carf INTERNATIONAL

SURVEY OUTCOME

Three-Year Accreditation

CARF

Survey Report

for

Goodwill Industries of

South Central

California

carf INTERNATIONAL

Organization

Goodwill Industries of South Central California (GISCC)
4901 Stine Road
Bakersfield, CA 93313

Organizational Leadership

Sheryl Chalupa, President/CEO

Survey Dates

March 3-5, 2010

Survey Team

William T. McCarriston Jr., Ed.D., Administrative Surveyor

Curtis E. Tatum, Program Surveyor

Programs/Services Surveyed

Employment Services: Community Employment Services: Job Development
Employment Services: Community Employment Services: Job Supports
Employment Services: Community Employment Services: Job-Site Training
Employment Services: Employment Planning Services
Employment Services: Employment Skills Training Services
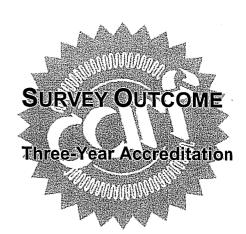Employment Services: Self-Employment Services

Governance Standards Applied

Previous Survey

March 7-9, 2007
Three-Year Accreditation

SURVEY OUTCOME

Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: April 2013

SURVEY SUMMARY

Goodwill Industries of South Central California (GISCC) demonstrates strengths in many areas.

■ An active and involved board of directors provides significant community input to the organization through its governance and oversight activities. Board members demonstrate exceptional advocacy, support, and investment in improving the quality of life for persons with disabilities and employment challenges.

■ Throughout the organization, from line staff members to the president, morale appears high. This is fostered by clear communication of the mission and values of GISCC throughout the organization and its high degree of commitment to meet individual needs for persons with disabilities in the Bakersfield and Kern County regions.

■ The safety program is very well organized. Inspections are done annually on all program areas by multiple agencies. Self-inspections and tests of emergency plans are conducted regularly. Results are shared with staff members, and when areas for improvement are found, they are addressed with a corrective action plan and rectified at the earliest possible date. Safety committee meeting minutes document the activities of the committee very well.

■ The human resource department operates on a system of well-defined policies, procedures, and a handbook that clearly spells out the expectations of employer and employee. Annual evaluations are based upon the successful completion of elements of the objectives specifically drawn from all persons' job descriptions. GISCC has contracted with a number of firms to help implement its comprehensive training and staff development programs.

■ GISCC appears to have a strong financial position as a result of its stewardship, planning, and sound business plans and practices.

■ In order to stay current with the economic trends and local service sector, GISCC is a member of advocacy/trade and other service organizations, in addition to its active participation with its national organization.

■ GISCC has developed and utilizes an outcomes measurement system that provides data on its program operations. The system is being upgraded to provide information and metrics to be used as a basis for strategic planning, program expansion, and improvement and resource allocation.

■ Funders respect the adaptability and responsiveness of the organization to the needs of persons served, especially in the development of the customized employment and small business enterprise programs that address the need for developing more vocational options and independence for persons served.

■ GISCC has built a strong team of employees who understand and embrace the mission and values statements and who focus their efforts to empower the persons served.

- External stakeholders report a high level of satisfaction with the services provided. They are particularly appreciative of the level of ongoing communication provided. Family members and guardians also report satisfaction with the quality of services provided, the respect accorded to individuals served, and the responsiveness at all levels of the organization to concerns and issues raised.

- The organization has a well-functioning client advisory council that is fully operated by program participants with a staff member providing clerical support only. The deliberations of the council are considered in planning and program development.

- Throughout the organization, there is great consistency in the maintenance of all client records. Records are current, complete, and easily accessible.

- The transportation department operates a fleet of leased and owned vehicles that are appropriately sized to their tasks. Vehicles are well maintained, contain required safety equipment, and are attractive "traveling billboards" that GISCC uses to an exceptional advantage to portray the successes of its services.

In the following areas Goodwill Industries of South Central California demonstrates exemplary conformance to the standards.

- The vice president of administration has developed a risk management plan that is exceptional. It is inclusive of all operations, offering policies and procedures for the organization in virtually all of its activities ranging from "due diligence" in major contracting to suggestions on selection of playground equipment for children. It provides superior risk management guidance in all aspects of GISCC operations.

- The Customized Employment Options (CEO) program was developed based on a response to a community stakeholder. GISCC has taken this opportunity to another level by assisting individuals with significant disabilities with becoming employed, as well as starting their own businesses. The talents of the participants are very evident, and the creativity and determination of the staff members are unparalleled. This is a program that could become a model program across the nation, as a lot of states struggle with the idea of self-employment of persons with disabilities.

