



**OUTCOMES MEASUREMENT REPORT**  
**(Jan. 1st, 2015 – Dec. 31, 2015)**

A decorative graphic at the bottom of the page consisting of several overlapping, semi-transparent, light blue and grey geometric shapes that resemble a stylized, multi-faceted block or a series of connected planes. The year "2015" is printed in a bold, dark blue, sans-serif font on the right side of this graphic.

**2015**

## **Goodwill Industries of South Central California: 2015 Outcomes Measurement Report**

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.

To continue to serve this mission, Goodwill refined the focus of the Transitional Employment Plan (TEP, created in 2012) to increase its effectiveness. Due to changes in the retail job market (depressed wages, reduction in hours worked) it was determined that balancing the need for sustained long term employment within Goodwill is as important as "Promoting out" into other workplaces unless the "promote out" was a considerable increase of salary/benefit/growth for the employee. In October 2015, a new strategic plan was approved supporting a philosophy of workforce development, effective for 2016, "promote out" metrics will be removed in favor of metrics measuring the economic stability and continuing development of staff, including decreasing turnover and raising wages.

In 2014, Goodwill hired 171 local individuals – 80% of which had a documented, declared barrier to employment. The average wage of those 171 individuals was \$9.64 and 100.0% of them worked in "full-time" jobs at one of Goodwill's 12 retail and/or warehouse locations. Utilizing the TEP Program as the primary vehicle to deliver mission services to its employees, Goodwill was able to promote 33 individuals throughout the year. Each internal promotion resulted in an average annual wage increase of 18.1% and each promoted employee took an average of 8.5 months to receive his or her internal promotion.

In addition Goodwill increased its value to the community by expanding services to those outside of Goodwill who also needed assistance in increasing their employment skill set. Mission Services cemented their relationship with the Department of Rehabilitation (DOR) and placed more participants than ever before, providing valuable assessment services. The Goodwill opened the "Success Center", an open to the public work space designed to help those in need with skills attainment, job searching, and resume building.

Goodwill also partnered with the Transition to Independent Living (TIL) program at Taft College. The TIL program is a post-secondary educational experience for adults who have developmental/intellectual disabilities. The program provides instruction, training, and support and career skills necessary for students to live a productive and normalized lifestyle. Through regular employment and a Chevron grant funded program, Goodwill employs several TIL students who are a valuable part of the Taft team.

Goodwill's primary focus in 2016 will continue to be "employment," with added workforce development features. The following report analyzes how well Goodwill delivered its mission services to the individuals it served throughout the year.

**Table of Contents:**

I. Introduction \_\_\_\_\_  
\_\_\_\_\_ 4

II. Effectiveness \_\_\_\_\_  
\_\_\_\_\_ 4

    a) Hire \_\_\_\_\_  
\_\_\_\_\_ 6

    b) Promote Up \_\_\_\_\_  
\_\_\_\_\_ 8

    c) Promote Out \_\_\_\_\_  
\_\_\_\_\_ 10

III. Other Services \_\_\_\_\_  
\_\_\_\_\_ 10

IV. Service Access \_\_\_\_\_  
\_\_\_\_\_ 10

V. Conclusion \_\_\_\_\_  
\_\_\_\_\_ 12

# Goodwill Industries of South Central California: 2015 Outcomes Measurement Report

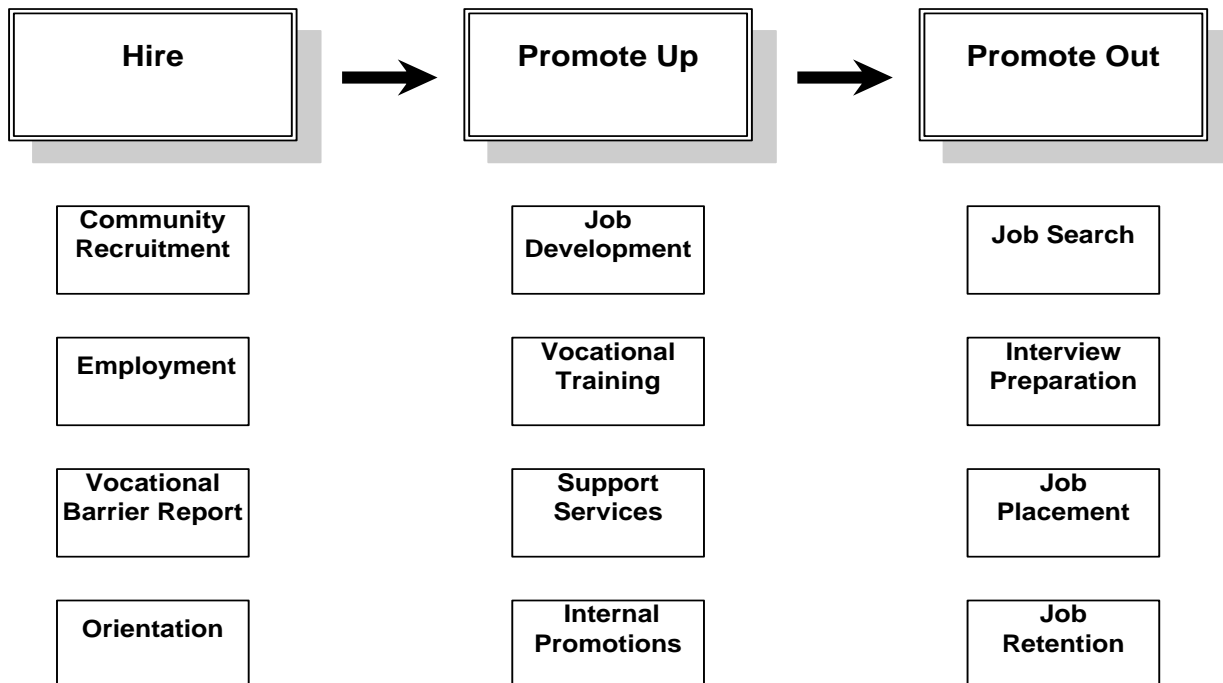
## I. Introduction:

In 2012, Goodwill started its Transitional Employment Program (TEP). 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. Below is a story that reflects the effectiveness of the program. This will be the final OMR that measures its effectiveness. The 2016-2018 Strategic Plan will transition from TEP to workforce development. Workforce development will focus on economic stabilization of employees and skills attainment.

## II. Effectiveness:

In 2015, Goodwill hired 171 local individuals (8.8% were hired from community referral agencies). Of those 171 individuals, 34 had a declared vocational disability and 92 had a declared vocational disadvantage, meaning 73.6% of all Goodwill employees hired in 2015 had a declared, documented barrier to employment. At the end of the calendar year, 33 Goodwill employees had received an internal job promotion resulting in an average annual wage increase of 18.1% per promoted employee; and it took each promoted employee an average of 8.5 months to receive their promotion.

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, and 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 2015 is displayed on the next page:

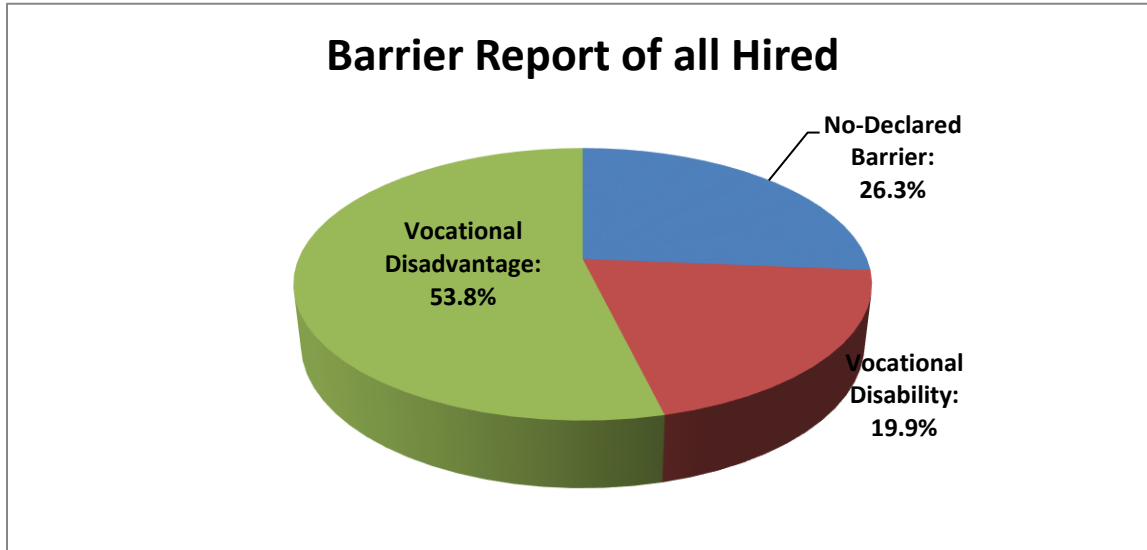
## Goodwill Industries of South Central California: 2015 Outcomes Measurement Report

