

2012 Outcomes Measurement Report



January 1, 2012 thru December 31, 2012

Executive Summary:

One thing has remained consistent with Goodwill: employment. The foundation of Goodwill's mission is the fundamental belief that people want to work to provide a better life for themselves and their families. Slogans such as "We Believe in the Power of Work" and "A Hand-Up, Not a Hand-Out" were created as a communication tool to help the public understand that Goodwill supports an individual's right to work and prosper regardless of his/her barrier to employment.

The stated mission of Goodwill Industries of South Central California "Goodwill" is to provide work opportunities and skills development to people with barriers to employment. In August 2011, California's unemployment rate was 12.1%, Kern County's was 14.4%, Kings County was 15.3%, and Tulare County's was 15.7% - all significantly higher than the 9.1% national unemployment rate. Thus, the goal for Goodwill became painstakingly clear: in order to meet the needs of individuals living in Kern, Kings, and southern Tulare Counties, Goodwill needed to get back to its roots and create more job opportunities for individuals who were unemployed, on welfare, or lacked the job/life skills necessary to compete for the few jobs available in the private sector.

To accomplish this goal, Goodwill identified two key strategies: 1) open new retail stores in underserved markets; and 2) develop a self-funded Transitional Employment Program designed to hire, promote up, and promote out as many local individuals with barriers to employment as possible. In the 3rd Quarter of 2011 Goodwill opened two new retail stores in Tulare County, and in the 4th Quarter of 2011 Goodwill put the final touches on the implementation and rollout of its Transitional Employment Program which officially began on January 1, 2012.

In 2012, Goodwill hired 131 local individuals – 70.2% of which had a documented, declared barrier to employment. The average wage of those 131 individuals was \$8.43 and 99.2% of them worked in "full-time" jobs at one of Goodwill's 11 retail and/or warehouse locations. Utilizing its self-funded Transitional Employment Program as the primary vehicle to deliver mission services to its employees, Goodwill was able to promote 34 individuals throughout the year. Each internal promotion resulted in an average annual wage increase of 15.1% and each promoted employee took an average of 10.4 months to receive his or her internal promotion.

Nine Goodwill employees reached the pinnacle of the transitional employment process in 2012 by transitioning out of Goodwill and being placed into higher paying community jobs. The average annual wage of those employees was \$29,883 – resulting in a 54% average annual wage increase. This 54% represented \$10,477 more dollars (on average) earned annually by former Goodwill employees working in competitive, community employment. On average, it took each externally placed employee 17.9 months to make that transition.

Goodwill's primary focus in 2012 was "employment," and the following report analyzes how well Goodwill delivered its mission services to the individuals it served throughout the year.

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I. Introduction:

On September 20, 2012 Goodwill hired John Smith (real employee name kept confidential) as a Retail Material Handler making \$8.00 an hour working 35 hours a week. Just one month earlier John had fallen on hard times and was on the verge of becoming homeless when he approached the vocational services outreach program through Bakersfield Junior College. After Goodwill's Human Resources (HR) Department notified John's Service Coordinator of a job opening, he was immediately referred for an interview and was ultimately hired by Goodwill. Just two short months later John's on-the-job training and stellar work ethic allowed him to promote up to a Goodwill Truck Driver, and that promotion earned him an annual wage increase of 25%. On December 7, 2012, just three months removed from nearly being homeless, John was placed in a higher paying community job outside of Goodwill earning \$24,960 a year - \$10,400 more a year than his starting salary at Goodwill.

John's story is one which perfectly illustrates how Goodwill's Transitional Employment Program helps local individuals with barriers to employment transition to a better life by obtaining financial independence. John had a documented barrier to employment (lack of work history, unemployed for longer than six months, nearly homeless) yet that did not stop Goodwill from hiring John and giving him a chance. After being hired, John was promoted at Goodwill and ultimately secured a higher paying community job.

In 2012, Goodwill started its Transitional Employment Program. This program was designed to hire local individuals with barriers to employment, promote them up through on-the-job training, and ultimately promote them out into higher paying community jobs. The Transitional Employment Program was designed to maximize public benefit while minimizing public cost – as Goodwill received no federal, state, or grant monies to subsidize the program. Instead, Goodwill self-funded the program by reselling the public's donated goods.

2012 was Goodwill's pilot year of implementing the Transitional Employment Program. Although a few speed bumps were discovered along the way, the foundation of the program was solid. Goodwill experimented with different combinations of Job Developers throughout the year, and determined that the most successful team will include an Employment Specialist, a Vocational Trainer, and a Job Developer. The following is a comprehensive Outcomes Measurement Report of Goodwill's efforts utilizing its Transitional Employment Program, and these results will be used to analyze trends, recognize areas of opportunity, identify areas of needed improvement, and benchmark performance for 2013 and beyond.

II. Effectiveness:

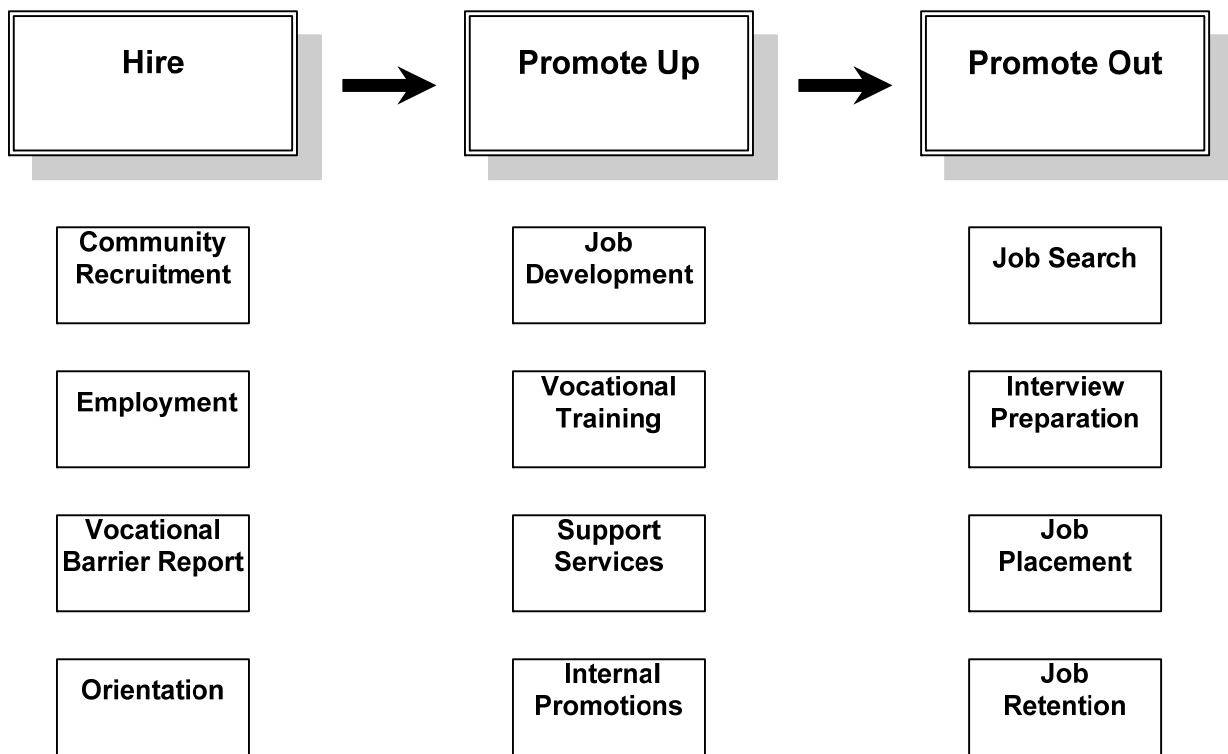
In 2012, Goodwill hired 131 local individuals (41.2% were hired from community referral agencies). Of those 131 individuals, 33 had a declared vocational disability and 59 had a declared vocational disadvantage, meaning 70.2% of all Goodwill employees hired in 2012 had a declared, documented barrier to employment.

