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# OASIS

## focus

A PUBLICATION OF ONTARIO AGENCIES SUPPORTING INDIVIDUALS WITH SPECIAL NEEDS.

### IS YOUR AGENCY READY?

We've all read about it; the baby-boomers are hitting retirement age. This unique demographic shift will impact virtually every aspect of our society. Organizations of all stripes will face a tremendous loss of experience, knowledge and leadership. To make matters worse, over the next 15 years there will be a 15% decline in the number of 35-44 year-olds available to fill the management positions being vacated. For not-for-profit organizations already struggling to attract and keep talent, this threat cannot be taken lightly.

In the corporate world, CEOs increasingly rank "recruiting and retaining top talent" their #1 priority. Corporate boards are actively assessing their future leadership options and undertaking succession-planning initiatives throughout their organizations.

Local and regional developmental service agencies are no different. If they haven't already done so, they need to recognize succession planning as a top priority and develop a process to ensure that new leaders with the necessary skills are ready when the time comes.

Planning for new leadership is not something that can wait until your Executive Director or other senior managers retire or quit. It's a process and it doesn't happen over night. So where do you start?

First you need a clear understanding of your agency's specific needs and challenges. This may include:

- Positions that may need to be filled
- Job & industry competencies for each
- Expected timeframes
- Assessment and identification of internal talent

With your needs well defined strategies then need to be developed that may include:

- Creation of a high potential talent pool through a variety of methods
- Training & development plans
- Retention strategies
- Sourcing of external candidates
- Management responsibilities and accountability

And like any effective planning process, the assumptions and strategies need to be regularly revisited and updated to reflect changing circumstances.

*Paul Bruner is a Director of Oxenham Consultants. Oxenham gives OASIS members a preferred rate. They've worked with a number of our agencies and many other not-for-profit boards to help assess staff and recruit senior management. Paul can be reached at 416 967-3932 ext 23.*

### OASIS EXTENDS A WARM WELCOME TO DAVID CARTER-WHITNEY

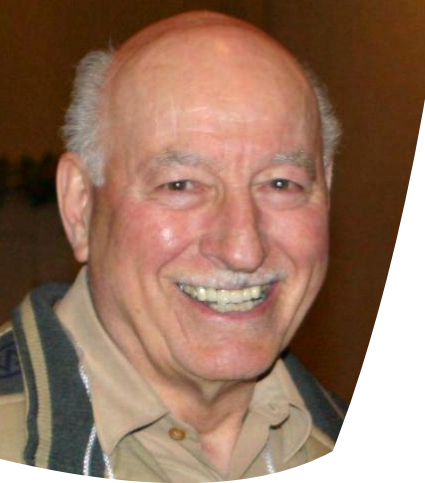
David Carter-Whitney was appointed Assistant Deputy Minister, Social Policy Development for Ontario's Ministry of Community and Social Services in September 2007. His responsibilities include the development of policies and program design for the following areas: Social assistance programs (Ontario Works, Ontario Disability Support Program and related supports); Developmental Services; Adult services relating to homelessness, violence against women, the Aboriginal Healing and Wellness Strategy, and access to adoption records; and Research and data analysis to support social programming.

Prior to joining MCSS, David worked for the Government of Canada for 16 years, most recently as Director General, Employment Programs for Service Canada (Ontario Region). He also held positions with Human Resources Development Canada and Western Economic Diversification in Ottawa and Vancouver.

He joined the Ministry of Training, Colleges and Universities in May 2006 to help lead the implementation of the Canada-Ontario Labour Market Development Agreement, which transferred the majority of federal employment programs to Ontario including funding, contracts and staff.

David's background with the Developmental Services sector includes time as a personal support worker with a courageous boy who faced significant barriers. An unusual approach at the time, the family raised funds privately to support the boy integrating into a Toronto public school.

Although David Carter-Whitney has only recently assumed the role of Assistant Deputy Minister with the Ministry of Community and Social Services, he has had several meetings with representatives of OASIS. David will be the key contact for OASIS at the Ministry. Among his duties David will be chairing the Partnership Table. OASIS looks forward to working with David, particularly on the Transformation agenda.



# MESSAGE FROM THE PRESIDENT

*Since the last issue of FOCUS we have held our Board meetings at two OASIS member agencies.*

The November Board meeting was held at DeafBlind Ontario Services in Newmarket, where we learnt of their resourceful programs to meet a great challenge. Our January meeting was hosted by Community Living Toronto where they presented a description of their Connectability program designed for parents and early child care professionals. This is a web based training and guidance program to help them provide training at home. Toronto will provide copies of this program to member agencies of OASIS on request. In March, we are looking forward to visiting Community Living Chatham Kent.

