

March, 2024



**Outcomes Measurement and
Management System**
Mission Services
CY 2022-2023

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MISSION AND VALUES

Made possible through generous donations, the **mission** of Alabama Goodwill Industries, Inc. is to strengthen communities, eliminate barriers to opportunity, and to help people reach their full potential through learning and the power of work. AGI is led by a standardized set of **guiding principles** and **core values** that drive performance. Through donations and purchases at AGI's thrift stores, mission programs help people to obtain and retain gainful employment, education and training programs that help people attain their highest potential and achieve self-sufficiency.

Alabama Goodwill Industries, Inc., (AGI) established in 1927, provides services to people with barriers to employment. AGI covers a 38-county territory in Central to North Alabama. Alabama Goodwill Industries, Inc. is associated with Goodwill Industries International, the world's oldest and largest work-oriented rehabilitation program, which began in 1902, by Methodist Minister, Dr. Edgar James Helms in Boston, Massachusetts.

SCOPE OF MISSION

To achieve this mission, AGI provides an array of workforce development strategies to assist people in preparing for, entering and/or reentering employment. AGI's mission is delivered through a two-pronged approach with internal and external facing components. All of AGI's mission programs have the purpose of assisting people with barriers to employment to build skill sets, increase earnings capacity and to achieve self-sufficiency and personal independence.

Employment Development Services focuses on employability skills for people seeking to enter the world of work, often for the first time. Services focus on learning, improving, or changing work performance, behaviors, attitudes, and/or physical tolerance for work.

AGI strategically positions Career Centers in 4 locations throughout AGI's territory. The Career Centers offer job preparation, job development, placement and retention services through referral by a number of community partnerships.

AGI's mission integration programs focus on the internal development and support of team members in life skills and career development. Good Partner Coaches work with each team member to achieve personal and career goals as identified in an Individualized Development Plan.

FUNDING

AGI's mission programs are partially funded through United Way of Central Alabama and Birmingham City Schools. As a social enterprise, the majority of AGI's mission programs are strategically self-funded through revenue generated in the retail/donated goods business lines.

EMPLOYMENT DEVELOPMENT SERVICES

Employment Development Services (EDS), the subject of this outcomes measurement system, provides work readiness, and work-based learning for students with disabilities in transitional programming and as referred through Birmingham City Schools. Goals and approaches are individualized and focused on reducing employability barriers while training at Goodwill. The two major components of the program are Job Readiness Training and Work-Based Learning.

Upon entry, a Job Readiness Scale is completed by the Workforce Development Specialist to establish a baseline skill set for each student. Each student rotates through workstations such as hanging, sorting, material handling, donation door, wares and electrical and is paid a bi-weekly stipend equivalent to \$7.25 per hour for all productive work.

Once in program for one week, the Individual Employment Plan is completed outlining the target work skills identified as needing improvement on the Job Readiness Scale. Each student attends a weekly one-hour session for employability skills training that includes interviewing skills, proper dress, digital time records, and digital job applications, to name a few.

Upon completion of the cohort period, the Job Readiness Scale is repeated by the Workforce Development Specialist. The comparison of the two scales permits an evaluation of skills gain.

PROGRAM CRITERIA

All referrals must meet the following AGI general admission conditions:

- At least 16 years of age at the time of entry;
- Provide proof of identification and eligibility to work in the United States;
- Demonstrate willingness and or ability to participate in vocational services;
- Have a disability, disadvantaging condition, or skill deficit that constitutes a barrier to employment;
- Referred through Birmingham City Schools or a community-based partner with whom AGI holds an MOU for work-based learning;
- Provide documented information concerning the disability that accurately reflects his/her ability to participate in vocational services and employment;
- If assistive devices are required, then the participant must be trained and adept in its use;
- Behavior is under control and not a danger to themselves or others;
- If subject to seizures, must be medically controlled;
- If substance abuse is primary disability, participant must be enrolled in treatment or have completed a treatment program;
- Be monitored by a qualified medical professional when necessary;
- Must be independent in self-care needs; and
- Must provide or arrange their own transportation.

OUTCOMES MEASUREMENT AND MANAGEMENT

The Outcomes Measurement and Management System is completed annually on the accredited program, Employment Development Services, and is intended to determine the effectiveness, efficiency, accessibility, and satisfaction of stakeholders. To adequately evaluate these factors, demographic data is collected for participants served to ensure that the program demonstrates no bias, unintended or otherwise.