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At the end of the calendar year, 34 Goodwill employees had received an internal job promotion resulting in an average annual wage increase of 15.1% per promoted employee; and it took each promoted employee an average of 10.4 months to receive their promotion.

By the end of 2012, nine Goodwill employees had been placed into competitive community employment within an average of 17.9 months, resulting in an average annual wage increase of \$10,477 per employee.

The overall effectiveness of Goodwill’s Transitional Employment Program was measured by a set of key metrics comprised of several components which corresponded to the major theme: “Hire, Promote Up, Promote Out.” A flow chart of these components is below:



Under each component, key metrics were established, tracked, and reported to the Goodwill Board of Directors on a quarterly basis. The final Board Report from 2012 is displayed on the next page:

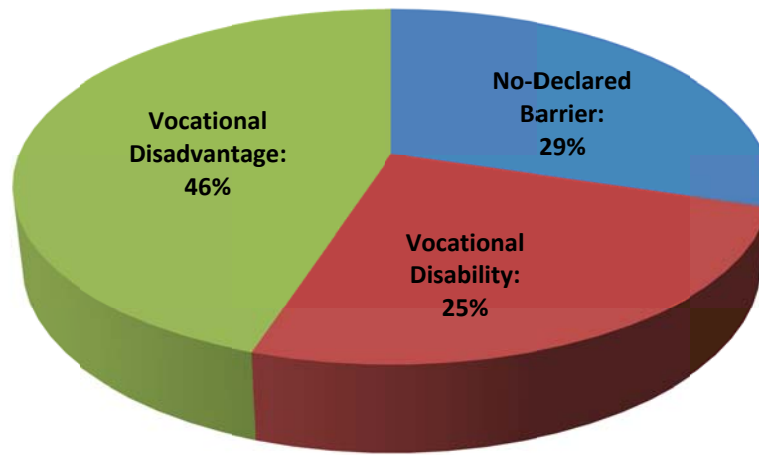
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HIRE: Key Metrics					
Community Recruitment	Q1	Q2	Q3	Q4	2012
Interviewed from Referral Agency (#)	18	27	44	55	144
Hired from Referral Agency (#)	9	9	18	18	54
Referral Agency Interview-to-Hire Ratio (#)	2.0:1	3.0:1	2.4:1	3.1:1	2.7:1
% of Total Hired from Referral Agency (%)	64.3%	39.1%	34.6%	42.9%	41.2%
Employment	Q1	Q2	Q3	Q4	2012
Total Hired (#)	14	23	52	42	131
Avg. Wage of all Hired (\$/hr)	\$8.73	\$8.43	\$8.52	\$8.22	\$8.43
% 'Full-Time' Status of all Hired (%)	100.0%	100.0%	98.1%	100.0%	99.2%
Vocational Barrier Report	Q1	Q2	Q3	Q4	2012
Hired w/ Declared Barrier to Employment (%)	64.3%	69.6%	59.6%	85.7%	70.2%
Hired w/ Declared Disability (#)	2	7	11	13	33
Hired w/ Declared Disadvantage (#)	7	9	20	23	59
Orientation	Q1	Q2	Q3	Q4	2012
Total Orientations (#)	42	95	99	66	302
Community Service/Volunteers (#)	158	166	134	162	620
PROMOTE UP: Key Metrics					
Job Development	Q1	Q2	Q3	Q4	2012
Assessments/IDPs Created (#)	17	12	47	32	108
Hours of Job Development (#)	65.0	86.0	135.5	54.5	341.0
Vocational Training	Q1	Q2	Q3	Q4	2012
Hours of On-the-Job Training	94,440	81,218	95,607	91,152	362,417
"Full Range" Support Services	Q1	Q2	Q3	Q4	2012
External Referrals (#)	18	2	7	3	30
Internal Promotions	Q1	Q2	Q3	Q4	2012
Internal Promotion Rate (%)	60.0%	50.0%	14.3%	46.2%	38.6%
Internal Promotions w/ Wage Increase (#)	6	12	4	12	34
Avg. Wage Increase (\$/yr)	\$1,283	\$2,867	\$3,140	\$2,736	\$2,573
Avg. Wage Increase (%)	8.4%	14.7%	20.1%	17.0%	15.1%
Avg. Length of Time (months)	8.3	9.9	12.1	11.4	10.4
PROMOTE OUT: Key Metrics					
Job Search	Q1	Q2	Q3	Q4	2012
Sign-Ins at Career Resource Center (#)	57	38	58	24	177
Hours at Career Resource Center (#)	85.0	46.0	72.0	20.5	223.5
Interview Preparation	Q1	Q2	Q3	Q4	2012
Hours of Interview Preparation (#)	11.0	17.0	45.0	9.0	82.0
Job Placement	Q1	Q2	Q3	Q4	2012
Passive Community Placements (#)	1	3	4	3	11
Avg. Wage (\$/yr)	\$51,293	\$19,067	\$26,040	\$20,453	\$24,896
Employee Community Placements (#)	0	3	4	2	9
Avg. Wage (\$/yr)	N/A	\$31,547	\$32,136	\$22,880	\$29,883
Avg. Wage Increase (\$/yr)	N/A	\$8,057	\$14,976	\$5,109	\$10,477
Avg. Wage Increase (%)	N/A	34.3%	87.3%	28.7%	54.0%
Avg. Hours (#/wk)	N/A	40.0	40.0	40.0	40.0
Avg. Length of Time (months)	N/A	28.0	16.8	4.6	17.9
Job Retention	Q1	Q2	Q3	Q4	2012
90 Day Retention (%)	N/A	N/A	33.3%	100.0%	71.4%

II. a) Effectiveness: Hire

Utilizing community referral agencies as well as self-referred walk-ins, Goodwill was able to ensure that more than 70% of all employees hired in 2012 had a declared, documented barrier to employment (see below).

