

# Strategic Framework

FY 2022-23



- ❖ **Build an Employee-First Workplace**
- ❖ **Strengthen Our Culture**
- ❖ **Address Immediate Systems, Buildings, Financial and Departmental Business Needs**
- ❖ **Build Our Partnerships**

April 2021

With support and leadership from our Board of Directors, hundreds of Goodwill employees and other key stakeholders, we have completed our strategic framework, which will guide our work for the upcoming two fiscal years: July 1, 2021, through June 30, 2023. The considerations needed to create this plan were a bit more complex than past planning processes, primarily due to the pandemic and all that our Goodwill has experienced. Like so many other organizations, we were forced to make hard decisions to manage the daily changes that were presented to our organization. Although we would never wish to relive 2020, we are grateful for what we learned. Today, we are more nimble and innovative in our decision-making, have a clearer focus on the areas of our organization that need attention, and are a stronger, more united team.

Within the next five pages, you will see a framework that clearly lays out the areas of focus we are committed to, helping us to rebound in a sustainable manner, while strengthening many parts of our agency and therefore, those we serve. In some ways, it's a "back to basics" set of priorities. It intentionally prepares us for future opportunities for our work to have greater impact for the communities we serve in Maine, New Hampshire and Vermont. As you read it, you may notice a theme - strengthening the basics of a healthy organization: *Build an Employee-First Workplace; Strengthen Our Culture; Address Immediate Systems, Buildings, Financial and Departmental Business Needs; Build Our Partnerships*. Our goals are clearly intertwined to ensure that we address our employee satisfaction and stability, create a more diverse, equitable and inclusive workplace, provide excellent client services and build a sustainable financial framework for the future.

Unlike some of our previous strategic plans, you will not see specific growth of our stores or our client services division "called out". Although we will remain open to opportunities as they present themselves, we know that we cannot have meaningful strategic growth or achieve sustained outcomes until we strengthen our foundation. When we are successful at the end of this two-year plan, we will be a healthier organization, better positioned to achieve our goal of moving 10,000 people into personal stability by 2027.

We have a lot of work to do over the next two years and we are excited to get this work underway! In fact, some of it has already begun.

If you have any questions about our two-year plan or would like to share your thoughts, please reach out to us at any time.

Thanks for your support,



Rich Cantz  
President & CEO  
Goodwill Northern New England



Pete Groth  
Committee Chair  
Strategic Framework Committee

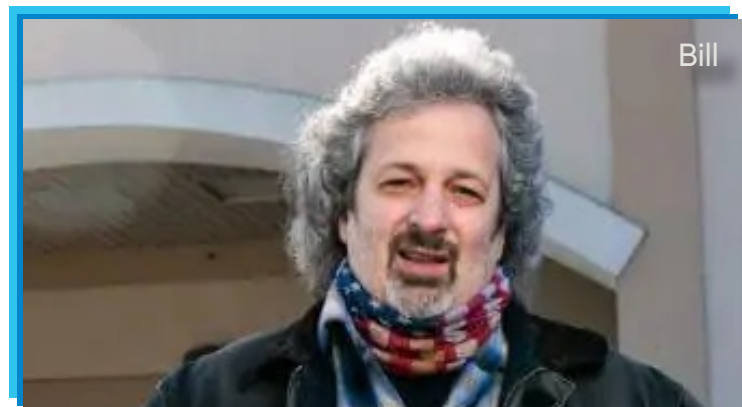
# Goodwill Northern New England

## Mission, Vision and Goal Statements



**MISSION:** Goodwill Northern New England invests in people who need support to achieve their life and work goals.

**VISION:** Everyone can achieve and maintain personal stability with the help of Goodwill's holistic approach to services and employment.



**GOAL:** Goodwill will move 10,000 people into personal stability by 2027.

*Read more about Vanessa, Bill and Zach at [goodwillnne.org](http://goodwillnne.org).*

**MORE** *than just a* **STORE**

# FOCUS AREA 1:

## Build an Employee-First Workplace

We recognize that it's the hard work and dedication of every employee that makes it possible for us to be successful, and so we believe it's important for us to build an employee-first workplace.

At Goodwill NNE being an employee-first workplace means bringing an intentional, deliberate focus to the employee experience. We want to become an employer of choice - a place where people choose to work because they see opportunity here, they see themselves succeeding here, and they feel good about where they work.

We envision building a diverse, equitable, and inclusive workplace where all employees are welcomed, engaged, and supported in their work and life goals. We know that the strength of our organization and the quality and effectiveness of the services we provide in the community are wholly dependent on our employees. Their success is our success. This is our mission in action within our own walls.

