



**SURVEY OUTCOME**  
**Three-Year Accreditation**

**CARF**  
**Survey Report**  
**for**  
**Goodwill Industries**  
**of the Southern**  
**Rivers, Inc.**

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**CARF INTERNATIONAL**

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## Organization

Goodwill Industries of the Southern Rivers, Inc. (GWISR)  
2607 Cross Country Drive, Building E  
Columbus, GA 31906

## Organizational Leadership

Jane P. Nichols, President/CEO

Judy M. Porter, Executive Coordinator/Compliance Officer

## Survey Dates

May 18-20, 2009

## Survey Team

Todd F. Seifert, M.S., B.A., Administrative Surveyor

Susan L. Walden, 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: Employee Development Services  
Employment Services: Employment Skills Training Services

*Governance Standards Applied*

## Previous Survey

May 17-19, 2006

Three-Year Accreditation



## Survey Outcome

Three-Year Accreditation

Expiration: March 2012

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# SURVEY SUMMARY

**Goodwill Industries of the Southern Rivers, Inc. (GWISR), has strengths in many areas.**

- *What's happening*, *Goodwill monthly*, and *Splash* are all effective tools that enhance the marketing and general communication of the organization.
- GWISR's moved to a new administrative office in 2007. The new location looks professional and creates a wonderful work environment. The staff members clearly took great pride in decorating the office.
- The organization does an outstanding job of providing ongoing training for managers at all levels addressing concrete management issues and how to deal with them effectively.
- The organization has an excellent technology plan and is fortunate to have the in-house information technology (IT) resources available to deal with day-to-day operations.
- GWISR has a diversified, passionate, and committed board of directors that is dedicated and takes pride in fulfilling its role in the organization.
- The organization has developed an employee handbook that is easy to read and includes several examples to help illustrate the intent of the policy/procedure in such areas as harassment, whistleblower, and so on.
- The organization has been innovative with staff training in such areas as the code of ethics by placing flyers in the restrooms and other places where they will be easily seen.
- The organization does an outstanding job of analyzing data related to critical incidents and using this information to alleviate future critical incidents.
- The organization has a comprehensive drug policy that helps to ensure a drug-free workplace.
- The compensation committee does an outstanding job gathering and analyzing data related to compensation to ensure competitive wages for senior management.
- The organization owns and operates the Ben & Jerry's<sup>®</sup> ice cream partnership, which is utilized to teach young persons job and entrepreneurial skills as well as to promote the organization in the community.
- The use of client testimonials on the organization's website is a good way to showcase successful outcomes.
- The organization's Career Center provides free employment services, which include résumé preparation, job leads, and referrals. The center also hosts career fairs and offers free meeting facilities to the business community.
- The organization offers the Summer Enrichment program for youths referred from vocational rehabilitation, which helps teens develop crucial work habits.
- The organization offers a voucher program through approved partners. These vouchers can be used to purchase items in GWISR stores. The recipients are trainees and individuals in need.

- GWISR not only helps the environment, but also generates revenue through its recycling program. The organization receives and processes tons of paper, plastic, aluminum, steel, and glass.
- PowerWorks Industries has implemented a meticulous system of organizing cleaning supplies for efficient use by trainees and staff.

**In the following area Goodwill Industries of the Southern Rivers demonstrates exemplary conformance to the standards.**

- The board of directors understands its role within the organization and is passionate about being part of the process. The board has a great deal of professional diversity and should be commended for taking on the responsibility of fulfilling the CARF governance standards. The GWISR board does an outstanding job monitoring itself and ensuring that board members who are not contributing are approached and terminated, when necessary.

**Goodwill Industries of the Southern Rivers 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, GWISR is in substantial conformance to the CARF standards. It is clear that the organization uses the standards to monitor and improve service delivery. The board of directors, administration, and staff members demonstrate a strong commitment to the mission and philosophy of the organization and to the continued provision of quality services.

Goodwill Industries of the Southern Rivers, Inc., has earned a Three-Year Accreditation. The organization is recognized for its efforts to provide quality services. The organization is encouraged to continue utilizing the CARF standards as guidelines for continuous quality improvement.

## **SECTION 1. ASPIRE TO EXCELLENCE<sup>®</sup>**

### **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.

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## **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.

### **Exemplary Conformance**

#### **B.1.b.(1)**

The board of directors understands its role within the organization and is passionate about being part of the process. The board has a great deal of professional diversity and should be commended for taking on the responsibility of fulfilling the CARF governance standards. The GWISR board does an outstanding job monitoring itself and ensuring that board members who are not contributing are approached and terminated, when necessary.

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## **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**

There are no recommendations in this area.

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## **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.

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## **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.

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## **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.

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## **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.

### **Consultation**

- The organization has a comprehensive risk management plan in place. GWISR is encouraged to develop an alternative format that disseminates information in a more user-friendly way. The organization could use graphs and other visuals that could be shared throughout all sites. In addition, the organization could use narrative summaries as an alternative.
  - The organization is encouraged to expand the risk management plan to include such things as drug testing, reference checks, and other practices that reduce potential liability.
- 

## **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**

### **H.1.**

It is recommended that the organization replace the missing ceiling tiles and repair the exposed wiring according to code in several places near the missing ceiling tiles at the Goodwill retail store.

