

# Our Voice

**Community Literacy  
of Ontario**

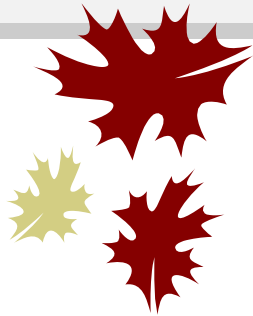
**80 Bradford Street  
Suite 508**

**Barrle, Ontario  
L4N 6S7**

**Tel: 705-733-2312  
Fax: 705-733-6197**

[www.nald.ca/  
clo.htm](http://www.nald.ca/clo.htm)

[clo@bellnet.ca](mailto:clo@bellnet.ca)



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## Human Resource Survey Results

In May 2007 Community Literacy of Ontario sent out a Human Resources Survey to Ontario's 100 community literacy agencies. CLO developed this survey in response to many requests from literacy agencies for current HR information. Fifty-eight individual community literacy agencies responded to this survey. Their responses are summarized below. We are grateful for the time and effort these agencies took to share their information.

As well as the HR survey, CLO asked several questions about marketing practices. These results will be shared separately, in materials produced by CLO's Marketing and Outreach project.

### Program Information for the year April 1, 2006 to March 31, 2007

- ⇒ The average number of staff members per literacy agency was **6.1** people. The range in the number of staff members per agency was from **1 to 49** people.
- ⇒ The average number of full-time staff based on a 35 hour work week was **4.4** people. The range in the number of full-time staff per agency was from **.8 to 41.5** people.
- ⇒ The average number of volunteers per literacy agency was **65.2**. This includes tutors, board members and other volunteers. The range in the number of volunteers per agency was from **0 to 300** people.
- ⇒ The average number of learners per literacy agency was **165.6** people. The range in the number of learners per agency was from **16 to 1090** people.
- ⇒ *Total community literacy agencies responding to the above questions: 58 agencies.*

### Holidays

- ⇒ **74.1%** of staff received additional vacation time beyond the standard two weeks.
- ⇒ **60.3%** of agencies close with pay during the Christmas holidays.
- ⇒ *Total community literacy agencies responding to this question: 58 agencies.*

# Human Resource Survey Results

**In addition to mandatory EI and CPP, what types of benefits do the literacy staff in your agency receive?**

- ⇒ 44.6% of agencies provide health and dental benefits.
- ⇒ 14.2% of agencies provide employer RRSP contributions.
- ⇒ 12.5% of agencies provide a pension plan.
- ⇒ 37.5% of agencies provide a long-term disability plan.
- ⇒ 32.1% of agencies provide a life-insurance plan.
- ⇒ 55.4% of agencies provide WSIB coverage.
- ⇒ 0% of agencies provide a percentage of staff salaries in lieu of benefits.
- ⇒ 41.1% of agencies provide no benefits whatsoever to their staff.
- ⇒ *Total community literacy agencies responding to this question: 56 agencies.*

## Salaries

### Executive Director or other management position

- ⇒ The average hourly rate of pay for this position = **\$23.24**
- ⇒ The salary range for this position was from **\$10.25 to \$36.43**
- ⇒ *Total number of respondents for this position = 43*

### Program Coordinator or Student-Tutor Coordinator

- ⇒ The average hourly rate of pay for this position = **\$18.94**
- ⇒ The salary range for this position was from **\$12.00 to \$27.00**
- ⇒ *Total number of respondents for this position = 46*

### Administrative Assistant

- ⇒ The average hourly rate of pay for this position = **\$14.44**
- ⇒ The salary range for this position was from **\$10.00 to \$21.00**
- ⇒ *Total number of respondents for this position = 30*

### Instructor

- ⇒ The average hourly rate of pay for this position = **\$18.23**
- ⇒ The salary range for this position was from **\$10.00 to \$34.47**
- ⇒ *Total number of respondents for this position = 38*



# Human Resource Survey Results

## In 2006-2007 what percentage of your annual operating budget came from other sources (non-MTCU) of funding?

- ⇒ On average, **31.1%** of the annual operating budgets of community literacy agencies came from other (non-MTCU) sources of funding.
- ⇒ *Total community literacy agencies responding to this question: 55 agencies*