Goodwill Industries of South Central California should seek improvement in the areas identified by the recommendations in the report. Consultation given does not indicate nonconformance to standards but is offered as a suggestion for further quality improvement.

On balance, GISCC demonstrates substantial conformance to the CARF standards. Program services, business operations, management, and administration of GISCC are very well executed by competent, caring, committed, and enthusiastic management and staff members, resulting in a most effective, well-run service organization. GISCC enjoys a well-earned reputation in the community as a stable, caring provider of choice. The organization has an area of nonconformance to the standards that flows through its support operations of planning, budget, and outcomes measurement in that it has not established efficiency metrics relevant to the purposes of these areas with the exception of budgeting. Other opportunities for improvement include adding the availability of an external review in the complaint procedure, developing a comprehensive accessibility plan, and strengthening career planning for persons in community employment services. However, these areas do not present a cause for concern because the organization has already begun implementing its quality improvement program, and it will obviously address the recommendations noted.

Goodwill Industries of South Central California has earned a Three-Year Accreditation. The organization is complimented on this achievement and is encouraged to continue to use the CARF standards for quality improvement.

SECTION 1. ASPIRE TO EXCELLENCE®

A. Leadership

Principle Statement

CARF-accredited organizations identify leadership that embraces the values of accountability and responsibility to the individual organization's stated mission. The leadership demonstrates corporate social responsibility.

Key Areas Addressed

- Leadership structure

- Leadership guidance

- Commitment to diversity

- Corporate responsibility

- Corporate compliance

Recommendations

There are no recommendations in this area.

B. Governance

Principle Statement

The governing board should provide effective and ethical governance leadership on behalf of its owners'/stakeholders' interest to ensure that the organization focuses on its purpose and outcomes for persons served, resulting in the organization's long-term success and stability. The board is responsible for ensuring that the organization is managed effectively, efficiently, and ethically by the organization's executive leadership through defined governance accountability mechanisms. These mechanisms include, but are not limited to, an adopted governance framework defined by written governance policies and demonstrated practices; active and timely review of organizational

performance and that of the executive leadership; and the demarcation of duties between the board and executive leadership to ensure that organizational strategies, plans, decisions, and actions are delegated to the resource that would best advance the interests and performance of the organization over the long term and manage the organization's inherent risks. The board has additional responsibilities under the domain of public trust, and as such, it understands its corporate responsibility to the organization's employees, providers, suppliers, and the communities it serves.

Key Areas Addressed

- Ethical, active, and accountable governance

- Board composition, selection, orientation, development, assessment, and succession

- Board leadership, organizational structure, meeting planning, and management

- Linkage between governance and executive leadership

- Corporate and executive leadership performance review and development

- Executive compensation and other financial matters

Recommendations

There are no recommendations in this area.

Consultation

- Although the board of directors annually evaluates its performance as the governing body, it is suggested that the evaluation process be extended to each director so that she/he might evaluate her/his own effectiveness as a board member and create a self-development plan to assist her/him to become a more effective member of the board of directors.

C. Strategic Integrated Planning

Principle Statement

CARF-accredited organizations establish a foundation for success through strategic planning focused on taking advantage of strengths and opportunities and addressing weaknesses and threats.

Key Areas Addressed

- Strategic planning considers stakeholder expectation and environmental impacts

- Written strategic plan sets goals

- Plan is implemented, shared, and kept relevant

Recommendations

C.2.c.(1)

C.2.c.(2)

Although the organization has a written strategic plan that includes some goals and priorities, these goals and priorities are not written with measurable objectives so that metrics can inform the organization and its stakeholders of progress in the attainment of its goals, objectives, and priorities. The organization's written strategic plan should clearly set goals and priorities.

D. Input from Persons Served and Other Stakeholders

Principle Statement

CARF-accredited organizations continually focus on the expectations of the persons served and other stakeholders. The standards in this subsection direct the organization's focus to soliciting, collecting, analyzing, and using input from all stakeholders to create services that meet or exceed the expectations of the persons served, the community, and other stakeholders.

Key Areas Addressed

- Ongoing collection of information from a variety of sources

- Analysis and integration into business practices

- Leadership response to information collected

Recommendations

There are no recommendations in this area.

E. Legal Requirements

Principle Statement

CARF-accredited organizations comply with all the legal and regulatory requirements of federal, state, provincial, county, and city entities.

Key Areas Addressed

■ Compliance with all legal/regulatory requirements

Recommendations

There are no recommendations in this area.

F. Financial Planning and Management

Principle Statement

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and annual performance objectives. Fiscal practices adhere to established accounting principles and business practices. Fiscal management covers daily operational cost management and incorporates plans for long-term solvency.