Barrier Report of all Hired

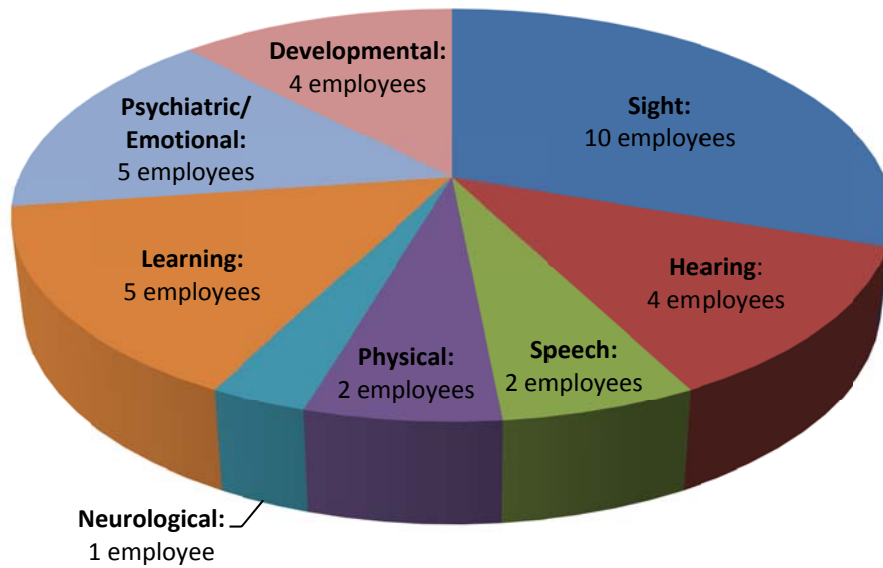


Aside from tracking barriers to employment, Goodwill also tracked the specific vocational disabilities and disadvantages that their employees declared. The tables below and pie graphs (on next page) depict this information and demonstrate Goodwill’s commitment to its mission.

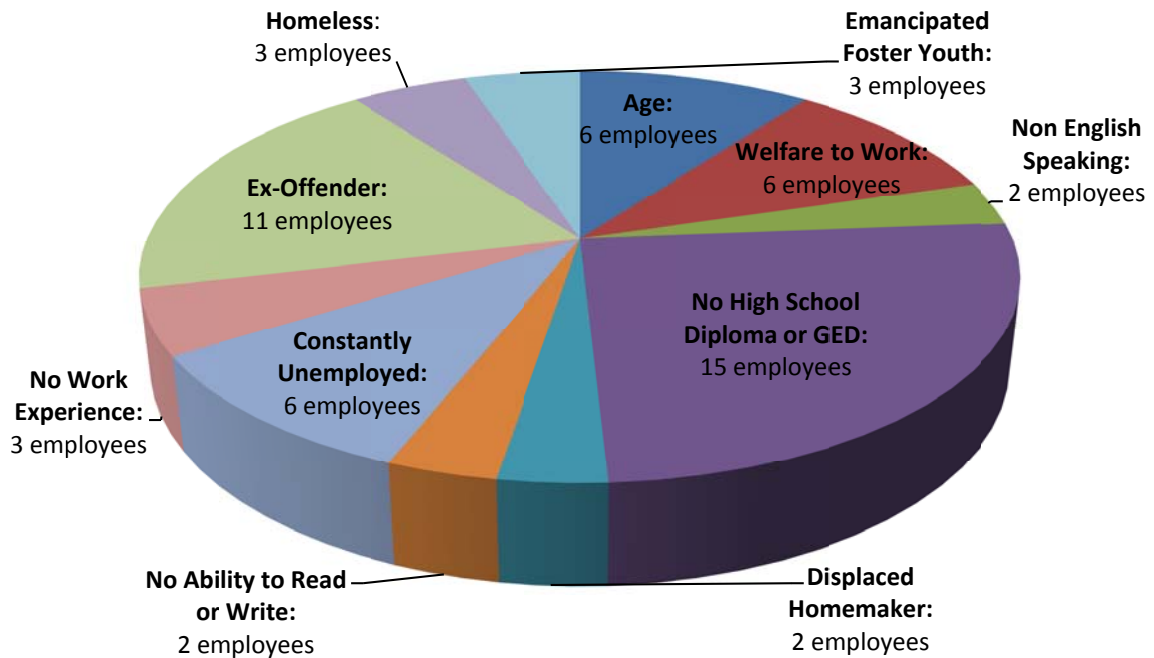
2012	Vocational Disability
10	Sight
5	Learning
5	Psychiatric/Emotional
4	Hearing
4	Developmental
2	Speech
2	Physical
1	Neurological
33	Total

2012	Vocational Disadvantage
15	No High School Diploma or GED
11	Ex-Offender
6	Age
6	Welfare to Work
6	Constantly Unemployed
3	No Work Experience
3	Homeless
3	Emancipated Foster Youth
2	Non English Speaking
2	Displaced Homemaker
2	No Ability to Read or Write
59	Total

Vocational Disability



Vocational Disadvantage



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In 2012, the average wage of all hourly Goodwill employees hired was \$8.43 (California minimum wage was \$8.00); and 99.2% of all hourly Goodwill employees were “full-time” status (35 hours or more per work week).

Apart from the 131 employees hired, Goodwill also provided community service/volunteer hours to 620 local individuals. In all, Goodwill’s HR Department conducted 302 new employee/community service orientations.

In 2013, Goodwill will continue to focus on hiring individuals with barriers to employment, with the goal of maintaining a workforce of 70% having a declared, documented vocational disability or disadvantage. Goodwill will also stay committed to ensure that all full-time, hourly employees become eligible for company benefits after their first six months of employment. Goodwill also plans to increase the overall number of referral agency hires to at least 50% in 2013. Finally, Goodwill will continue to be an asset to the community by providing a much needed resource for court-ordered community service and/or volunteer hours.

II. b) Effectiveness: Promote Up

In 2012, Goodwill Job Developers created Individual Development Plans for 108 Goodwill employees and spent a total of 341 hours of one-on-one job development services. In all, hundreds of Goodwill employees received 362,417 hours of on-the-job training scattered across ten retail stores, five attended donation centers, and one warehouse/administrative office.

On-the-job training and job development services were all a part of Goodwill’s strategy to increase the overall skill set of its employees with the goal of being able to promote them within the agency.

In 2012, Goodwill had an ‘Internal Promotion Rate’ of 38.6%; meaning Goodwill had 88 internal job openings (above minimum wage) available throughout the year and 34 of those positions were filled internally. In 2013, Goodwill hopes to increase this number to 50% by utilizing a Retail Training Curriculum which will be administered by Goodwill’s new, full-time Vocational Trainer.

34 Goodwill employees received an internal promotion with a wage increase in 2012. The average annual wage increase for each promoted employee was 15.1% which equated (on average) to an extra \$2,573 per year. The new average annual wage of each promoted employee was \$19,671 or roughly \$10.81 an hour (assuming a 35 hour work week). This average hourly wage is 35.1% higher than minimum wage and Goodwill desires to maintain this average wage increase in 2013. The table on the next page displays the detailed wage increase information of each promoted employee (names kept confidential) in 2012:

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Last Name	First Name	Current Annual Wage	New Annual Wage	Wage Increase (\$/yr)	Wage Increase (%/yr)
Employee	A.	\$14,560	\$18,720	\$4,160	28.6%
Employee	B.	\$18,720	\$20,800	\$2,080	11.1%
Employee	C.	\$14,560	\$15,470	\$910	6.3%
Employee	D.	\$14,560	\$14,742	\$182	1.3%
Employee	E.	\$14,560	\$14,742	\$182	1.3%
Employee	F.	\$14,560	\$14,742	\$182	1.3%
Employee	G.	\$14,560	\$18,720	\$4,160	28.6%
Employee	H.	\$16,640	\$20,800	\$4,160	25.0%
Employee	I.	\$14,560	\$20,800	\$6,240	42.9%
Employee	J.	\$19,760	\$23,920	\$4,160	21.1%
Employee	K.	\$27,040	\$28,600	\$1,560	5.8%
Employee	L.	\$19,760	\$21,320	\$1,560	7.9%
Employee	M.	\$33,280	\$36,400	\$3,120	9.4%
Employee	N.	\$14,742	\$18,720	\$3,978	27.0%
Employee	O.	\$14,560	\$14,742	\$182	1.3%
Employee	P.	\$20,800	\$22,880	\$2,080	10.0%
Employee	Q.	\$22,880	\$24,960	\$2,080	9.1%
Employee	R.	\$15,252	\$16,380	\$1,128	7.4%
Employee	S.	\$14,742	\$18,720	\$3,978	27.0%
Employee	T.	\$18,720	\$21,320	\$2,600	13.9%
Employee	U.	\$14,560	\$16,380	\$1,820	12.5%
Employee	V.	\$14,560	\$18,720	\$4,160	28.6%
Employee	W.	\$14,560	\$18,720	\$4,160	28.6%
Employee	X.	\$20,800	\$22,880	\$2,080	10.0%
Employee	Y.	\$14,560	\$20,800	\$6,240	42.9%
Employee	Z.	\$18,200	\$18,720	\$520	2.9%
Employee	Aa.	\$14,560	\$14,742	\$182	1.3%
Employee	Ab.	\$16,640	\$20,800	\$4,160	25.0%
Employee	Ac.	\$14,560	\$14,742	\$182	1.3%
Employee	Ad.	\$14,560	\$14,742	\$182	1.3%
Employee	Ae.	\$20,800	\$22,360	\$1,560	7.5%
Employee	Af.	\$14,560	\$20,800	\$6,240	42.9%
Employee	Ag.	\$15,033	\$18,720	\$3,687	24.5%
Employee	Ah.	\$14,560	\$18,200	\$3,640	25.0%
Average		\$17,098	\$19,671	\$2,573	15.1%
Minimum		\$14,560	\$14,742	\$182	1.3%
Maximum		\$33,280	\$36,400	\$6,240	42.9%

Aside from providing on-the-job training and job development services, Goodwill also provided support services to any employee who desired or needed assistance. Goodwill did not offer the support services directly, but instead utilized community partners who specialized in those areas. In 2012, 30 Goodwill employees received support services from 16 community partners. The table on the next page identifies those partners and all external employee referrals:

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Employee External Referrals for Support Services	Q1	Q2	Q3	Q4	2012
Career Services Center - KCDHS	5	0	2	0	7
Kern County Network for Children - Dream Center	3	0	0	1	4
ABC/WESTEC	3	0	0	0	3
Department of Motor Vehicles	0	0	3	0	3
Healthy Families - KCSOS	2	0	0	0	2
Housing Authority of the County of Kern	1	0	0	0	1
Food Bank – CAP Kern	1	0	0	0	1
San Joaquin Valley College	1	0	0	0	1
Bakersfield College	1	0	0	0	1
Superior Court of California, Kern County	1	0	0	0	1
Get-A-Lift	0	1	0	0	1
Department of Rehabilitation	0	1	0	0	1
California State University, Bakersfield	0	0	1	0	1
Bakersfield Homeless Center/Bethany Services	0	0	1	0	1
Consumer Credit Counseling	0	0	0	1	1
Kern County Youth Advocates	0	0	0	1	1
Total	18	2	7	3	30

II. c) Effectiveness: Promote Out

In 2012, Goodwill employees conducted 223.5 hours of online job searches and spent 82 hours of job interview preparation with a Goodwill Job Developer. At its Administrative office, Goodwill made available a Career Resource Center and 177 individuals took advantage of it throughout the year (and its computers, job resource boards, meeting rooms, etc.).

The ultimate goal of Goodwill’s Transitional Employment Program is to help employees successfully transition into higher paying community jobs. The average annual wage increase for each externally placed employee was 54.0% or an extra \$10,477 per year. The new average annual wage of each externally placed employee was \$29,833, or roughly \$14.34 an hour (assuming a 40 hour work week). This average starting annual wage is 94.2% higher than the average annual starting wage of all Goodwill employees hired in 2012. Furthermore, Goodwill had 11 “Passive Community Placements” throughout the year resulting in an average annual wage of \$24,896 for those employees who found a higher paying community job opportunity without the assistance of a Goodwill Job Developer.

Goodwill also conducted a 90 day “Job Retention” on each of the nine externally placed employees. In 2012, Goodwill employees placed into external community employment had a 71.4% 90 day retention rate; meaning five out of seven were still employed three months later (two 90 day retentions will be conducted in 2013). The table on the next page shows the detailed wage increase/90 day retention information of these nine employees (names kept confidential):

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Last Name	First Name	GISCC Annual Wage	New Annual Wage	Wage Increase (\$)	Wage Increase (%)	New Avg. Hours	90 Day Retention
Employee	A.	\$26,790	\$35,360	\$8,570	32.0%	40.0	No
Employee	B.	\$22,880	\$33,280	\$10,400	45.5%	40.0	Yes
Employee	C.	\$20,800	\$26,000	\$5,200	25.0%	40.0	No
Employee	D.	\$24,960	\$41,184	\$16,224	65.0%	40.0	Yes
Employee	E.	\$14,560	\$35,360	\$20,800	142.9%	40.0	Yes
Employee	F.	\$14,560	\$29,120	\$14,560	100.0%	40.0	Yes
Employee	G.	\$14,560	\$22,880	\$8,320	57.1%	40.0	Yes
Employee	H.	\$14,742	\$20,800	\$6,058	41.1%	40.0	N/A
Employee	I.	\$20,800	\$24,960	\$4,160	20.0%	40.0	N/A
Average		\$19,406	\$29,883	\$10,477	54.0%	40.0	
Minimum		\$14,560	\$20,800	\$4,160	20.0%	40.0	
Maximum		\$26,790	\$41,184	\$20,800	142.9%	40.0	

The primary focus of Goodwill’s Transitional Employment Program in 2012 was “quality over quantity.” With this being a pilot program, Goodwill was in an experimental phase while discovering the best way to gain favorable results. Although nine external employee placements was below Goodwill’s goal for the year – all nine were excellent career opportunities that provided real financial impact and independence. Goodwill laid the foundation in 2012, and 2013 should see an increase in quantity of employee community placements while still maintaining the overall quality.

Goodwill’s goal will be 24 employee community placements in 2013, and this will be accomplished by heavily investing in its Mission Services Department (the addition of a full-time Employment Specialist along with a full-time Vocational Trainer and Internal Job Developer should pay dividends for the success of the program next year). Goodwill is also committed to heavily advertising the Transitional Employment Program and will spend approximately \$170,000 on marketing the program and its many benefits to the public in 2013.

III. Efficiency:

The efficiency of Goodwill’s Transitional Employment Program can best be measured by tracking how long it takes Goodwill employees to promote up within Goodwill and ultimately promote out into higher paying community jobs.

In 2012, Goodwill promoted 34 total employees. The average length of time of those 34 promotions was 10.4 months. The fastest an employee received an internal promotion was 1.7 months; and the longest time it took an employee to receive an internal promotion was 40.6 months (see table on next page).