Additionally, the system incorporates a review of critical incidents, grievances and complaints and reviews the application of guidelines to protect participant rights while in the program. Finally, the system conducts an internal review of all invoices and associated payments to ensure integrity of billing for services rendered and reviews the business functions deemed critical to the stability of mission programs.

CRITICAL INCIDENTS

It is the policy of AGI to ensure a safe and healthy work environment for people served and team members. The Rights, Health and Safety Policy of the agency sets forth that the agency is committed to protect and promote the rights, health and safety of those served, including personnel and will provide a workplace free of recognized safety and health hazards. There were no critical incidents of participants recorded during the reporting periods for 2022 and 2023.

FORMAL COMPLAINTS

The Standard Operating Procedure for Participant Grievance encourages participants to report when their rights have been violated or have other grievous concerns regarding service delivery or program participation. The SOP dictates that all grievances will be addressed swiftly and quickly. There were no complaints or grievances filed by participants during the reporting periods for 2022 and 2023.

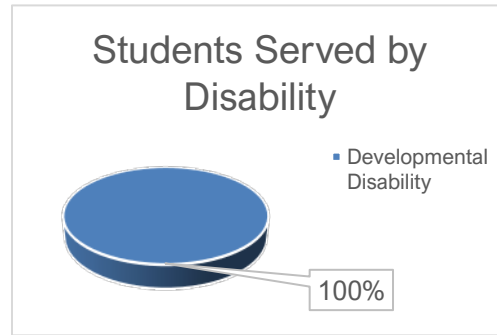
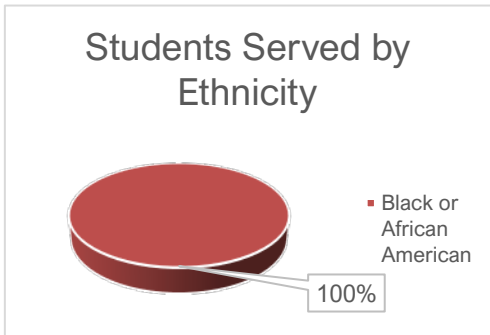
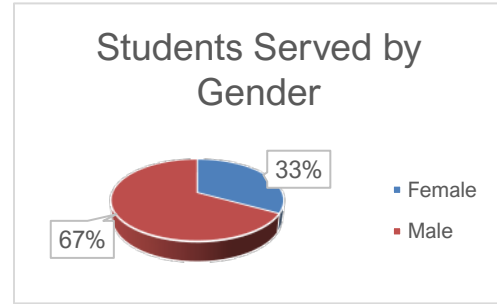
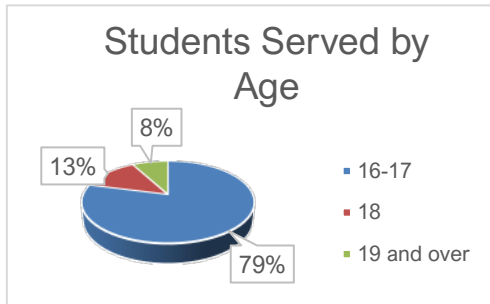
PARTICIPANT RIGHTS

AGI maintains a strict policy to ensure that all participants served are advised of their rights and responsibilities when in program in a manner that is meaningful to the participant. All participants have the basic right to be treated with dignity and respect at all times. There were no grievances filed regarding violation or infringement of participant rights during the reporting periods for 2022 and 2023.