| HIRE: Key Metrics                           |           |           |           |           |          |
|---|-----------|-----------|-----------|-----------|----------|
| Community Recruitment                       | Q1        | Q2        | Q3        | Q4        | 2015     |
| Interviewed from Referral Agency (#)        | 33        | 6         | 6         | 0         | 45       |
| Hired from Referral Agency (#)              | 9         | 3         | 4         | 0         | 16       |
| Referral Agency Interview-to-Hire Ratio (#) | 4.3:1     | 2.0:1     | 1.5:1     | 0:0       | 2.8:1    |
| % of Total Hired from Referral Agency (%)   | 20.5%     | 10.0%     | 6.8%      | 0.0%      | 9.4%     |
| Employment                                  |           |           |           |           |          |
| Total Hired (#)                             | 39        | 30        | 59        | 43        | 171      |
| Avg. Wage of all Hired (\$/hr)              | \$ 9.04   | \$ 9.58   | \$ 9.92   | \$ 10.03  | \$ 9.64  |
| Allocated Full-Time Positions (%)           | 100%      | 100%      | 100%      | 100%      | 100%     |
| Vocational Barrier Report                   |           |           |           |           |          |
| Hired w/ Declared Barrier to Employment (%) | 92.3%     | 48.3%     | 71.2%     | 79.1%     | 73.6%    |
| Hired w/ Declared Disability (#)            | 8         | 5         | 14        | 7         | 34       |
| Hired w/ Declared Disadvantage (#)          | 28        | 9         | 28        | 27        | 92       |
| Volunteers                                  |           |           |           |           |          |
| Community Service/Volunteers (#)            | 73        | 40        | 90        | 26        | 229      |
| PROMOTE UP: Key Metrics                     |           |           |           |           |          |
| Job Development                             | Q1        | Q2        | Q3        | Q4        | 2015     |
| Assessments/IDPs Created (#)                | 0         | 0         | 0         | 0         | 0        |
| Hours of Job Development (#)                | 0         | 0         | 0         | 0         | 0        |
| Vocational Training                         | Q1        | Q2        | Q3        | Q4        | 2015     |
| Hours of On-the-Job Training (#)            | 102287.9  | 92604     | 97822     | 386831    | 679545   |
| "Full Range" Support Services               | Q1        | Q2        | Q3        | Q4        | 2015     |
| External Referrals (#)                      | 0         | 0         | 2         | 0         | 2        |
| Internal Promotions                         | Q1        | Q2        | Q3        | Q4        | 2015     |
| Internal Job Promotion Rate (%)             | 26.7%     | 56.2%     | 11.4%     | 36.6%     | 32.8%    |
| Internal Promotions w/ Wage Increase (#)    | 10        | 9         | 5         | 9         | 33       |
| Avg. Wage Increase (\$/yr)                  | \$ 3,617  | \$ 3,279  | \$ 5,785  | \$ 3,821  | \$ 3,619 |
| Avg. Wage Increase (%/yr)                   | 17.3%     | 13.4%     | 31.9%     | 19.7%     | 18.1%    |
| Avg. Length of Time (months)                | 19        | 7         | 5         | 5         | 9        |
| PROMOTE OUT: Key Metrics                    |           |           |           |           |          |
| Success Center                              | Q1        | Q2        | Q3        | Q4        | 2015     |
| Sign-Ins at Success Center (#)              | 96        | 135       | 140       | 182       | 553      |
| Hours at Success Center (#)                 | 168.3     | 237.2     | 230.0     | 238.7     | 874.3    |
| Interview Preparation                       | Q1        | Q2        | Q3        | Q4        | 2015     |
| Hours of Interview Preparation (#)          | 10.5      | 0.0       | 0.0       | 0.0       | 10.5     |
| DOR Services                                | Q1        | Q2        | Q3        | Q4        | 2015     |
| Client Community Placements (#)             | 20        | 18        | 11        | 14        | 63       |
| Avg. Wage (\$/yr)                           | \$ 16,713 | \$ 16,561 | \$ 13,624 | \$ 13,061 | \$14,990 |
| Avg. Hours (#/wk)                           | 28        | 30        | 24        | 18        | 25       |
| 90 Day Retention (%)                        | 88.9%     | 85.7%     | 63.3%     | 50.0%     | 72.0%    |
| Situational Assessments Performed (#)       | 11        | 11        | 18        | 9         | 49       |
| Job Placement (TEP)                         | Q1        | Q2        | Q3        | Q4        | 2015     |
| Employee Community Placements (#)           | 0         | 0         | 0         | 0         | 0        |
| Avg. Wage (\$/yr)                           | N/A       | N/A       | N/A       | N/A       | N/A      |
| Avg. Wage Increase (\$/yr)                  | N/A       | N/A       | N/A       | N/A       | N/A      |
| Avg. Wage Increase (%/yr)                   | N/A       | N/A       | N/A       | N/A       | N/A      |
| Avg. Hours (#/wk)                           | N/A       | N/A       | N/A       | N/A       | N/A      |
| Avg. Length of Time (months)                | N/A       | N/A       | N/A       | N/A       | N/A      |
| 90 Day Retention (%)                        | N/A       | N/A       | N/A       | N/A       | N/A      |

**Goodwill Industries of South Central California: 2015 Outcomes Measurement Report**

**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 2015 had a declared, documented barrier to employment (see below).