### **H.4.b.(4)**

It is recommended that the Albany Career Center revise its evacuation plan to ensure that all exits are routed outside the building and not into the store. The font size on the plans could be enlarged, and the plans could be posted in more rooms.

### **H.6.b.**

It is recommended that the organization ensure that all first aid kits are neatly and fully stocked. This could be monitored through regular inspections.

## **Consultation**

- The organization might consider using stress mats for trainees who sort and hang clothes to help alleviate any discomfort or injury while they are standing.
- 

# **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**

### **I.7.c.**

Although the organization has a suggestion and complaint procedure and an open-door policy, it does not have a formal grievance and appeal procedure for all personnel. It is recommended that the organization develop a formal grievance and appeal procedure for all personnel.

## **Consultation**

- The organization is encouraged to make changes to its website. Some of the changes could include an online application process, an employee link for employee benefits, a training-related link showing future organizational training, and a link for anyone to give input that would be checked regularly. In addition, the organization could post the employee handbook as well as other important documents to give employees the opportunity to do as much paperwork online as reasonably possible. The organization stated that it plans to make changes to the website in the future as monies allow.
  - The organization is encouraged to consider increasing the employee referral bonus at designated times, depending on staffing needs.
- 

## **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.

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## **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**

There are no recommendations in this area.

### **Consultation**

- The organization might consider preparing an alternate format of the participant handbook in video form or using a Microsoft® Office PowerPoint presentation with audio. GWISR could enlist a student from Columbus State University to help with this. It is suggested that the organization post participant rights and place the grievance policy/forms near the time clock. It might also consider annually including both documents in the employee newsletter.
- 

## **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**

There are no recommendations in this area.

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## **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**

There are no recommendations in this area.

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## **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.

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## 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.

#### Consultation

- In addition to advocacy tools currently used, consideration could be given to utilizing the self-advocacy module, which was developed by the University of Tennessee. For more information, visit the web site at [www.cde.tennessee.edu](http://www.cde.tennessee.edu).
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### 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.

## Consultation

- It is suggested that the organization use three-ring binders for easier access of records. The organization might wish to include a photo of each participant affixed to the case record in the event that a crisis occurs or for future reference.
- 

## 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.

### Consultation

- To recognize established business contacts and successful job placements, and to promote disability and employment in the community, the organization might consider hosting an activity during National Disability Employment Awareness Month. For further resources, visit the website of the U.S. Department of Labor, Office of Disability Employment Policy: [dol.gov/odep](http://dol.gov/odep).
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## 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.

### E. Employee Development Services

#### Principle Statement

Employee development services are individualized services/supports that assist persons seeking employment to develop or reestablish skills, attitudes, personal characteristics, interpersonal skills, work behaviors, functional capacities, etc., to achieve positive employment outcomes.

Such services/supports are time limited and can be provided directly to persons seeking employment or indirectly through corporate employer/employee support programs. These services can be provided at the job sites, within formal and organized training and educational settings, through counseling sessions, by tutorial services, or within the organization.

#### Key Areas Addressed

- Skills development/reestablishment
- Attitude development/reestablishment
- Work behaviors development/reestablishment
- Employment outcomes

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#### Recommendations

There are no recommendations in this area.

## Consultation

- Staff is encouraged to advise and assist designated customers in utilizing CARF's EditU online learning courses. Current courses available include interpersonal skills, basic computer skills, IT skills, business skills, e-business, and various computer certifications. Courses are being developed in healthcare, safety, and environmental sciences. These courses are also available to staff.
- 

## F. 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); or within the organization.

### Key Areas Addressed

- Formal training services
  - Skills, attitude, and work behaviors development/reestablishment
- 

### Recommendations

There are no recommendations in this area.

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## H. 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-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 and 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 Supports**

Ongoing job support services are activities that are employment-related and needed to promote job adjustment and retention. These services are based on the individual needs of the new employee.

### **Key Areas Addressed**

- Integrated employment choice
  - Integrated employment obtainment
  - Integrated employment retention
- 

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- The organization might wish to use Project Reboot and Tools for Life ([www.gatfl.org](http://www.gatfl.org)) in Tucker as a resource for assistive technology and refurbished computers for individuals with disabilities who utilize the career resource centers.
  - The organization could advise participants of resources available through United Way via the phone at 211 or online at [www.unitedwayofthecv.org](http://www.unitedwayofthecv.org).
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# PROGRAMS/SERVICES BY LOCATION

## **Goodwill Industries of the Southern Rivers, Inc.**

2607 Cross Country Drive, Building E  
Columbus, GA 31906

Administrative Location Only

*Governance Standards Applied*

## **Goodwill Industries of the Southern Rivers, Inc.**

2015 North Slappey Boulevard  
Albany, GA 31701

Employment Services: Employee Development Services  
Employment Services: Employment Skills Training Services

## **PowerWorks Industries**

1406 Weed Street  
Albany, GA 31705

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

## **Goodwill Industries of the Southern Rivers, Inc.**

6499 Veterans Parkway  
Columbus, GA 31909

Employment Services: Community Employment Services: Job Development  
Employment Services: Community Employment Services: Job Supports  
Employment Services: Community Employment Services: Job-Site Training  
Employment Services: Employee Development Services  
Employment Services: Employment Skills Training Services