We were pleased to have Lucille Roche, Deputy Minister, and David Carter-Whitney, Assistant Deputy Minister attend the Board meeting held in Toronto. They gave an update on the activities under way at the Ministry of Community and Social Services and listened to our concerns. In order to further improve communications we have agreed to send to the Ministry the same reports that we send out to members summarizing the issues raised in the Telephone Committee's contacts to member agencies prior to each Board meeting. We have received confirmation that the Minister herself will be addressing the Annual Meeting in Niagara Falls.

The Board approved the revised By-Laws which will be presented for confirmation at the AGM. The Board also approved the first increase to the OASIS annual fees. OASIS has been operating in a deficit position in recent years due to the rising costs of travel to Board meetings and costs associated with OASIS involvement in the Transformation process. The 2008/09 fee will be \$1,500. We trust member agencies

will support this increase.

The Minister of Finance and senior members of his department received presentations from a number of members organizations and OASIS representatives at the pre-budget hearings held throughout Ontario in which we emphasized the need to provide support to families who have been on waiting lists for years, especially those who are aging or living at home with an aging caregiver.

The report of the Expert Panel on Training for Developmental Services, on which OASIS was well represented, has been issued and you will have received this over the internet. The goals are laudable; achieving them will take much work on the part of the Human Resources Committee of the Provincial Network and the relevant ministries. In the meantime we are working on something within OASIS which I hope to be able to send out to you soon.

**“We emphasized the need to provide support to families who have been on waiting lists for years, ”**

Our thanks to Gord Anton and his committee for adding to our databases for Executive Directors, HR and Finance managers a list for IT professionals and another for key Board members. The internet

is a marvelous means of communication. John Bedell and his committee have submitted recommendations regarding administrative duties of OASIS and an RFP has been circulated to member agencies. Karen Carmichael has taken on the Chair of the Business Resource Committee which has a large work plan on its agenda, including looking into the possibilities of coordinated purchasing programs to reduce costs to members. It has taken longer than expected for the necessary information to be obtained by The Strategic Plan committee under Don Seymour but we hope his report will be ready for the AGM.

Windsor and Essex County have already started working on the 2009 AGM and will be hosting a reception in Niagara. I look forward to seeing you there.



## REGISTER NOW!

**2008 OASIS CONFERENCE & AGM**

Experience the Wonder of Niagara!  
MAY 7-8-9, 2008

Thursday Keynote

***We to Me: Turning Self-Help On Its Head***  
featuring ***Craig & Marc Kielburger***

Doubletree Resort Lodge & Spa  
Niagara Falls, Ontario

Check out our Brochure and Registration Package  
at [www.oasionline.ca](http://www.oasionline.ca)

## UPCOMING OASIS BOARD MEETINGS:

June 11-12, 2008 Belleville  
September 10-11, 2008 Ottawa  
October 22-23, 2008 Brantford

If you would like to have a representative attend an upcoming meeting, please contact Andy Rotsma at 905-844-0146 ext 270

## UPCOMING OASIS EXECUTIVE MEETINGS:

July 22, 2008 Barrie

## EXPERIENCE THE WONDER OF NIAGARA

We hope you will join us in

Niagara Falls at the  
Doubletree Resort Lodge & Spa

For the

11th Annual OASIS Conference  
& General Meeting  
May 7, 8, 9, 2008

Featuring Keynote Speakers  
Craig and Marc Kielburger

Your Hosts  
Niagara Support Services &  
Niagara Training & Employment  
Agency

See you in May!

# HUMAN RESOURCE STRATEGY

OASIS

*The Developmental Service Sector is in the midst of launching a provincial wide Human Resource Strategy to ensure that we have a high quality work force to meet the needs of people*

with intellectual disabilities now and in the future. In partnership with the Ministry of Community and Social Services, the DS Sector represented by the Provincial Network Human Resource Subcommittee (PNHRC) recently presented an overview of the new human resource strategy at a special two day forum held in Toronto March 3rd and 4th. The forum had approximately 160 attendees from across the province and included members from the Expert Panel on Training whose Report tabled in September/07 is the foundation for many of the key objectives of this new human resource strategy.

If the announcement of a new Human Resource Plan for the sector is new "news" to you, you may be wondering just how all of this came about. It began with the Ministry's decision to initiate a "transformation" of the sector, and most specifically, how we fund and provide services to those we support. It was recognized early by both the Ministry and the Provincial Network that a newly transformed sector would require a highly skilled, trained and stable workforce to support and facilitate the new models and directions the transformation would bring.

Thus, the Ministry convened an "Expert Panel on Training" with representatives from across the province with expertise in human resources, direct support, training, administration and professional education. The Expert Panel, in its final report, made several key recommendations which have since been adopted by the Ministry and the Provincial Network. The recommendations are:

- 1) To establish core competencies for each key position along the primary career path in developmental services.
- 2) To establish a consistent agency-based training curriculum across the province.
- 3) To link compensation with level of competency for each position.
- 4) To identify and disseminate human resource "best practices" across the sector.