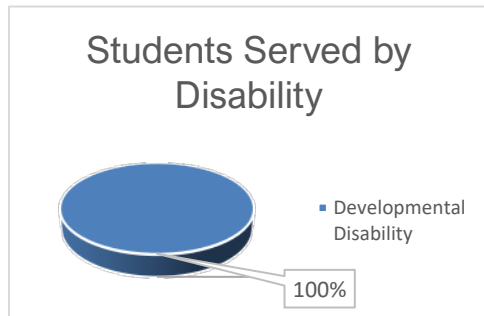
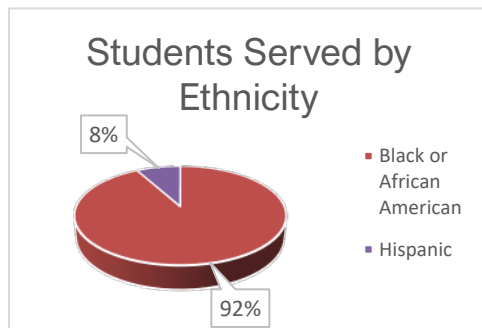
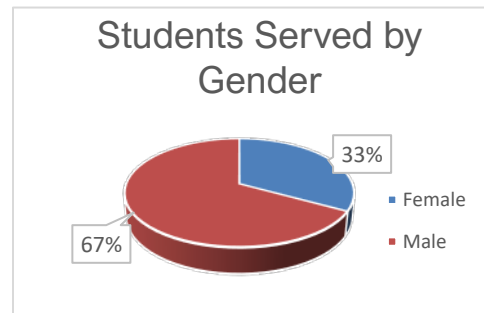
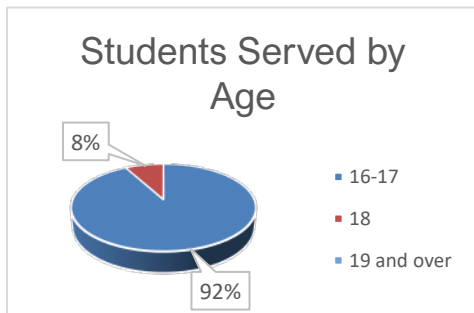
OUTCOMES MEASUREMENT AND MANAGEMENT SYSTEM

DEMOGRAPHIC ANALYSIS

2022



2023

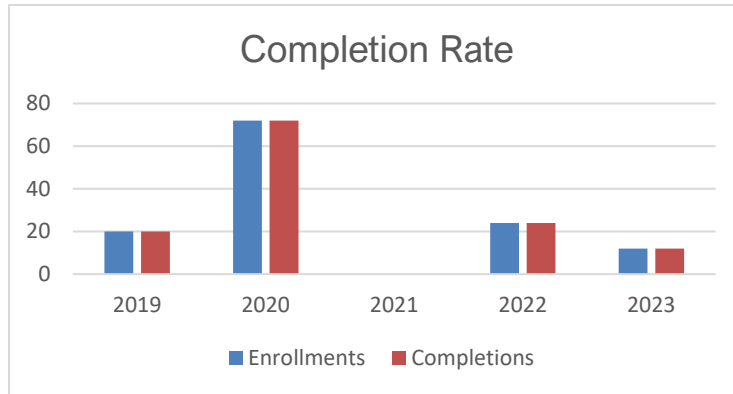


OUTCOMES MEASUREMENT AND MANAGEMENT SYSTEM

PROGRAM OBJECTIVES

Program Effectiveness – Program Completion

Objective: Maximize Program Completion
Measure: The percentage of participants completing the cohort cycle will be greater than 85%.

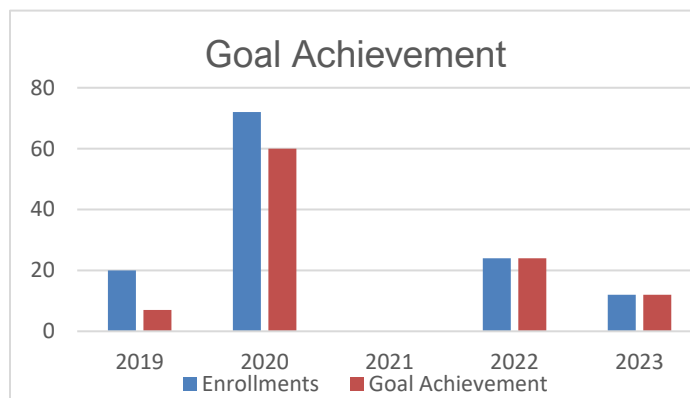


Results: The program achieved this objective by securing 100% completions in the last 2 years. However, a significant reduction in the numbers served is observed over the last several years.

Recommended Action: Objective for 2024 is projected to return to the 2022 level of 24.

Program Efficiency – Goal Completion

Objective: Maximize Completion of Plan Objectives
Measure: The percentage of participants achieving objectives as identified in the individual plan within their allotted time from for their cohort assignment will be greater than 75%.



Results: In 2022 and 2023, all students achieved their stated objectives as indicated in their Individual Service Plans.