Key Areas Addressed

■ Budget(s) prepared, shared, and reflective of strategic planning

■ Financial results reported/compared to budgeted performance

■ Organization review

■ Fiscal policies and procedures

■ Review of service billing records and fee structure

■ Financial review/audit

■ Safeguarding funds of persons served

Recommendations

There are no recommendations in this area.

Consultation

■ It is suggested that the organization consider utilization of additional/different forms of not-for-profit status accorded by the IRS so that it can better safeguard its assets and develop vehicles for improving its financial position.

G. Risk Management

Principle Statement

CARF-accredited organizations engage in a coordinated set of activities designed to control threats to its people, property, income, goodwill, and ability to accomplish goals.

Key Areas Addressed

- Written risk management plan

- Adequate insurance coverage

Recommendations

There are no recommendations in this area.

Exemplary Conformance
G.1.a. through G.1.g.

The vice president of administration has developed a risk management plan that is exceptional. It is inclusive of all operations, offering policies and procedures for the organization in virtually all of its activities ranging from "due diligence" in major contracting to suggestions on selection of playground equipment for children. It provides superior risk management guidance in all aspects of GISCC operations.

H. Health and Safety

Principle Statement

CARF-accredited organizations maintain healthy, safe, and clean environments that support quality services and minimize risk of harm to persons served, personnel, and other stakeholders.

Key Areas Addressed

- Inspections

- Emergency procedures

- Access to emergency first-aid

- Competency of personnel in safety procedures

- Reporting/reviewing critical incidents

- Infection control

Recommendations
There are no recommendations in this area.

I. Human Resources

Principle Statement
CARF-accredited organizations demonstrate that they value their human resources. It should be evident that personnel are involved and engaged in the success of the organization and the persons they serve.

Key Areas Addressed

- Adequate staffing

- Verification of background/credentials

- Recruitment/retention efforts

- Personnel skills/characteristics

- Annual review of job description/performance

- Policies regarding students/volunteers, if applicable

Recommendations
There are no recommendations in this area.

Consultation

- Program services are conducted by fairly recently hired line staff members. The organization is encouraged to ensure that the levels of training and support currently accorded to them are maintained.

J. Technology

Principle Statement

CARF-accredited organizations plan for the use of technology to support and advance effective and efficient service and business practices.

Key Areas Addressed

■ Written technology and system plan

Recommendations

There are no recommendations in this area.

Consultation

■ It is suggested that the organization clearly differentiate reasonable accommodations for staff members, workers, and persons served from a formal assistive technology program.

K. Rights of Persons Served

Principle Statement

CARF-accredited organizations protect and promote the rights of the persons served. This commitment guides the delivery of services and ongoing interactions with the persons served.

Key Areas Addressed

■ Communication of rights

■ Policies that promote rights

Recommendations
K.3.b.(2)(c)

As was previously recommended, the organization's procedures concerning formal complaints should specify levels of review, including the availability of external review.

L. Accessibility

Principle Statement

CARF-accredited organizations promote accessibility and the removal of barriers for the persons served and other stakeholders.

Key Areas Addressed

■ Written accessibility plan(s)

■ Status report regarding removal of identified barriers

■ Requests for reasonable accommodations

Recommendations
L.2.a.(1) through L.2.c.

Although GISCC has developed an accessibility plan, as currently presented, the plan is significantly less than inclusive of the multifaceted actual approach the organization utilizes on many levels to benefit persons served and persons with disabilities and disadvantages in its communities. The organization is urged to develop and implement a comprehensive written action plan for accessibility that addresses architectural; environmental; attitudinal; financial; employment; communication; transportation; community integration, when appropriate; and other barriers identified by the persons served, personnel, and other stakeholders. The accessibility plan should identify time lines and actions for removal of identified barriers. It is suggested that the organization recast its plan to incorporate all of its activities to promote access for persons served and potential persons served.

M. Information Measurement and Management

Principle Statement

CARF-accredited organizations are committed to continually improving their organizations and service delivery to the persons served. Data are collected, and information is used to manage and improve service delivery.

Key Areas Addressed

■ Information collection, use, and management

■ Setting and measuring performance indicators

Recommendations
M.4.c.(2)

Although the organization has an outcomes measurement system that has measures of access, satisfaction, and effectiveness, it does not include measures of efficiency. For service delivery improvement, the data collection system should include measures for indicators regarding the efficiency of services. The most apparent improvement of program and service operations could take place as all objectives are quantified and the metrics, especially those of efficiency, are added to its planning, budgeting, and outcomes measurement operations.