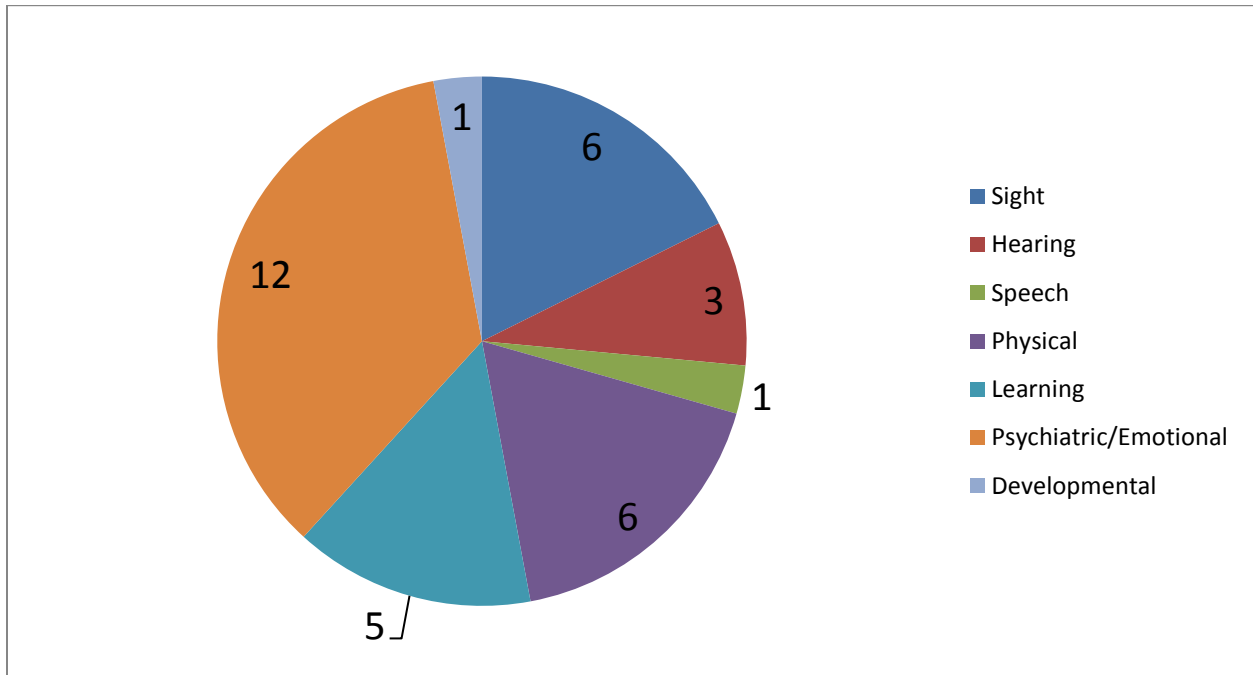
Aside from tracking barriers to employment, Goodwill also tracked the specific vocational disabilities and disadvantages that their employees declared. The tables below and pie graphs (on next page) depict this information and demonstrate Goodwill’s commitment to its mission.

| Disability |                       |
|------------|-----------------------|
| 12         | Psychiatric/Emotional |
| 6          | Sight                 |
| 6          | Physical              |
| 5          | Learning              |
| 3          | Hearing               |
| 1          | Speech                |
| 1          | Developmental         |
|            |                       |
| <b>34</b>  | <b>Total</b>          |