## Please indicate other sources of funding for your agency in 2006-2007

- ⇒ **83.9%** of agencies receive funding from local fundraising events
- ⇒ **44.6%** of agencies receive funding from local service clubs
- ⇒ **39.2%** of agencies receive funding from local businesses
- ⇒ **37.5%** of agencies receive funding from the United Way
- ⇒ **35.7%** of agencies receive funding from corporations
- ⇒ **35.7%** of agencies receive funding from other community sources
- ⇒ **33.9%** of agencies receive funding from the federal government
- ⇒ **28.5%** of agencies receive funding from the Ontario Trillium Foundation
- ⇒ **25%** of agencies receive funding from other provincial government departments
- ⇒ **23.2%** of agencies receive funding from private foundations
- ⇒ *Total community literacy agencies responding to this question: 56 agencies*

Respondents also identified other sources of funding for their agency such as: fee for service, municipal funding, membership drives, sale of books and resources, private donations, projects, investments, and unions.

## HR RESOURCES

The HR Council for the Voluntary/Non-profit Sector has a wonderful website chock full of HR resources and tools.

See: [www.hrcouncil.ca/index\\_e.cfm](http://www.hrcouncil.ca/index_e.cfm)

And of course, there is the continual favourite: CLO's *Guide to the Development of Policies and Procedures, Volume 1*, which contains valuable advice on HR policy development as well as sample policies and procedures. You can find it on our website ([www.nald.ca/clo](http://www.nald.ca/clo)) under "CLO Publications".

# CLO's Marketing Project

Community Literacy of Ontario has received funding from the Adult Learning, Literacy and Essential Skills Program (Government of Canada) for a project called: *"Making the Connection: Effective Program Promotion in Literacy Agencies."* In this project CLO will provide tools, resources and training to help literacy agencies conduct successful marketing and outreach.

Community Literacy of Ontario is pleased to announce that in May 2007 we hired **Karen Farrar** as Researcher / Writer for this project. Karen has worked for many years as a community-based literacy practitioner at the Timmins Learning Centre. She currently lives in Hamilton and has extensive experience in researching, writing and editing.

CLO is also extremely honoured that **Professor Jay Handelman**, from the **Queen's University School of Business** has agreed to serve as an advisor to this exciting project. We are most grateful for his insights and support for this project.

## Project Deliverables:

### INTERNAL RESEARCH

⇒ CLO conducted a survey of the needs and current best practices in marketing and outreach in Ontario's community literacy agencies. Fifty-seven individual literacy agencies responded.

### EXTERNAL RESEARCH

⇒ CLO is conducting research on effective practices in marketing and outreach in areas external to the literacy field, including the broader not-for-profit sector and the private sector.

### FOCUS GROUP

⇒ In June 2007, we held a focus group with the CLO board of directors on the marketing and outreach needs and practices in Ontario's community literacy agencies.

### RESOURCE GUIDE

⇒ CLO is researching and writing a printed resource guide that will summarize best practices and innovation in marketing and outreach. This guide will be available on CLO's website at [www.nald.ca/clo](http://www.nald.ca/clo) in March 2008.

### ONLINE TRAINING

⇒ We will deliver two online training workshops on tools and strategies for effective marketing and outreach. These workshops will be delivered via Centra on February 7 and February 19, 2008. Watch for the registration form to be sent out via email in January 2008.

### WEB-BASED TRAINING

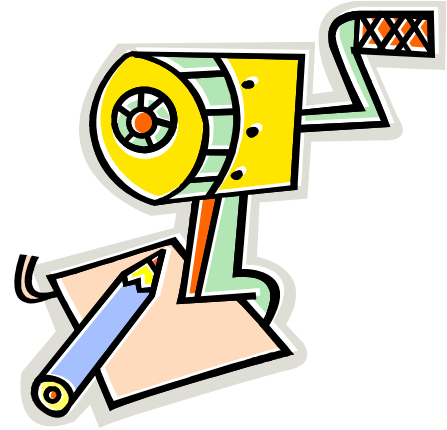
⇒ CLO is developing the curriculum for a self-directed online training module on marketing and outreach. This training module will appear on CLO's Literacy Basics website ([www.nald.ca/literacybasics](http://www.nald.ca/literacybasics)) in March 2008.



# Marketing Project Update

By Karen Farrar, Researcher/Writer, Community Literacy of Ontario

Thanks to all of you who have returned your surveys on your marketing and promotion practices. While the surveys reflect the innovative promotion and outreach taking place in your agencies, many participants expressed a genuine need for more marketing tools and know-how. Fifty-seven surveys have been received to date and they are providing a valuable baseline from which to start our research. For example, a significant number of agencies reported that their most effective methods of outreach are through word-of-mouth, networking, collaboration and partnerships. These methods accurately reflect our established strength in the communities we serve.