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Last Name	First Name	Date at Current Position	Date Promoted	Length of Time (Months)	
Employee	A.	8/27/11	1/14/12	4.6	
Employee	B.	5/13/11	1/14/12	8.1	
Employee	C.	6/16/11	1/14/12	7.0	
Employee	D.	3/16/11	2/11/12	10.9	
Employee	E.	8/2/11	2/4/12	6.1	
Employee	F.	1/31/11	2/25/12	12.8	
Employee	G.	7/8/11	4/21/12	9.5	
Employee	H.	10/23/10	5/5/12	18.4	
Employee	I.	7/1/11	5/5/12	10.2	
Employee	J.	8/27/11	5/12/12	8.5	
Employee	K.	12/31/11	6/2/12	5.1	
Employee	L.	7/9/11	6/2/12	10.8	
Employee	M.	12/31/11	6/2/12	5.1	
Employee	N.	11/5/11	6/2/12	6.9	
Employee	O.	3/19/12	6/2/12	2.5	
Employee	P.	12/17/11	6/30/12	6.4	
Employee	Q.	7/22/11	6/30/12	11.3	
Employee	R.	6/25/10	6/30/12	24.2	
Employee	S.	2/11/12	7/14/12	5.1	
Employee	T.	9/20/11	7/14/12	9.8	
Employee	U.	8/5/11	9/28/12	13.8	
Employee	V.	2/10/11	9/29/12	19.6	
Employee	W.	10/7/11	10/6/12	12.0	
Employee	X.	5/5/12	10/13/12	5.3	
Employee	Y.	8/17/12	10/20/12	2.1	
Employee	Z.	11/26/11	10/20/12	10.8	
Employee	Aa.	9/6/12	11/8/12	2.1	
Employee	Ab.	9/20/12	11/10/12	1.7	
Employee	Ac.	7/15/11	12/1/12	16.6	
Employee	Ad.	7/15/11	12/8/12	16.8	
Employee	Ae.	11/28/11	12/15/12	12.6	
Employee	Af.	8/3/12	12/15/12	4.4	
Employee	Ag.	7/29/09	12/15/12	40.6	
Employee	Ah.	1/21/12	12/29/12	11.3	
				Average	10.4
				Minimum	1.7
				Maximum	40.6

In 2013, Goodwill hopes to decrease the average amount of time it takes to promote employees internally from 10.4 months to 9.0 months. This will be accomplished by utilizing the new full-time Vocational Trainer as well as Internal Job Developer to help develop employees’ hard skills and life skills in a structured, measurable way.

In 2012, Goodwill placed nine total employees into higher paying community jobs. The average length of time of those nine placements was 17.9 months. The quickest an employee was placed

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into a higher paying community job was 2.2 months; whereas the longest time it took an employee to be placed into a higher paying community job was 56.6 months (see table below).

Last Name	First Name	Date Hired by GISCC	Date Placed	Length of Time (Months)
Employee	A.	7/17/07	4/6/12	56.7
Employee	B.	7/8/11	4/12/12	9.2
Employee	C.	10/20/10	4/27/12	18.2
Employee	D.	2/28/09	7/21/12	40.7
Employee	E.	9/6/11	8/7/12	11.0
Employee	F.	7/1/11	8/11/12	13.4
Employee	G.	7/16/12	9/21/12	2.2
Employee	H.	4/25/12	11/12/12	6.6
Employee	I.	9/20/12	12/7/12	2.6
Average				17.9
Minimum				2.2
Maximum				56.6

In 2013, Goodwill hopes to decrease the average amount of time it takes to place employees into higher paying community jobs from 17.9 months to 16.0 months. This will be accomplished by utilizing the new full-time Employment Specialist who will work diligently to develop a network of community employers ready to hire Goodwill employees; as well as the Internal Job Developer and Vocational Trainer who will work together to increase Goodwill employees' hard skills and life skills in such a way to make them very competitive in the open job market.

IV. Service Access:

In 2012, Goodwill hired a total of 131 individuals into its Transitional Employment Program. Apart from being accessible to the general public, Goodwill's Transitional Employment Program also placed a strong emphasis on hiring individuals from local referral agencies. Thus, every time Goodwill had a job opening, its HR Department contacted (via email) 95 individuals representing 48 different community referral agencies with the hope of receiving as many qualified candidates as possible.

Due to the above stated strategy, Goodwill interviewed a total of 144 individuals with barriers to employment who were receiving some form of vocational services from a community referral agency. Of those 144 individuals, Goodwill hired 54 into full-time positions. Thus, Goodwill had a 'Referral Agency Interview-to-Hire Ratio' of 2.7:1. Overall, 23 community referral agencies had at least one client hired by Goodwill in 2012. See next page for a complete breakdown of clients hired per community referral agency.

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Hired (#)	Community Referral Agency
8	Turning Point of Central California Inc.
5	Covenant Community
5	Kern County Superintendant of Schools
4	Bethany Services/Bakersfield Homeless Center
4	Employment Placement Program
3	Business Builders
3	New Options Employment Services
3	Ticket-to-Work
2	Bakersfield College
2	Career Services Center
2	PathPoint
2	Social Vocational Services
1	Bakersfield ARC
1	Cole Vocational Services
1	Department of Human Services – Kern County
1	Department of Rehabilitation
1	Garden Pathways
1	Habitat For Humanity
1	Jobs For All
1	Network for Children
1	On Track Employment
1	TIL Program
1	Volunteer Center of Kern County
54	Total Hired from Referral Agency
77	Walk-In
131	Total Hired
41.2%	Percent Hired from Referral Agency

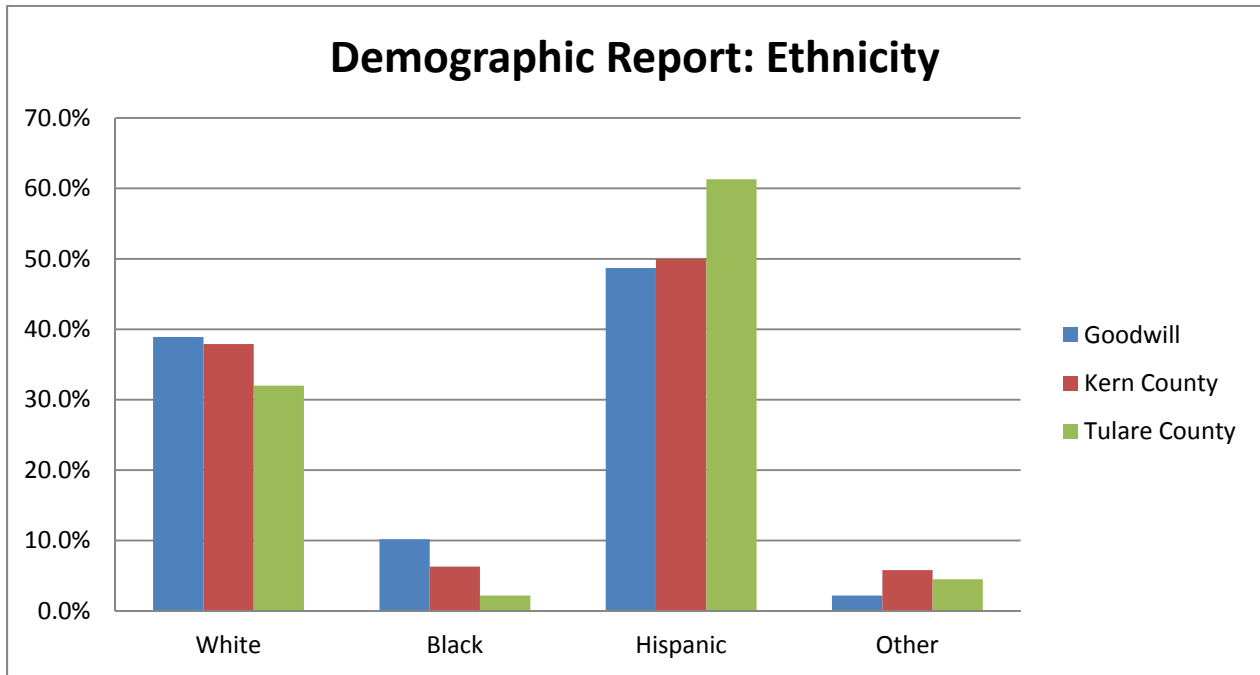
Overall, 41.2% of the 131 employees Goodwill hired in 2012 came from a community referral agency. Community referral agency metrics were tracked and reported to the Goodwill Board of Directors on a Quarterly basis and the results can be seen in the table below:

Community Recruitment	Q1	Q2	Q3	Q4	2012
Interviewed from Referral Agency (#)	18	27	44	55	144
Hired from Referral Agency (#)	9	9	18	18	54
Referral Agency Interview-to-Hire Ratio (#)	2.0:1	3.0:1	2.4:1	3.1:1	2.7:1
% of Total Hired from Referral Agency (%)	64.3%	39.1%	34.6%	42.9%	41.2%

In 2013 Goodwill hopes to increase its ‘Percent Hired from Referral Agency’ metric to at least 50.0%. This can be accomplished through aggressive outreach to community referral agencies by both expanding the overall pool as well as clearly communicating what types of jobs are available to their clients. The 3:1 ‘Referral Agency Interview-to-Hire Ratio’ is acceptable and Goodwill will continue to strive to maintain it.

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In December 2012, Goodwill reviewed its 226 employees (82 male, 144 female) to comply with the 2012 Equal Opportunity Employment (EEO-1) Report. The following table plots Goodwill employees' ethnic breakdown and compares it to the overall ethnic breakdown of the two counties it currently serves.



*Note: Kern County and Tulare County demographic information obtained from latest U.S. Census Bureau figures.

Overall, Goodwill did a strong job of providing services to individuals mirroring the ethnic makeup of its service region. However, there is room for improvement in 2013 in outreaching to the Hispanic community. This can be accomplished by making sure all company job openings are posted in English and Spanish, and that Goodwill targets community referral agencies which primarily provide support services to Hispanic individuals or families.

V. Satisfaction (employees):

The 2012 Goodwill Confidential Employee Satisfaction Survey was distributed to all 226 Goodwill employees on November 26th and surveys were collected thru December 31st. 164 total surveys were received by Goodwill's HR Department for a response rate of 72.6%.

Employees were asked (in both English and Spanish) a total of 16 questions and the results of the survey are as follows:

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Q1) How long have you been employed at Goodwill?

0-3 Months	3-12 Months	1-5 Years	5+ Years
9.8%	12.9%	49.7%	27.6%
22.7%		77.3%	

Q2) Goodwill provides a safe working environment:

Strongly Agree	Agree	Disagree	Strongly Disagree
32.1%	58.6%	9.3%	0.0%
90.7%		9.3%	

Q3) I am paid fairly for the work I do:

Strongly Agree	Agree	Disagree	Strongly Disagree
14.8%	40.1%	35.2%	9.9%
54.9%		45.1%	

Q4) My work environment is free of slurs, comments, and jokes that are offensive:

Strongly Agree	Agree	Disagree	Strongly Disagree
28.0%	54.0%	13.7%	4.3%
82.0%		18.0%	

Q5) Goodwill provides a fair benefits package:

Strongly Agree	Agree	Disagree	Strongly Disagree
21.0%	64.2%	11.7%	3.1%
85.2%		14.8%	

Q6) My work environment gives me a sense of spirit and pride:

Strongly Agree	Agree	Disagree	Strongly Disagree
27.5%	58.8%	13.1%	0.6%
86.3%		13.7%	

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Q7) As a Goodwill employee, I feel I am a member of an effective team:

Strongly Agree	Agree	Disagree	Strongly Disagree
35.0%	50.3%	14.1%	0.6%
85.3%		14.7%	

Q8) I get satisfaction from my everyday work:

Strongly Agree	Agree	Disagree	Strongly Disagree
29.2%	62.1%	8.1%	0.6%
91.3%		8.7%	

Q9) I have the necessary tools to perform my job:

Strongly Agree	Agree	Disagree	Strongly Disagree
29.3%	55.5%	12.2%	3.0%
84.8%		15.2%	

Q10) I have the necessary training and education to perform my job:

Strongly Agree	Agree	Disagree	Strongly Disagree
36.8%	59.5%	3.1%	0.6%
96.3%		3.7%	

Q11) I would recommend Goodwill as a great place to work:

Strongly Agree	Agree	Disagree	Strongly Disagree
32.3%	56.5%	9.3%	1.9%
88.8%		11.2%	

Q12) My workload is appropriate for my position:

Strongly Agree	Agree	Disagree	Strongly Disagree
21.6%	65.4%	11.1%	1.9%
87.0%		13.0%	

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Q13) I understand the mission of Goodwill:

Strongly Agree	Agree	Disagree	Strongly Disagree
42.6%	54.9%	2.5%	0.0%
97.5%		2.5%	

Q14) I understand how the Transitional Employment Program works:

Strongly Agree	Agree	Disagree	Strongly Disagree
26.9%	64.4%	6.9%	1.9%
91.3%		8.8%	

Q15) I feel the Transitional Employment Program has better prepared me for a higher paying job in the future:

Strongly Agree	Agree	Disagree	Strongly Disagree
25.2%	56.1%	13.5%	5.2%
81.3%		18.7%	

Q16) How many times did you meet with a Goodwill Job Developer and/or Vocational Trainer this year?

0	1-3	4-6	7+
59.0%	35.4%	5.0%	0.6%
94.4%		5.6%	

Overall, the Employee Satisfaction Survey responses were very positive. Questions 2 thru 12 really focused on employees' job satisfaction and the average percent of employees who rated "Agree" or above was 85%. Thus, 15% of Goodwill's workforce could be classified as "dissatisfied" employees.

Question 1 showed that three out of every four Goodwill employees has been employed at Goodwill for a year or longer; and one out of every four Goodwill employees has been employed at Goodwill for five years or longer. These long term employees were the most resistant to the new Transitional Employment Program, and more outreach is needed to get them fully engaged in the process.

Questions 13 and 14 showed Goodwill's employees have a strong understanding of the mission and the purpose of the Transitional Employment Program; and eight out of every ten Goodwill employees feel the program has better prepared them for a higher paying job in the future. However, six out of every ten Goodwill employees never met with a Goodwill Job Developer and/or Vocational Trainer; and only 5.6% of Goodwill employees met with one more than four

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times this calendar year. This is why Goodwill is going to employ a full-time Employment Specialist, Job Developer, and Vocational Trainer in 2013 to increase its outreach efforts and ability to reach and provide intense Transitional Employment services to all Goodwill employees.