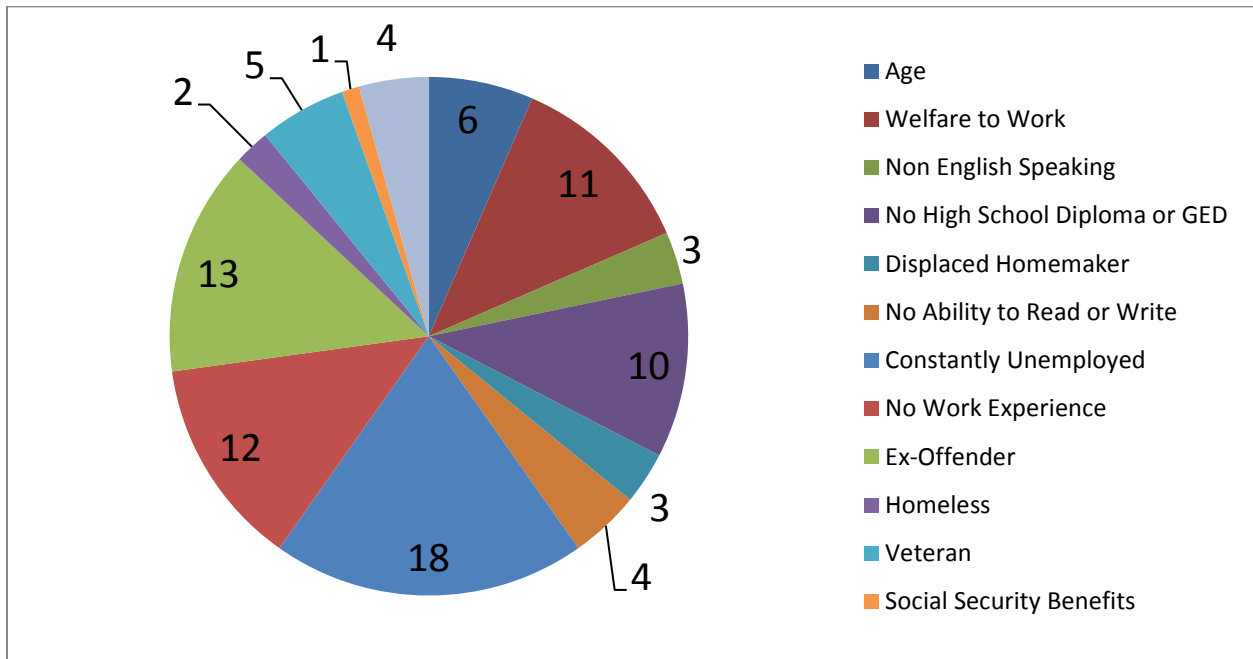
| Disadvantage |                             |
|--------------|-----------------------------|
| 18           | Constantly Unemployed       |
| 13           | Ex-Offender                 |
| 12           | No Work Experience          |
| 11           | Welfare to Work             |
| 10           | No High School Diploma      |
| 6            | Age                         |
| 5            | Veteran                     |
| 4            | No Ability to Read or Write |
| 3            | Displaced Homemaker         |
| 3            | Non English Speaking        |
| 2            | Homeless                    |
| 1            | Social Security Benefits    |
| 4            | Other                       |
| <b>92</b>    | <b>Total</b>                |

**Goodwill Industries of South Central California: 2015 Outcomes Measurement Report**

**VOCATIONAL DISABILITY**



**VOCATIONAL DISADVANTAGE**



In 2015, the average wage of all hourly Goodwill employees hired was \$9.64 (California minimum wage was \$9.00); and 100.0% of all hourly Goodwill employees hired were “full-time” status (35 hours or more per work week).

## Goodwill Industries of South Central California: 2015 Outcomes Measurement Report

Apart from the 171 employees hired, Goodwill also provided community service/volunteer hours to 229 local individuals.

In 2015, 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 2 months of employment. 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). Promote Up Effectiveness & Efficiency**

#### **Effectiveness**

In 2015, hundreds of Goodwill employees received 679,545 hours of on-the-job training scattered across 12 retail stores, 2 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 2015, Goodwill had an 'Internal Promotion Rate' of 32.8%; meaning Goodwill had 101 internal job openings (above minimum wage) available throughout the year and 33 of those positions were filled internally.

33 Goodwill employees received an internal promotion with a wage increase in 2015. The average annual wage increase for each promoted employee was 18.1% which equated (on average) to an extra \$3,619 per year. The table on the next page displays the detailed wage increase information of each promoted employee (names kept confidential) in 2015:

| Last Name | First Name | Beginning Annual Wage | New Annual Wage | Wage Increase (\$/yr) | Wage Increase (%/yr) | Prior Position Start Date | Date Promoted | Length of Time (Months) |
|-----------|------------|-----------------------|-----------------|-----------------------|----------------------|---------------------------|---------------|-------------------------|
| Employee  | A          | \$18,135              | \$22,672        | \$4,537               | 25.0%                | 7/9/13                    | 1/17/15       | 18.3                    |
| Employee  | B          | \$18,720              | \$22,672        | \$3,952               | 21.1%                | 12/19/13                  | 1/17/15       | 13.0                    |
| Employee  | C          | \$17,550              | \$18,135        | \$585                 | 3.3%                 | 6/30/14                   | 1/10/15       | 6.4                     |
| Employee  | D          | \$23,878              | \$29,120        | \$5,242               | 22.0%                | 8/1/13                    | 2/14/15       | 18.5                    |
| Employee  | E          | \$20,800              | \$29,120        | \$8,320               | 40.0%                | 4/9/14                    | 2/14/15       | 10.2                    |
| Employee  | F          | \$19,968              | \$29,120        | \$9,152               | 45.8%                | 2/1/14                    | 2/14/15       | 12.4                    |
| Employee  | G          | \$28,226              | \$29,120        | \$894                 | 3.2%                 | 11/1/14                   | 2/14/15       | 3.5                     |
| Employee  | H          | \$20,397              | \$22,797        | \$2,400               | 11.8%                | 6/29/13                   | 2/21/15       | 19.8                    |
| Employee  | I          | \$17,550              | \$18,135        | \$585                 | 3.3%                 | 2/19/15                   | 3/7/15        | 0.5                     |
| Employee  | J          | \$23,795              | \$24,294        | \$499                 | 2.1%                 | 6/22/04                   | 3/28/15       | 9.2                     |
| Employee  | K          | \$17,550              | \$21,528        | \$3,978               | 22.7%                | 2/2/15                    | 4/1/15        | 1.9                     |
| Employee  | L          | \$17,550              | \$18,135        | \$585                 | 3.3%                 | 8/20/14                   | 4/18/15       | 7.9                     |
| Employee  | M          | \$17,550              | \$18,135        | \$585                 | 3.3%                 | 8/29/14                   | 5/2/15        | 8.1                     |
| Employee  | N          | \$23,920              | \$29,120        | \$5,200               | 21.7%                | 1/17/15                   | 6/22/15       | 5.1                     |



## Goodwill Industries of South Central California: 2015 Outcomes Measurement Report

|          |                |                 |                 |                |              |          |                |             |
|----------|----------------|-----------------|-----------------|----------------|--------------|----------|----------------|-------------|
| Employee | O              | \$20,066        | \$24,960        | \$4,895        | 24.4%        | 3/26/13  | 6/27/15        | 27.1        |
| Employee | P              | \$17,550        | \$18,135        | \$585          | 3.3%         | 1/29/15  | 6/6/15         | 4.2         |
| Employee | Q              | \$18,135        | \$23,920        | \$5,785        | 31.9%        | 1/8/15   | 6/27/15        | 5.6         |
| Employee | R              | \$18,486        | \$23,920        | \$5,434        | 29.4%        | 9/13/14  | 6/27/15        | 9.4         |
| Employee | S              | \$24,960        | \$31,200        | \$6,240        | 25.0%        | 4/23/15  | 6/27/15        | 2.1         |
| Employee | T              | \$17,550        | \$18,135        | \$585          | 3.3%         | 1/24/15  | 7/6/15         | 5.4         |
| Employee | U              | \$23,920        | \$31,200        | \$7,280        | 30.4%        | 10/21/13 | 7/27/15        | 21.2        |
| Employee | V              | \$20,183        | \$21,528        | \$1,346        | 6.7%         | 4/9/15   | 7/25/15        | 3.5         |
| Employee | W              | \$17,550        | \$18,135        | \$585          | 3.3%         | 8/28/14  | 7/11/15        | 10.4        |
| Employee | X              | \$18,135        | \$23,920        | \$5,785        | 31.9%        | 5/27/15  | 9/15/15        | 3.6         |
| Employee | Y              | \$17,550        | \$18,135        | \$585          | 3.3%         | 6/20/15  | 10/14/15       | 3.8         |
| Employee | Z              | \$26,000        | \$29,120        | \$3,120        | 12.0%        | 2/8/14   | 10/17/15       | 20.3        |
| Employee | AA             | \$17,550        | \$23,920        | \$6,370        | 36.3%        | 4/9/15   | 10/17/15       | 6.3         |
| Employee | BB             | \$18,135        | \$23,920        | \$5,785        | 31.9%        | 11/7/15  | 11/28/15       | 0.7         |
| Employee | CC             | \$24,960        | \$30,160        | \$5,200        | 20.8%        | 9/3/14   | 11/7/15        | 14.1        |
| Employee | DD             | \$18,135        | \$23,920        | \$5,785        | 31.9%        | 9/30/15  | 11/7/15        | 1.2         |
| Employee | EE             | \$17,550        | \$23,920        | \$6,370        | 36.3%        | 8/13/15  | 11/7/15        | 2.8         |
| Employee | FF             | \$17,550        | \$18,135        | \$585          | 3.3%         | 9/2/15   | 11/14/15       | 2.4         |
| Employee | GG             | \$17,550        | \$18,135        | \$585          | 3.3%         | 11/13/15 | 12/26/15       | 1.4         |
|          | <b>Average</b> | <b>\$19,912</b> | <b>\$23,531</b> | <b>\$3,619</b> | <b>18.1%</b> |          | <b>Average</b> | <b>8.5</b>  |
|          | <b>Minimum</b> | <b>\$17,550</b> | <b>\$18,135</b> | <b>\$585</b>   | <b>3.3%</b>  |          | <b>Minimum</b> | <b>0.5</b>  |
|          | <b>Maximum</b> | <b>\$28,226</b> | <b>\$31,200</b> | <b>\$2,974</b> | <b>45.8%</b> |          | <b>Maximum</b> | <b>27.1</b> |