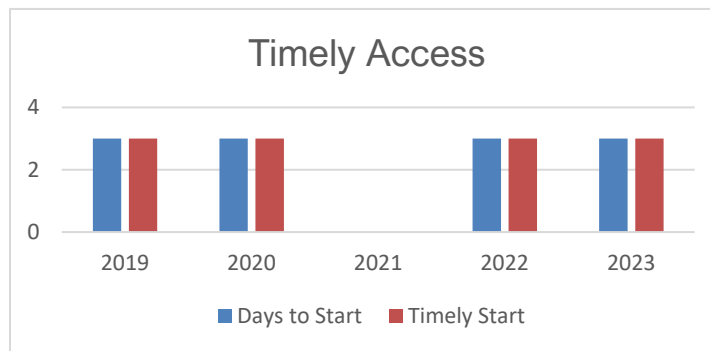
Recommended Action:

- 1) Efficiency measure will be revised as follows: “Minimize the number of days from start date to completion of Job Readiness Scale to no later than Day 4 in program.”
- 2) Efficiency measure will be added as follows: “Minimize the number of days from the creation date of the Job Readiness Scale to completion of the Individual Service Plan to no more than 3 days.”

Program Accessibility

Objective: Maximize Access to Services

Measure: The start date will not exceed 3 days from the date of intake.



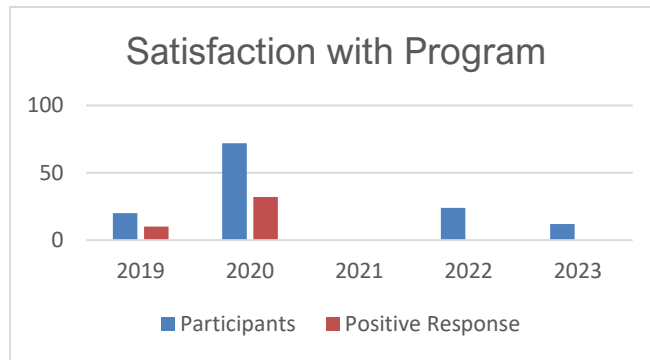
Results: Based on a review of records, all participants began program within 3 days in all previous years.

Recommended Action: The orientation and intake dates, as well as the start dates of the program are not set individually, but through agreement with Birmingham City Schools. New measure will read as follows, “Increase the accessibility of the program to reach more Birmingham City Schools students”.

Program Satisfaction - Participant

Objective: Maximize Participant Satisfaction with their program

Measure: The percentage of participants completing the cohort cycle who express satisfaction or strongly agree with their program will be greater than 50%.



Results: Due to staff turnover and instability of the program, satisfaction surveys can not be located for 2021 to 2022. The 2023 cohort survey will be completed following the Winter term anticipated in April, 2024.

Recommended Action: Ensure timely satisfaction surveys for all participants.

Program Satisfaction - Stakeholder

Objective: Maximize Stakeholder Satisfaction with the program

Measure: The percentage of stakeholders who express satisfaction or strongly agree with the program will be greater than 75%.



Results: The satisfaction of stakeholders' surveys were available for review for 2019 and 2020. However, no surveys were completed for 2021 and 2022. The 2023 measure is determined via verbal feedback from the Liaison and the School Assigned Teaching Aide who accompanies the students for all cohorts.

Recommended Action: New focus will be placed in completing surveys timely and for all stakeholders.

Business Function

Objective: Maximize Return on Investment (ROI) through an increase in wage earnings for people served.

Measure: The percentage of people served realizing an increase in earnings capacity following completion of services.

Results: As most students are not yet graduating at the time of service, basing the health of business function by student earnings is no longer a relevant indicator.

Recommended Action: The current business function indicator will be eliminated and replaced with a goal as follows, “Minimize the cost of operation and subsequent agency subsidy for the Work Based Learning program” with the measure reading as, “The expense to revenue ratio of the Work-based learning program will not exceed 150%”.

SUMMARY OF FINDINGS

Program Highlights

The Work-Based Learning program is a valued and important program for students with disabilities and at-risk transitioning out of school and into the world of work. Work-based learning is serving youth in transition and performing well. All students served in 2022 and 2023 completed their program and successfully achieved their stated objectives.

Extenuating/Influencing Factors

The program successfully transitioned out of COVID-restricted operating environment in 2021 only to experience a couple of years of program instability and staff turnover. With the instability inherent with turnover, administration, management and delivery of the core service of employment development services has been inconsistent and overall service delivery scope has dwindled from previous years.

Action Plan

- 1) Focus on increasing the referrals for the Work-Based Learning program in 2024. Additionally, capitalizing on partnerships in which youth are served that share resources promises to be an avenue for increase in scope and opportunity.
- 2) Focus on program and staff stability and timely implementation of satisfaction surveys for both participants and stakeholders.