From a statistical analysis standpoint,¹ questions 2 thru 15 were all significantly correlated to one another meaning employees either responded favorably or unfavorably to the survey as a whole (“Goodwill tenure” and “number of times meeting with a Job Developer” did not correlate to questions 2 thru 15 meaning the answers had no persuasion towards the employees’ responses).

A regression analysis was conducted to see which factors were predictors of employees recommending Goodwill as a great place to work; and while questions 3, 7, 12, and 15 all remained significantly correlated – the best predictor was question 13: “I understand the mission of Goodwill.” Thus, the more employees understood the mission of Goodwill the more likely they were to recommend Goodwill as a great place to work.

VI. Satisfaction (stakeholders):

The 2012 Goodwill Confidential Stakeholder Satisfaction Survey was distributed to 95 individuals representing 48 community referral agencies on November 26th and surveys were collected thru December 31st. 13 total surveys were received by Goodwill’s HR Department for an agency response rate of 27.1%.

Stakeholders were asked a total of ten questions and the results of the survey are as follows:

Q1) Our agency understands how Goodwill’s Transitional Employment Program works:

Strongly Agree	Agree	Disagree	Strongly Disagree
38.5%	46.2%	15.4%	0.0%
84.7%		15.4%	

Q2) Goodwill notifies our agency any time they have a job opening in a timely manner:

Strongly Agree	Agree	Disagree	Strongly Disagree
61.5%	30.8%	7.7%	0.0%
92.3%		7.7%	

¹ See Appendix A

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Q3) Goodwill's HR Department is easy to communicate with:

Strongly Agree	Agree	Disagree	Strongly Disagree
38.5%	61.5%	0.0%	0.0%
100.0%		0.0%	

Q4) Goodwill's mission to hire individuals with barriers to employment closely aligns with the mission of our agency:

Strongly Agree	Agree	Disagree	Strongly Disagree
61.5%	30.8%	7.7%	0.0%
92.3%		7.7%	

Q5) Our agency has clients that would be ideal candidates for most Goodwill job openings:

Strongly Agree	Agree	Disagree	Strongly Disagree
38.5%	53.8%	7.7%	0.0%
92.3%		7.7%	

Q6) Overall, Goodwill is a strong community partner:

Strongly Agree	Agree	Disagree	Strongly Disagree
53.8%	46.2%	0.0%	0.0%
100.0%		0.0%	

Q7) How many clients from you agency have interviewed for a Goodwill job opening this past year?

0	1-3	4-6	7+
8.3%	25.0%	41.7%	25.0%
33.3%		66.7%	

Q8) How many clients from your agency has Goodwill hired this past year?

0	1-3	4-6	7+
25.0%	58.3%	16.7%	0.0%
83.3%		16.7%	

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Q9) How would your agency prefer to be notified of Goodwill job openings in the future?

Email	Telephone	Fax	Other
100.0%	0.0%	0.0%	0.0%
100.0%		0.0%	

Q10) Do you have any further suggestions or comments on how Goodwill can meet the needs of your agency?

- Meet with Kern County Superintendent of Schools Director of Alternative Education, Mr. Warcester Williams to collaborate more closely with upcoming grants that would mutually benefit clients 18-25 from both agencies.
- Most of the time I receive notice of openings on a Friday or Monday and the interviews are on the following Wednesday. It's really not enough time to get the word to our clients. Also, I would love to receive a list of recent hires to see if anyone we referred did get hired. Thank you!
- Contact the agency whenever there is a problem or concern with an employee (agency client). Consult with the agency prior to placing an employee (agency client) on Administration Leave. Conduct a thorough investigation and involve law enforcement if an employee (agency client) is suspected of wrong doing. Do not use third party information as your only source and grounds to terminating an employee (agency client).
- I would like to know a bit further the reason my consumers do not get second interviews for job development improvement purposes.
- We should probably make a better effort at meeting with Goodwill annually for updates on programs.
- The Housing Authority does not send candidates for Goodwill jobs. We post their openings in our lobby, that's all.
- Although we started slow and late in the year I see the possibilities of some of our residents getting hired at Goodwill in the future.

It is clear from the survey results that Goodwill's HR Department has done a solid job of communicating to the community referral agencies. The survey also shows Goodwill is reaching out to appropriate agencies which have clients that can benefit from Goodwill's Transitional Employment Program.

It was interesting to note that the referral agencies that responded to the survey had a collective 4:1 interview-to-hire ratio of their clients which is lower than the 3:1 overall ratio Goodwill had in 2012. This factor might have motivated these particular referral agencies to respond to the Goodwill survey because they probably wanted their feedback heard with the hope of improving their clients' chances of being employed in Goodwill's Transitional Employment Program. Thus, it was not surprising to find the suggestions and comments very informative, and moving

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forward Goodwill will implement separate strategies to specifically address the actionable feedback.

From a statistical analysis standpoint,² six significant correlations were found among the responses and they were: agencies that best understood how Goodwill's Transitional Employment worked also felt that Goodwill's HR Department was easy to communicate with; likewise, if agencies felt Goodwill's HR Department was easy to communicate with they also felt that Goodwill's mission aligned with the mission of their agency; and, if agencies felt Goodwill's HR Department was easy to communicate with they also felt that overall Goodwill was a strong community partner. Also, agencies that felt Goodwill notified them in a timely manner whenever Goodwill had job openings felt that overall Goodwill was a strong community partner; similarly, if agencies felt that Goodwill's mission aligned with the mission of their agency they also felt that overall Goodwill was a strong community partner; and finally, there was a strong positive correlation between candidates interviewed and candidates hired - meaning the agencies which sent Goodwill the most candidates for interviews also had the most candidates hired.

VII. Conclusion:

In 2013 Goodwill will continue to utilize its Transitional Employment Program as the primary vehicle to deliver its mission services to the public. While 2012 was a pilot year for the program, 2013 should see greater success – specifically in the areas of 'Internal Promotion Rate' and 'External Employee Community Placements.'

After analyzing the results of 2012 it became clear that Goodwill had underinvested in the number of employees it needed working in its Mission Services Department. Thus, Goodwill hired a full-time Vocational Trainer in December 2012 with the intent of launching an official Retail Training Program/Curriculum to help retail employees develop their hard/life skills. Goodwill will also be hiring a full-time Employment Specialist in January 2013 with the intent of having one Internal Job Developer responsible for helping employees promote up within Goodwill, and simultaneously have the Employment Specialist be responsible for placing qualified employees into higher paying community jobs. Goodwill will also be hiring a full-time HR Coordinator in 2013, and this will help manage all the metrics associated with the "Hire" component of the Transitional Employment Program.

Finally, Goodwill plans to open at least three new retail stores in 2013 – which could create a minimum of 42 new full-time job opportunities for individuals with barriers to employment. These new jobs will be a part of Goodwill's Transitional Employment Program and as Goodwill's footprint continues to expand (specifically into Kings County) it will add positions within its Mission Services Department as needed.