The project also encompasses research in the wider literacy field, and in both non-profit and business sectors. There is an enormous amount of information to sift through, but the end result will be useful tools for marketing and outreach and more ideas for community literacy agencies to use.

In May 2007, a marketing and outreach focus group was held with the CLO board of directors. Topics included: a review of the external research and internal survey results, a review of marketing principles and a review of successful marketing strategies. The board reflected on some of the preliminary findings of the project, tried out a new marketing tool, and contributed suggestions for the project's content and direction.

We anticipate that the focus on marketing will get all of our creative juices flowing. Over the next few months I will be contacting a number of agencies to discuss their marketing activities in more depth. Some of these activities will provide model case studies for the upcoming resource guide. I will also be integrating some best practices from business marketing where they would support our own efforts. In addition, the guide and online training will offer user-friendly templates for marketing methods and plans.

If you want to share a success story about marketing or outreach in your program that didn't make it into the survey, please pass it on to me at [clo@bellnet.ca](mailto:clo@bellnet.ca). I will also be sharing more project information and holding a "table group" discussion with literacy practitioners at CLO's conference in October 2007. Please pass along any ideas at that time as well.

"*Effective Program Promotion*" is a very exciting project, showcasing as it does the best efforts and ideas in marketing and outreach in our field. More importantly, it will provide accessible tools and information to benefit all community literacy agencies. There will certainly be new tools and ideas for you to try out in your agencies when this project is completed.

# What Good Marketing is Not

By Karen Farrar, Researcher/Writer, Community Literacy of Ontario

Type the word “marketing” into your Internet search engine and you’ll find that the results are in the hundreds of millions. Many of these sites attempt to define marketing, and these definitions can run in length from brief sentences to pages. For our purposes, because this is where much of the confusion about marketing originates, it is useful to begin with what marketing is not.

## **Good Marketing is not crass**

Let’s be honest: many of us don’t like the idea of marketing because we believe that what we have to offer goes beyond the values of the marketplace. We know that literacy is a fundamental human right, not a limited time offer. However, we live in a communication age and marketing is a critical aid to decision-making in what has become an increasingly complex process of making choices.

## **Good Marketing is not manipulative**

Whatever we think of him personally, Donald Trump is a brilliant marketer. In *Marketing 101* he wrote, “*Promotion works – but only if you start with a great product*”. This may seem very obvious, but how often have we seen seemingly endless sums of money spent to promote a mediocre product? Literacy is a **great** product, so our marketing will not be manipulative. We will be giving consumers much-needed information about what our agencies have to offer them.

## **Good Marketing is not “a piece”**

Perhaps it is this era of tight accountability that encourages us to break projects into bites, one of which is usually marketing. Marketing spreads through the entire operations of an organization. If we allow it, marketing will affect in a positive and dynamic way how we promote and deliver our programs.

## **Good Marketing is not an event**

A promotion can be an event. Marketing is the course of action leading up to and including the event, but it also follows up after the event is over. Marketing provides the best overall context for the event.

## **Good Marketing is not an advertising campaign**

An advertising campaign can be part of your marketing plan but not the whole thing. Good marketing will help you to target your ads to the right groups and effectively analyze the results of your campaign.

## **Good marketing is not fund-raising**

As much as it sometimes feels that way, the purpose of marketing is not to raise money so that we can survive another year. Adult literacy has a fundamental social purpose and any marketing we do ultimately needs to support that purpose.

## **Good Marketing is not an option**

Marketing has become a primary mode of communication in our society. With so many choices to make, so many ways to spend our time and money, the competition is fierce to influence our decision-making processes. Our consumer culture makes a commodity of everything – literacy included. If we want our programs to be successful we must market them, period.

# Strategic Planning

In April 2006, Community Literacy of Ontario received funding from the Ontario Trillium Foundation to create a strategic plan that will allow CLO to strengthen and increase its capacity to serve its members. In year one, CLO's board, staff and project consultant (Jane Barber) developed a concrete and forward-thinking strategic plan.

In year two, CLO will be offering training to Ontario's literacy practitioners. This training will overview the ABCs of strategic planning, provide step-by-step procedures, and share the tools and resources needed to take literacy agencies through effective strategic planning.