5) To promote ongoing collaboration between the sector and the Ministry toward improved training, recruitment and retention of qualified and motivated professionals.

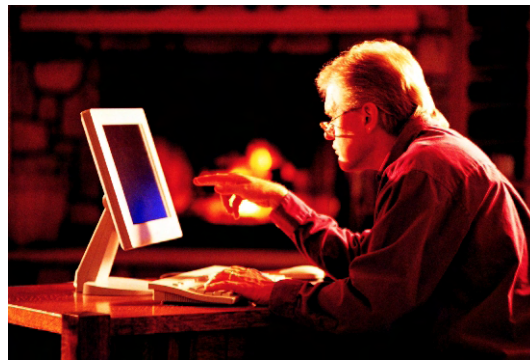
To move forward with the foregoing recommendations of the Expert Panel, the Ministry and the PNHRC are in the process of forming a "Human Resource Strategy Steering Committee", to be co-chaired by a representative from both the Ministry and the Developmental Services Sector (Colette Kent, Director, Developmental Services Branch and Steven Finlay, member of the PNHRC). As well, several subcommittees are being established with provincial representation to move forward with developing core competencies, agency-based training, best practices, public awareness and

marketing and compensation. Currently, the subcommittee mandates are

being clarified, and members are being recruited. This was a primary focus of the forum held on March 3rd and 4th. We are also in the process of soliciting proposals from consulting firms to work specifically on the development of core competencies, as this is seen as a critical first step in moving the strategy forward.

The work toward a comprehensive Human Resource Strategy is well underway and we expect to accomplish a great deal over the next 12-18 months, however, we do need your involvement and expertise to be successful. If you would like to participate on any of the above noted committees, whether you are a direct support staff, executive director, supervisor/manager, human resource professional, or family member, please feel free to contact me at

sfinlay@communitylivingoc.ca to express your interest. Currently resumes are being accepted for a "Project Coordinator" to work full-time on this initiative for at least one year; if you are looking for a change of pace and would like an exciting and challenging career opportunity, please review the job posting in this edition of the OASIS newsletter.



Thanks for the opportunity to update you on the ongoing developments of our new Human Resource Strategic Plan for the developmental services sector. I look forward to seeing many of you in Niagara Falls at which time Colette Kent and I will provide a more detailed update.

*Steven Finlay, MSW  
Executive Director,  
Community Living  
Oshawa/Clarington*

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.

## OASIS BOARD OF DIRECTORS

Gerald Sutton, President  
Sherry Kerr, Vice-President  
Brian Young, Vice-President  
George Braithwaite, Past President  
John Bedell, Treasurer  
Ann Kenney, Secretary  
Judy Reid, Member at Large  
Molly Croke  
Denis McClelland  
Bonnie Dinning  
Jane Joris  
Michael Hume  
Brian Dunne

FOCUS is published quarterly. Ideas and articles are welcomed. Please contact the Editorial Committee.

Look for the next FOCUS in the Spring of 2008.

# **An exciting and unique career opportunity**

**The Human Resource Strategy Steering Committee is seeking;**

## **PROJECT COORDINATOR**

The Project Coordinator will provide support and coordination to the Human Resource Strategy Steering Committee (HRSSC) and the six sub committees and their respective Chairs. The primary responsibilities will include: facilitating the achievement of objectives for all sub committees; serving as a liaison between sub committees, HRSSC, Ministry personnel, sectoral representatives, consumers and their families and other relevant stakeholders; project administration including composing/preparing correspondence, minutes, meeting agendas, scheduling of meetings and coordinating and integrating of the overall strategy in collaboration with committee chairs and under the direction of HRSSC. Research, data collection, tracking and monitoring of tasks to ensure timely deliverables and integration of sub committee outcomes to ensure a cohesive and effective strategy for the sector.

### **Qualifications**

Demonstrated and advanced experience and training in project management  
In depth knowledge of and experience in the Developmental Services Sector in a Supervisory, Management or Human Resource capacity is a definite asset  
Experience working with diverse stakeholders including government, sectoral /committee representatives, consultants, consumers and families, labour representatives and agency staff of all levels.  
Excellent communication skills both oral and written  
Demonstrated ability to work effectively independently and as a member of a team  
Superior computer skills, report writing, organizational and problem solving skills.

### **Location:**

Primary work location will be Toronto with some travel within and outside the region

### **Reporting Relationship:**

The Project Coordinator will report to the sectoral Co-Chair of the HRSSC

### **Term:**

This is a full time appointment for one year commencing May 2008 with the possibility of renewal.

### **Salary:**

Commensurate with experience and qualifications

More information on this exciting and challenging opportunity will be forthcoming in the near future. In the interim, please forward expressions of interest and relevant background to Steven Finlay MSW at [sfinlay@communitylivingoc.ca](mailto:sfinlay@communitylivingoc.ca)