### 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 2015, Goodwill promoted 33 total employees. The average length of time of those 33 promotions was 8.5 months. The fastest an employee received an internal promotion was 0.3 months; and the longest time it took an employee to receive an internal promotion was 90.0 months

At the end of 2014, Goodwill set a goal to decrease the average amount of time it takes to promote employees internally from 8.3 months to 8.0 months. This goal was not achieved with an average of 8.5. GISCC will continue to strive to get closer to the 8.0 mark.

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 2015, 2 Goodwill employees received support services from our community partner, Salvation Army. Increasing Supportive Service referrals will be a top priority in 2016 as part of the workforce development program.

## Goodwill Industries of South Central California: 2015 Outcomes Measurement Report

| Supportive Services Key Metrics | Q1       | Q2       | Q3       | Q4       | 2015     |
|---------------------------------|----------|----------|----------|----------|----------|
| Salvation Army                  | 0        | 0        | 2        | 0        | 2        |
| <b>Total</b>                    | <b>0</b> | <b>0</b> | <b>2</b> | <b>0</b> | <b>2</b> |

### **II. c) Effectiveness: Promote Out**

The ultimate goal of Goodwill's Transitional Employment Program is to help employees successfully transition into higher paying community jobs. The focus of Goodwill's Transitional Employment Program in 2014 was discussed with the Board in in the 2<sup>nd</sup> quarter regarding de-emphasizing the "Promote Out" part of TEP. Due to changes in the retail market and effect that employee turnover had internally, promoting out was placed more in balance with other services provided by Goodwill. There were no "promote outs" in 2015, this metric will be replaced with workforce development metrics in 2016.

### **IV. Other Services:**

DOR Placements and Assessments: In 2015, Goodwill focused on expanding our relationships with the California Department of Rehabilitation (DOR). DOR is an employment and independent living resource for people with disabilities. Goodwill provides placement and assessment services for DOR. External placements totaled 63 people in 2015, compared to 34 in 2014, an increase of 46%. Billing for the year from DOR totaled \$223,517. The strategic plan for 2016-2018 identifies the Mission Services department having to separate roles, workforce development & fee for service. This program will be the primary driver of fee for service.

Success Center: 2015 was the first full year for the Success Center. Each quarter showed substantial increases sign-ins and usage. The Success Center is open 5 days a week, 8 am to 5pm and had 553 sign-ins in 2015. More importantly the center is acting as a low cost template that can be copied in other markets.

TIL Program: The TIL program is a post-secondary educational experience for adults who have developmental/intellectual disabilities. The program provides instruction, training, and support and career skills necessary for students to live a productive and normalized lifestyle. Through regular employment and a Chevron grant funded program, Goodwill employs several TIL students who are a valuable part of the Taft team.

### **V. Service Access:**

In 2013, Goodwill hired a total of 171 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) 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 45 individuals with barriers to employment who were receiving some form of vocational services from a community referral agency. Of those 45 individuals, Goodwill hired 16 into full-time positions. Thus, Goodwill had

## Goodwill Industries of South Central California: 2015 Outcomes Measurement Report

a ‘Referral Agency Interview-to-Hire Ratio’ of 2.8:1. Overall, 9 community referral agencies had at least one client hired by Goodwill in 2015. See below for a complete breakdown of clients hired per community referral agency.

| 2015        | Referral Agency                           |
|-------------|---|
| 5           | DOR                                       |
| 2           | Dream Center                              |
| 3           | Housing Authority                         |
| 1           | Veterans Affairs                          |
| 1           | Bakersfield College                       |
| 1           | Bakersfield Homeless Shelter              |
| 1           | CalJobs                                   |
| 1           | HACK                                      |
| 1           | MAOF                                      |
| <b>16</b>   | <b>Total Hired from Referral Agency</b>   |
| 155         | Walk-In                                   |
| <b>171</b>  | <b>Total Hired</b>                        |
| <b>8.8%</b> | <b>Percent Hired from Referral Agency</b> |