Community Literacy of Ontario will be offering this training via three different methods:

- ⇒ CLO will deliver a face-to-face workshop on strategic planning at its conference in Toronto on October 12, 2007.
- ⇒ CLO will deliver two live, online training workshops via Centra Symposium on November 29, 2007 and December 11, 2007.
- ⇒ CLO will also create a web-based, self-directed training module on strategic planning on our CLO's Literacy Basics website.



## Getting Online Project

CLO is proud to be a partner in an exciting new online learning initiative called: "*Getting Online: Distance Education Promising Practices for Canadian Literacy Practitioners*". GO is a national project, bringing together a team of literacy educators from British Columbia, Alberta, Ontario and Newfoundland. Building on existing Canadian programs and expertise, the GO Project will identify promising practices in online learning through various research methods, including an online survey.



**Please give your input about online training by filling out a survey on the GO website at [www.nald.ca/gettingonline](http://www.nald.ca/gettingonline)**

The GO project team will share its research findings with Canadian literacy practitioners through interactive, online training courses and a website including independent learning modules. The GO team will also write a research report and a Promising Practices Manual for literacy practitioners.

The GO project is hosted by Athabasca University. It brings together various project partners including Community Literacy of Ontario, Writing Out Loud (Alberta) and Capilano College (British Columbia). GO is funded by the National Office of Literacy and Learning and will run from June 2007 to May 2009.

# The ABCs of the CIPMS

Community Literacy of Ontario has received funding from the Ministry of Training, Colleges and Universities for a project called: *"The ABCs of the Continuous Improvement Performance Management System."* Through this project, CLO will provide community literacy agencies all across Ontario with information, training and resources to help them implement MTCU's Continuous Improvement Performance Management System. Our project will run from February 2007 to March 2008.

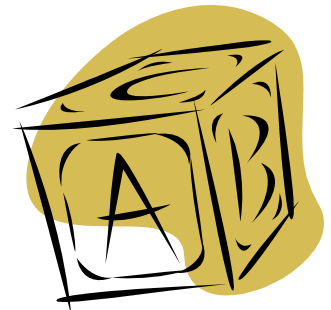
In March 2007 CLO sent out a survey to all community literacy agencies in Ontario asking them about their current level of knowledge of the CIPMS and their specific training and support needs. We further asked them to share any best practices they were aware of in the area of performance measurement and program evaluation. CLO received a response from 74 community literacy agencies across Ontario. Their responses have been compiled and are being used to inform the work of the project.

Currently, CLO staff are researching performance management, outcomes-based evaluation, agency self-assessment, success measurement and data collection. We are also conducting key informant interviews, planning for the core CIPMS training components across sectors and streams, researching examples of other organizations that use CIPMS, and locating useful resources and tools. As well, CLO staff are developing the content of the training and resource guide and we are preparing for the upcoming face-to-face, Centra and web-based training opportunities.

Community Literacy of Ontario is pleased to be linking on an ongoing basis with the Ministry of Training, Colleges and Universities and the other organizations that have also been funded for CIPMS projects: the Ontario Literacy Coalition, the Ontario Native Literacy Coalition, GOLD and La Coalition. Together, we have been meeting regularly as a provincial working group and sharing information and resources for the benefit of the Ontario literacy field.

CLO's deliverables for this project are:

- ⇒ **Research:** In spring 2007, CLO conducted research to identify the needs of Ontario's community literacy agencies relative to implementing CIPMS.
- ⇒ **Face-to-Face Training:** CLO will deliver face-to-face training to community-based practitioners from all around the province on the CIPMS on October 11 and 12, 2007 in Toronto. CLO also delivered two preliminary training sessions for Laubach Literacy Ontario in June 2007.
- ⇒ **AlphaCom:** CLO will moderate a CIPMS AlphaCom online discussion group to share tools, ideas and resources starting in December 2007 and running until March 2008.
- ⇒ **Online Training:** CLO will deliver two live, interactive online training workshops on Centra about the CIPMS on November 1 and 14, 2007.
- ⇒ **Resource Guide:** CLO is writing a resource guide to help literacy agencies increase their capacity to implement the CIPMS. In March 2008 this guide will be circulated in hard copy to Ontario's community literacy agencies. It will also be freely available for downloading on our website.
- ⇒ **Web-based Training:** CLO will write the curriculum for a self-directed web-based CIPMS training module. This module will be available in March 2008 on CLO's Literacy Basics website.