N. Performance Improvement

Principle Statement

The dynamic nature of continuous improvement in a CARF-accredited organization sets it apart from other organizations providing similar services. CARF-accredited organizations share and provide the persons served and other interested stakeholders with ongoing information about their actual performance as a business entity and their ability to achieve optimal outcomes for the persons served through their programs and services.

Key Areas Addressed

■ Proactive performance improvement

■ Performance information shared with all stakeholders

Recommendations

There are no recommendations in this area.

Consultation

■ Although the organization has developed objectives in its business and program development plans, it is suggested that these plans have quantifiable objectives so that the organization and its leadership can readily recognize the status of progress toward objective attainment.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

A. Individual-Centered Service Planning, Design, and Delivery

Principle Statement

Improvement of the quality of an individual's services requires a focus on the person and/or family served and their identified strengths, abilities, needs, and preferences. The organization's services are designed around the identified needs and desires of the persons served, are responsive to their expectations, and are relevant to their maximum participation in the environments of their choice.

The person served participates in decision making, directing, and planning that affects his or her life. Efforts to include the person served in the direction or delivery of those services are evident. The service environment reflects identified cultural needs, practices, and diversity. The person served is given information about the purposes of the organization.

Key Areas Addressed

■ Services are person-centered and individualized

■ Persons are given information about the organization's purposes and ability to address desired outcomes

Recommendations

There are no recommendations in this area.

B. Records of the Persons Served

Principle Statement

The organization maintains complete records and treats all information related to persons served as confidential.

Key Areas Addressed

■ Complete, confidential records are maintained

Recommendations

There are no recommendations in this area.

D. Employment Services Principle Standards

Principle Statement

The standards in this subsection assert basic principles that should be demonstrated by any organization seeking accreditation in the area of employment services.

Key Areas Addressed

■ Goals of the persons served

■ Personnel needs of local employers

■ Community resources available

■ Economic trends in the local employment sector

Recommendations

There are no recommendations in this area.

SECTION 3. EMPLOYMENT SERVICES

Principle Statement

An organization seeking CARF accreditation in the area of employment services provides individualized services to achieve identified employment outcomes. The array of services in this section may include:

■ Identification of employment opportunities and resources in the local job market.

■ Development of realistic employment goals.

■ Establishment of service plans to achieve employment outcomes.

■ Identification of resources to achieve and maintain employment.

■ Coordination of and referral to employment-related services.

The organization maintains its leadership role in the employment sector of the community by designing and continually improving its services based on input from the persons served and from employers in the local job market, and managing results of the organization's outcomes management system. The provision of quality employment services requires a continuous focus on the persons served and the personnel needs of employers in the organization's local job market.

C. Employment Planning Services

Principle Statement

Employment planning services are designed to assist a person seeking employment to learn about employment opportunities within the community and to make informed decisions. Employment planning services are individualized to assist a person to choose employment outcomes and/or career development opportunities based on his or her preferences, strengths, abilities, and needs.

Employment planning uses some type of employment exploration model. This may be through one or more of the following:

- Situational assessments

- Paid work trials

- Job tryouts (may be individual, crew, enclave, cluster, etc.)

- Job shadowing

- Simulated job sites

- Staffing agencies/temporary employment agencies

- Volunteer opportunities

- Transitional employment

Key Areas Addressed

- Employment opportunities within the community

- Informed decision making by participants

- Referrals to services to implement employment plan

Recommendations

There are no recommendations in this area.

G. Employment Skills Training Services

Principle Statement

Employment skills training services are organized formal training services that assist a person seeking employment to acquire the skills necessary for specific jobs or families of jobs. Such services can be provided at job sites in the form of apprenticeships, on-the-job training, and/or volunteer situations; within formal and organized training and educational settings (such as community colleges and trade and technical schools); or within the organization.

Key Areas Addressed

■ Formal training services

■ Skills, attitude, and work behaviors development/reestablishment

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Recommendations

There are no recommendations in this area.

I. Community Employment Services

Principle Statement

Job Development

Successful job development concurrently uses assessment information about the person seeking employment to target the types of jobs available from potential employers in the local labor market. Typical job development activities include reviewing local employment opportunities and developing potential employers/customers through direct and indirect promotional strategies. Job development may include facilitating a hiring agreement between an employer and a person seeking employment. Some persons seeking employment may want assistance at only a basic, informational level such as self-directed job search.

Job-Site Training

Job-site training services vary according to the needs of the new employee and the complexity of the job. Training can include assisting the employee with performance on the new job task and helping the person to understand the job culture, industry practices, and work behaviors expected by the employer. It may also include training the employer and coworkers to understand the training methods and accommodations needed by the worker. Job-site training is intensive for the initial orientation of an employee to the job tasks. Job-site training may consist of customizing the job to meet the needs of the new employee and employer, task analysis, counseling, and supports with the intent of leading to natural supports and/or reduced external job coaching. These services are typically not long-term, ceasing after the individual has become stabilized on the job.