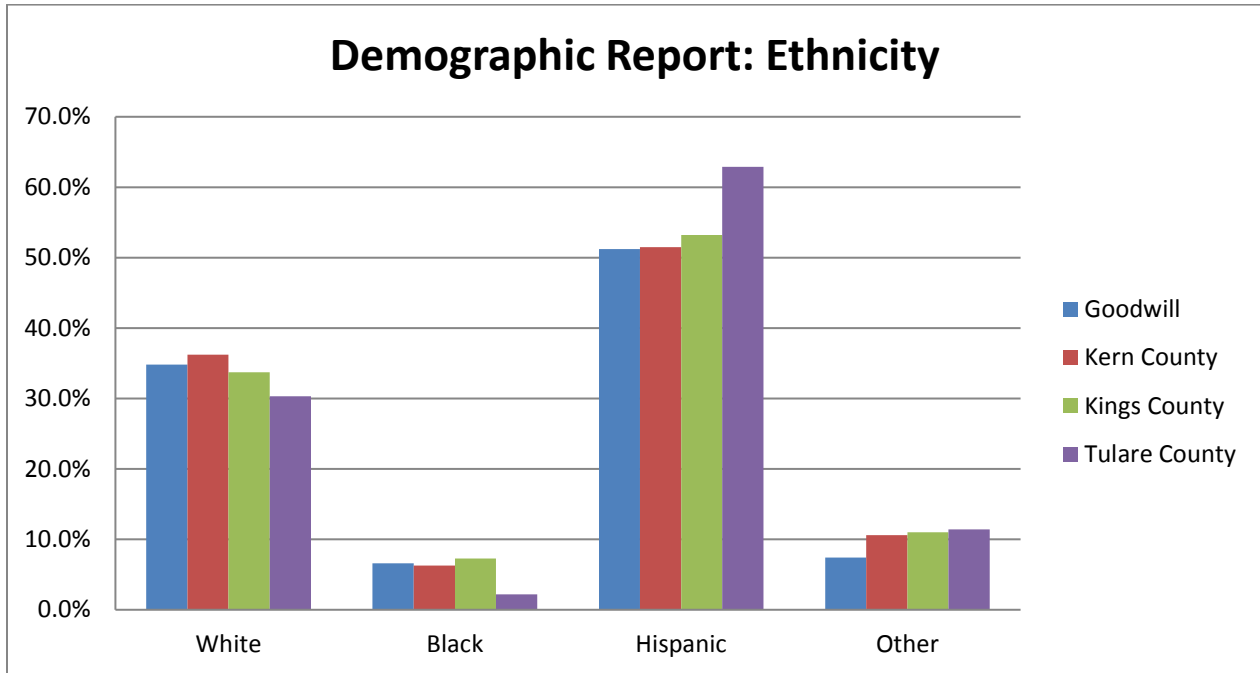
Overall, 9.4% of the 171 employees Goodwill hired in 2015 came from a community referral agency. Community referral agency metrics were tracked and reported to the Goodwill Board of Directors on a Quarterly basis and the results can be seen in the table below:

| Community Recruitment                       | Q1    | Q2    | Q3    | Q4   | 2015  |
|---|-------|-------|-------|------|-------|
| Interviewed from Referral Agency (#)        | 33    | 6     | 6     | 0    | 45    |
| Hired from Referral Agency (#)              | 9     | 3     | 4     | 0    | 16    |
| Referral Agency Interview-to-Hire Ratio (#) | 4.3:1 | 2.0:1 | 1.5:1 | 0:0  | 3.0:1 |
| % of Total Hired from Referral Agency (%)   | 20.5% | 10.0% | 6.8%  | 0.0% | 9.4%  |

In 2015, Director of Marketing Chelsea Esquibias maintained the email database system for sending out job openings to referral agency. When Ms. Esquibias left the company in May 2015, the duty was not reassigned to HR staff by accident. The email database has been reestablished and beginning in December 2015, emails are once again going out to referral agencies.

## Goodwill Industries of South Central California: 2015 Outcomes Measurement Report

In December 2014, Goodwill reviewed its 281 employees (79 male, 202 female) to comply with the 2015 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. All company job openings are posted in English and Spanish and Goodwill will target community referral agencies which primarily provide support services to Hispanic or African American individuals or families.

## **VI. Conclusion:**

In 2016, Goodwill will reorganize its Mission Services department to follow the 2016-2018 Strategic Plan. The new plan detailed organizing the department along two lines, workforce development & fee-for-service, while eliminating the “promote out” phase of TEP. Hire and Promote Up metrics will be included with workforce development metrics. 2015 was successful maintaining and perfecting our hiring practices to reflect balancing business needs while also serving the mission.

2015 was also a year of growth for the Mission Services department as evidenced in the expanding services provided to the Department of Rehab, one of Goodwill’s most important partnerships. The department’s employee structure was also changed with the promotion of Nichol Thomas to Director of Mission Services.