## EMPLOYMENT ONTARIO

For the latest information on *Employment Ontario*, please visit the website of the Employment Ontario Partners Gateway at [www.eopg.ca](http://www.eopg.ca). This site provides support, resources and information to agencies delivering services under Employment Ontario.

Currently the Employment Ontario Partners Gateway site includes information on the following topics: *Employment Ontario* news and announcements, guidelines, forms, publications, links and *Employment Ontario* materials such as stickers, posters, brochures and order forms .

As well, CLO has written an overview for literacy agencies that you can find on CLO's website at [www.nald.ca/clo.htm](http://www.nald.ca/clo.htm) (just click on "MTCU Initiatives"). This overview includes such information as:

- ⇒ What is *Employment Ontario*?
- ⇒ What does this mean for literacy agencies?
- ⇒ Where does literacy fit within the *Employment Ontario* system?

Also visit MTCU's website at <http://www.edu.gov.on.ca/eng/tcu/etlanding.html> for more information, or contact your program consultant.

## Essential Skills

CLO is involved in two Essential Skills projects. Firstly, CLO received funding from the Ministry of Training, Colleges and Universities for a project called:

**"Essentially Yours: Training in the Essential Skills."** This project will begin in October 2007. There are three main project goals:

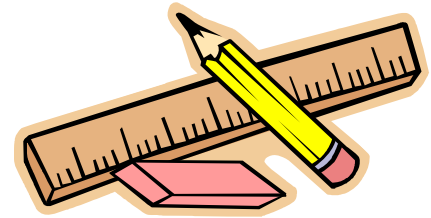
- ⇒ CLO will research and write three bulletins on the Essential Skills.
- ⇒ CLO will develop and deliver online training on the Essential Skills via Centra. This training will be offered to a total of 30 literacy practitioners in April 2008.
- ⇒ CLO will write the curriculum for a self-directed online training module on the Essential Skills. It will be available CLO's "Literacy Basics" website in April 2008.



Secondly, CLO is involved in a new partnership initiative called: **"Provincial Partnerships to Promote Essential Skills."** The College Sector Committee for Adult Upgrading has been funded by the National Office of Literacy and Learning to undertake this project in partnership with Community Literacy of Ontario, CESBA and the Ontario Native Literacy Coalition. This project will document best practices in developing partnerships between organizations. The specific task which will provide focus for this group is the development of a common Essential Skills workshop for literacy practitioners. CLO's role will begin in fall 2007.

# Learner Skill Attainment

Community Literacy of Ontario received funding from the Ministry of Training, Colleges and Universities for a project called *"Success Indicators for Independence Goals."* This is one of 17 projects funded by MTCU to develop a Learner Skill Attainment Framework for Literacy and Basic Skills agencies to allow programs to communicate learner gains in a reliable, valid and more transparent way. This is important as Learner Skill Attainment will be one of the draft measures of agency performance for effectiveness in the CIPMS.



Success indicators for independence goals are difficult to develop and difficult to measure effectively. How, for example, can independence goals such as "increased self-esteem" be effectively measured? CLO's project has the demanding task of assessing just that.

CLO's project focuses on the learner pathway of Foundation Skills for Lifelong Learning and involves researching and identifying success indicators and transition markers in the domain of independence. As well, CLO will assess where independence fits within the Essential Skills and outline how the framework for identifying and measuring success in the domain of independence could be expressed/articulated to the Essential Skills scale.

In addition to conducting extensive Internet and print-based research, CLO conducted interviews with key informants from thirteen community literacy agencies from across the province to determine the most common learner goals related to independence and to identify core skills necessary to achieve those goals.

The resulting draft framework organizes independence goals along a continuum of personal focus from "home to community" into four broad areas: (1) Managing basic needs; (2) Managing health; (3) Managing personal issues and relationships; (4) Participating fully as a member of the community.

As one of the 17 LSA projects, CLO has continually linked with the other projects from the beginning. A working group of 45 members representing all sectors, streams, stakeholders and projects was convened by MTCU to facilitate the development of the LSA framework. CLO has been an active participant in this workgroup, meeting several times over the last five months to collaborate and share on the development of the framework and all of its components.