² See Appendix B

Appendix A: Confidential Employee Satisfaction Survey (Statistical Analysis):

Correlations

		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16
Q1	Pearson Correlation	1	.093	.140	.078	-.076	.067	-.007	.041	.097	.103	.069	.018	-.054	.029	.114	.126
	Sig. (2-tailed)		.243	.076	.327	.340	.404	.927	.606	.219	.190	.388	.825	.498	.713	.159	.112
	N	163	161	161	160	161	159	162	160	163	162	160	161	161	159	154	161
Q2	Pearson Correlation	.093	1	.358**	.464**	.416**	.468**	.491**	.343**	.426**	.385**	.472**	.415**	.378**	.338**	.278**	-.003
	Sig. (2-tailed)	.243		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001	.970
	N	161	162	160	159	160	158	161	159	162	161	159	160	160	158	153	159
Q3	Pearson Correlation	.140	.358**	1	.337**	.376**	.356**	.310**	.337**	.447**	.218**	.458**	.429**	.188*	.133	.188*	.101
	Sig. (2-tailed)	.076	.000		.000	.000	.000	.000	.000	.000	.005	.000	.000	.017	.093	.019	.207
	N	161	160	162	159	161	160	161	160	162	161	160	160	160	160	155	159
Q4	Pearson Correlation	.078	.464**	.337**	1	.322**	.405**	.286**	.333**	.290**	.160*	.272**	.254**	.236**	.208**	.166*	-.064
	Sig. (2-tailed)	.327	.000	.000		.000	.000	.000	.000	.000	.043	.001	.001	.003	.009	.041	.422
	N	160	159	159	161	160	158	160	158	161	160	158	159	159	157	152	158
Q5	Pearson Correlation	-.076	.416**	.376**	.322**	1	.324**	.442**	.375**	.387**	.321**	.429**	.452**	.306**	.349**	.387**	-.086
	Sig. (2-tailed)	.340	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.280
	N	161	160	161	160	162	159	161	159	162	161	159	160	160	159	154	159
Q6	Pearson Correlation	.067	.468**	.356**	.405**	.324**	1	.720**	.601**	.419**	.497**	.622**	.560**	.561**	.455**	.369**	-.140
	Sig. (2-tailed)	.404	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.081
	N	159	158	160	158	159	160	159	159	160	159	159	159	158	158	154	157

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Q7	Pearson Correlation	-.007	.491**	.310**	.286**	.442**	.720**	1	.558**	.463**	.526**	.635**	.585**	.544**	.381**	.440**	.001
	Sig. (2-tailed)	.927	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.991
	N	162	161	161	160	161	159	163	160	163	162	160	161	161	159	154	160
Q8	Pearson Correlation	.041	.343**	.337**	.333**	.375**	.601**	.558**	1	.423**	.462**	.552**	.596**	.570**	.399**	.370**	-.027
	Sig. (2-tailed)	.606	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.739
	N	160	159	160	158	159	159	160	161	161	160	160	160	159	158	154	158
Q9	Pearson Correlation	.097	.426**	.447**	.290**	.387**	.419**	.463**	.423**	1	.414**	.436**	.538**	.375**	.251**	.318**	.021
	Sig. (2-tailed)	.219	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.001	.000	.787
	N	163	162	162	161	162	160	163	161	164	163	161	162	162	160	155	161
Q10	Pearson Correlation	.103	.385**	.218**	.160*	.321**	.497**	.526**	.462**	.414**	1	.436**	.458**	.539**	.490**	.432**	.040
	Sig. (2-tailed)	.190	.000	.005	.043	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.618
	N	162	161	161	160	161	159	162	160	163	163	160	161	161	159	154	160
Q11	Pearson Correlation	.069	.472**	.458**	.272**	.429**	.622**	.635**	.552**	.436**	.436**	1	.644**	.513**	.392**	.464**	.012
	Sig. (2-tailed)	.388	.000	.000	.001	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.886
	N	160	159	160	158	159	159	160	160	161	160	161	160	159	158	155	158
Q12	Pearson Correlation	.018	.415**	.429**	.254**	.452**	.560**	.585**	.596**	.538**	.458**	.644**	1	.422**	.307**	.381**	-.043
	Sig. (2-tailed)	.825	.000	.000	.001	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.586
	N	161	160	160	159	160	159	161	160	162	161	160	162	160	158	154	159
Q13	Pearson Correlation	-.054	.378**	.188*	.236**	.306**	.561**	.544**	.570**	.375**	.539**	.513**	.422**	1	.593**	.364**	-.024
	Sig. (2-tailed)	.498	.000	.017	.003	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.763
	N	161	160	160	159	160	158	161	159	162	161	159	160	162	158	153	159
Q14	Pearson Correlation	.029	.338**	.133	.208**	.349**	.455**	.381**	.399**	.251**	.490**	.392**	.307**	.593**	1	.553**	-.089
	Sig. (2-tailed)	.713	.000	.093	.009	.000	.000	.000	.000	.001	.000	.000	.000	.000		.000	.270
	N																

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	N	159	158	160	157	159	158	159	158	160	159	158	158	158	160	153	157
Q15	Pearson Correlation	.114	.278**	.188*	.166*	.387**	.369**	.440**	.370**	.318**	.432**	.464**	.381**	.364**	.553**	1	-.088
	Sig. (2-tailed)	.159	.001	.019	.041	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.277
	N	154	153	155	152	154	154	154	154	155	154	155	154	153	153	155	153
Q16	Pearson Correlation	.126	-.003	.101	-.064	-.086	-.140	.001	-.027	.021	.040	.012	-.043	-.024	-.089	-.088	1
	Sig. (2-tailed)	.112	.970	.207	.422	.280	.081	.991	.739	.787	.618	.886	.586	.763	.270	.277	
	N	161	159	159	158	159	157	160	158	161	160	158	159	159	157	153	161

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Appendix B: Confidential Stakeholder Satisfaction Survey (Statistical Analysis):

Correlations

		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Q1	Pearson Correlation	1	.415	.873**	.241	.379	.528	.045	.225
	Sig. (2-tailed)		.158	.000	.428	.202	.063	.889	.481
	N	13	13	13	13	13	13	12	12
Q2	Pearson Correlation	.415	1	.575*	.426	.370	.786**	-.288	-.092
	Sig. (2-tailed)	.158		.040	.146	.214	.001	.365	.776
	N	13	13	13	13	13	13	12	12
Q3	Pearson Correlation	.873**	.575*	1	.575*	.120	.732**	-.263	.110
	Sig. (2-tailed)	.000	.040		.040	.695	.004	.410	.734
	N	13	13	13	13	13	13	12	12
Q4	Pearson Correlation	.241	.426	.575*	1	-.231	.786**	-.432	.119
	Sig. (2-tailed)	.428	.146	.040		.448	.001	.161	.713
	N	13	13	13	13	13	13	12	12
Q5	Pearson Correlation	.379	.370	.120	-.231	1	.216	.248	.278
	Sig. (2-tailed)	.202	.214	.695	.448		.479	.437	.381
	N	13	13	13	13	13	13	12	12
Q6	Pearson Correlation	.528	.786**	.732**	.786**	.216	1	-.186	.154
	Sig. (2-tailed)	.063	.001	.004	.001	.479		.563	.633
	N	13	13	13	13	13	13	12	12
Q7	Pearson Correlation	.045	-.288	-.263	-.432	.248	-.186	1	.699*
	Sig. (2-tailed)	.889	.365	.410	.161	.437	.563		.017
	N	12	12	12	12	12	12	12	11
Q8	Pearson Correlation	.225	-.092	.110	.119	.278	.154	.699*	1
	Sig. (2-tailed)	.481	.776	.734	.713	.381	.633	.017	
	N	12	12	12	12	12	12	11	12

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).