Job Supports

Ongoing job support services are activities that are employment-related and needed to promote job adjustment, retention, and advancement. These services are based on the individual needs of the employee with focus on long-term retention of the person in the job after the initial training period.

Routine follow-up with the employer and the employee is crucial to continued job success. Supports are a critical element of the long-term effectiveness of community employment. Support services address issues such as a decrease in productivity of the person served, assistance in training a person to complete new tasks, changes in work schedule or work promotion, adjusting to new supervisors, and managing changes in nonwork environments or other critical life activities that may affect work performance.

Key Areas Addressed

■ Integrated employment choice

■ Integrated employment obtainment

■ Integrated employment retention

Recommendations
I.11.j.

Although GISCC has its dream goal documentation that it uses with individuals served, it does not appear to use any specific tools regarding career planning for persons served in the community employment program. Based on the needs and choices of the person served, the organization should provide or refer the person served to resources for addressing career planning. There are a variety of tools available in the form of curriculum- and software-based programs that might be useful.

Consultation

■ It is suggested that GISCC implement the use of a 60-day review tool in order to have a systematic manner to ensure that ongoing monitoring is tracked until employment objectives are achieved.

■ It is suggested that GISCC have more of a focus on job carving or "niche marketing" to allow for the potential of additional placements, as well as ensuring that persons served are able to have a successful outcome based on their ability to manage only certain tasks associated with a job.

■ It is suggested that GISCC develop a job book as a contingency plan for backup training due to absence or tardiness of staff members. The book could serve a dual purpose of assisting staff members who are not familiar with a specific work location, as well as ensure that worksite analyses are being completed for each job that is being coached. This document could also contain the risk analysis of each placement.

J. Self-Employment Services

Principle Statement

Self-employment services provide supports that lead an individual toward earning income directly from one's own business, trade, or profession, rather than as salary or wages from an employer. They may include small business development, micro-enterprise, or telecommuting. In order to achieve a desired level of income, an individual may have several enterprises.

Key Areas Addressed

■ Integrated employment choice

■ Integrated employment obtainment

■ Integrated employment retention

Recommendations

There are no recommendations in this area.

Exemplary Conformance

J.4.

The CEO program was developed based on a response to a community stakeholder. GISCC has taken this opportunity to another level by assisting individuals with significant disabilities with becoming employed, as well as starting their own businesses. The talents of the participants are very evident, and the creativity and determination of the staff members are unparalleled. This is a program that could become a model program across the nation, as a lot of states struggle with the idea of self-employment of persons with disabilities. The success of the individuals involved in this program is something that the organization should be proud of, as well as all of the staff members who play a role in making these dreams a reality.

PROGRAMS/SERVICES BY LOCATION

Goodwill Industries of South Central California

4901 Stine Road
Bakersfield, CA   93313

Employment Services: Community Employment Services: Job-Site Training
Employment Services: Employment Planning Services

Governance Standards Applied

Goodwill Industries Olive Drive Store

1115 Olive Drive
Bakersfield, CA   93308

Employment Services: Community Employment Services: Job-Site Training
Employment Services: Employment Planning Services
Employment Services: Employment Skills Training Services

Goodwill Industries White Lane Store

6051 White Lane
Bakersfield, CA   93309

Employment Services: Community Employment Services: Job-Site Training
Employment Services: Employment Planning Services
Employment Services: Employment Skills Training Services

Goodwill Industries East Hills Store

2671 East Oswell Street
Bakersfield, CA   93306

Employment Services: Employment Planning Services
Employment Services: Employment Skills Training Services

Goodwill Industries Vocational Training Center

1731 Chester Avenue
Bakersfield, CA   93301

Employment Services: Community Employment Services: Job Development
Employment Services: Community Employment Services: Job Supports
Employment Services: Community Employment Services: Job-Site Training
Employment Services: Employment Planning Services
Employment Services: Employment Skills Training Services
Employment Services: Self-Employment Services

Goodwill Industries Union Avenue Clearance Center

301 Espee Street
Bakersfield, CA   93307

Employment Services: Community Employment Services: Job-Site Training
Employment Services: Employment Planning Services

Goodwill Industries Coffee Road Store

3025 Coffee Road
Bakersfield, CA   93312

Employment Services: Community Employment Services: Job-Site Training
Employment Services: Employment Planning Services
Employment Services: Employment Skills Training Services