CLO has vetted its draft independence framework through the Learner Skill Attainment workgroup at two separate stages. The framework was also presented at a focus group with the CLO board of directors at the end of May. It was further intensively piloted by four community literacy agencies from June-August 2007. Appropriate additions and modifications will be made to the draft independence framework in early fall 2007.



CLO's draft independence framework will be first presented to community literacy agencies at our annual general meeting and conference on October 11-12, 2007.

# Resource Corner

## Community Literacy of Ontario's New Website!

The board of directors and staff of Community Literacy of Ontario are pleased to launch our revised website. Please visit [www.nald.ca/clo](http://www.nald.ca/clo) to check out our new look and our new information! You will find information on: literacy in Ontario, Ontario's community literacy agencies, CLO projects and initiatives, our newsletters and e-Bulletins, MTCU initiatives, and quotes from literacy learners, staff and volunteers.

## Make Literacy an Issue

The Ontario Literacy Coalition has developed the "*Make Literacy an Issue*" initiative. This resource is designed to showcase literacy as an issue in the 2007 provincial election campaign. Under the "*Make Literacy an Issue*" section of OLC's website you will find a variety of tools including Election Kit 2007, speaking notes and literacy facts. Please see: [www.on.literacy.ca/litissue/litissue.htm](http://www.on.literacy.ca/litissue/litissue.htm).

## Factors Affecting Success Report

Laubach Literacy Ontario conducted research into the factors affecting student success in community literacy agencies. For a copy of the final research report please see: [www.laubach-on.ca/factors.htm](http://www.laubach-on.ca/factors.htm).

## SNOW Website

Another valuable tool for practitioners is the SNOW website (Special Needs Ontario Window) at <http://snow.utoronto.ca>. This website was developed by the University of Toronto's Adaptive Technology Resource Centre. On this site you will find information on adaptive technology, online courses offered by SNOW, special education resources and discussion forums.

## Certificate in Literacy and Learning

The Province of Manitoba provides a Certificate in Literacy and Learning. This certificate is designed to recognize the achievements of adult learners in three stages. It is awarded by the Department of Advanced Education and Training. The Certificate is only granted to residents of Manitoba.

Visit: [www.edu.gov.mb.ca/ael/all/publications/stages/stages.html](http://www.edu.gov.mb.ca/ael/all/publications/stages/stages.html).



## CLO Members Survey

In spring 2007, CLO distributed its annual membership survey to its members. CLO received responses from 74 community literacy agencies!

The full survey results were sent out with CLO's August 2007 E-Communiqué. The survey highlights were:

- ⇒ The top priority areas identified for practitioner training, support and resource needs were:
  - CIPMS
  - Learner Skill Attainment
  - Essential Skills
- ⇒ 100% of respondents agreed that CLO's newsletters were an effective means of communication.
- ⇒ 74% of respondents use CLO's Community Based Literacy online discussion group on AlphaCom.
- ⇒ 100% of the respondents who use CLO's online discussion group said that the information and resources posted there is informative and useful.
- ⇒ 100% of the survey respondents said that CLO's e-bulletins are informative and pertinent to their needs.
- ⇒ 99% of the survey respondents said that CLO's has effectively informed them of MTCU strategies in a timely manner.
- ⇒ 27% of survey respondents felt that they have a high level of knowledge about how to conduct and implement strategic planning in their literacy agency; 48% felt that their knowledge was moderate; and 25% felt that their knowledge level was low.
- ⇒ 98% of respondents agreed that the eight training modules housed on CLO's Literacy Basics training website are useful for literacy practitioners.
- ⇒ 95% of survey respondents felt that they have received useful and informative information from CLO regarding volunteer management.

### CLO's BOARD OF DIRECTORS

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- Chris Benninger (Chatham)
- Joyce Bigelow (Sharbot Lake)
- Barb Duguay (Fort Frances)
- Linda Conley (Picton)
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- Jane Barber (Project Staff)
- Robin Cook-Ritchie (Project Staff)
- Joan Beaudry (Administrative Assistant)
- Jette Cosburn (Co-Executive Director)
- Karen Farrar (Project Staff)
- Joanne Kaattari (Co-Executive Director)
- Vicki Trottier (Project Staff)

### OUR VOICE NEWSLETTER

Writing/Editing/Desktop Publishing:  
Joanne Kaattari

### OUR CORE FUNDER

Community Literacy of Ontario is funded by  
the Ontario government, under  
**EMPLOYMENT ONTARIO**  
Ontario's employment and training network.