity to learn new things.
6. Shake their hands, give a high five or thumbs up.
7. Write a letter (or e-mail) of appreciation and copy the department head.
8. A standing ovation at the next staff meeting.
9. Roll up your sleeves and lend a hand.
10. Ask an employee to represent you at a meeting you can not attend.

The above are just a few to help you get

Recognizing Volunteers

By Jeanne H. Bradner

From *Leading Volunteers for Results: Building Communities Today*

Much is said about recognizing volunteers. In a recent survey in Illinois, 44% of those responding said they don't think they do a good job of recognizing their volunteers. This response made me wonder if people think 'recognition' is the end-of-the-year dinner / Many agencies don't have the resources to do this kind of event and feel bad about not doing it.

I have found over the years that while some volunteers love the big yearly event, others don't care at all and find their satisfaction in the work they do and the feedback from those they work with. This could be recognition in the organization's newsletter, a note from a pleased staff member or client, or a 'promotion' to a more responsible volunteer assignment.

Volunteer recognition can be public or private and should be appropriate to the person and his/her contribution. Most of all, it should be honest and demonstrate some particular insight into what that person has done.

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"Results are the occasion for celebration;

Efforts should be reinforced daily."

Page 194, *Introduction*
from *180 Ways to Walk the Talk*

Check Us Out

OASIS website
www.oasisonline.ca

OASIS mission:

To facilitate the sharing of ideas, resources, systems and information, OASIS will liaise with government on behalf of member organizations with the goal of improving the development of cost effective quality supports for individuals with developmental disabilities.

FOCUS is published quarterly by Ontario Agencies Supporting Individuals with Special Needs

RECOGNITION AND REWARDS

RECOGNIZING VOLUNTEERS (CONT'D FROM PAGE 7)

The following are some ways to recognize volunteers:

- Learn what motivates each volunteer and make your recognition appropriate to what he or she thinks is important.
- Give volunteers whatever training is necessary to perform well.
- Thank volunteers genuinely and appropriately.
- Invite volunteers to participate in decision making.
- Ask volunteers for their feedback.
- Never forget the power of a simple thank you, oral or written.

Permission is granted to reprint this article.

Excerpted from *Leading Volunteers for Results: Building Communities Today*

Reena thanks the members of OASIS for their help in guiding us through the process to receive funding from the Ontario Trillium Foundation towards the equipment for a Snoezelen Room. This Snoezelen Room has now been installed at the Toby and Henry Battle Developmental Centre, 927 Clark Avenue West, Thornhill. Reena offers use of the room to children and adults with a developmental disability in the community. For details please call Rob Scott at 905-889-2690 ext. 2209.

Mark your calendar

2002 OASIS Conference

London May 1-3, 2002

Consultants (continued from page 4)

Hiring a Consultant

Don't hire the first person who comes through the door. Ask for references. Make every effort to determine if this person has the background, experience, and personality to help you solve your problem. You should interview consultants just like you would interview candidates for any job.

Be sure you and the consultant have a good understanding about what you want to accomplish. Describe the job in writing, including clearly written objectives with a project timeline, the compensation to be paid and when payments will be made. The more detailed you can be, the fewer misunderstandings you'll have.

OASIS Apparel - Baseball Caps, T-shirts, Golf Shirts, Sweatshirts, denim shirts

To order contact: BDA@cl@dhagencies.on.ca or 1-519-756-2662