When we are successful in this area, we expect to see improvement in our employee satisfaction and engagement, an increase in internal promotions and employee retention, a more diverse employee profile, increased and broader referral & recruitment sources for employees, improved outcomes for the people we serve and an overall improvement in the stability of our employees. This is just a sampling of the progress that will be achieved.

- ❖ **Action 1A:** Invest in training and professional development to enable employees to develop their skills, be successful in their roles, and achieve their work goals.
- ❖ **Action 1B:** Develop, communicate and implement a compensation plan that considers experience, time in position, and performance. Communicate our total compensation story to differentiate Goodwill NNE as an employer-of-choice.
- ❖ **Action 1C:** Create and implement enhanced performance management and coaching systems and supports to help our teammates understand expectations, achieve excellence, and ensure accountability at all levels.
- ❖ **Action 1D:** Expand our Work/Life Navigation holistic model internally to increase number of employees attaining stability and working toward their life goals.

# FOCUS AREA 2:

## Strengthen Our Culture

Our culture reflects who we are, how we operate, and how we treat each other, both internally and externally. Goodwill is large in terms of geography, services, and employees; we know that variations of our culture can be found throughout our organization. Periods of rapid growth and disruptive forces, as we recently experienced through the pandemic, can bring changes to culture, both big and small, positive and negative.

We know that the evolution of our one, shared Goodwill culture - nurturing the right attitude and behaviors at every level - is key to our ability to recruit and retain employees, to deliver excellence to our clients and customers, and to our mutual success. We recognize the need to reinvest in and reinvigorate our culture so that all parts of the organization - employees, leadership, and Board - are engaged and see themselves as part of the mission of Goodwill.

A healthy Goodwill Culture is an essential element of an Employee-First workplace; we cannot achieve one without the other. The tactics may vary, but the success metrics for these two focus areas are one and the same - an improvement in our employee satisfaction and engagement, an increase in internal promotions and employee retention, a more diverse employee profile, increased and broader referral and recruitment sources for employees, and an overall improvement in the stability of our employees.

- ❖ **Action 2A:** Embed our Citizenship Behaviors into our expectations and accountability for all employees and volunteers.
- ❖ **Action 2B:** Communicate our full story to create a shared understanding of the employee role in advancing mission, attract and retain staff, and foster a fair and supportive culture.
- ❖ **Action 2C:** Develop Management to empower and enable them to be effective leaders and drivers of excellence throughout the organization.
- ❖ **Action 2D:** Evaluate policies, processes, and practices to remove barriers to successful employment, incorporate flexibility, provide opportunities for employee voice, and build a more diverse, equitable, and inclusive workplace.

# FOCUS AREA 3:

## Address Immediate Systems, Buildings, Financial and Departmental Business Needs

The speed of Goodwill's growth over the past several years has outpaced our ability to maintain and evolve the foundational elements of a healthy organization. The pandemic and its impacts have more clearly exposed these areas of need. Our infrastructure requires investment to ensure we have the appropriate systems and processes in place for sustainable success, and to quickly move to address needs and embrace future opportunities.

We need to make financial investments in the areas of Information Technology, Human Resources, Risk Management and Facilities to ensure we are providing effective tools, fair and equal hiring practices and safe working facilities. Additional resources of time need to be spent reviewing processes, policies and procedures as well as evaluating our program service models to ensure that we are offering best-in-class services for our clients.

Our overall goal is to ensure we will provide the needed tools and resources to ensure Goodwill clients and employees have an overall positive experience.

- ❖ **Action 3A:** Evaluate and invest in people resources to ensure we have enough of the right people doing the right work throughout the agency.
- ❖ **Action 3B:** Evaluate service models and business lines to ensure high quality and effectiveness of program delivery to clients as well as viability of all existing businesses within the Client Services portfolio.
- ❖ **Action 3C:** Deeply analyze our financial health to create sustainable budgets, reduce agency debt, and meet the goals articulated in this plan.
- ❖ **Action 3D:** Evaluate and invest in systems, processes, security and practices that enable our teammates to have reliable tools to effectively, efficiently, and safely do their jobs.

# FOCUS AREA 4:

## Building Our Partnerships

To best improve how we do our work, we must build on synergies that strengthen and leverage internal departments, as well as local, regional and national partnerships with an intentional eye toward Goodwill Industries International.

Building stronger collaborations with our non-profit, for-profit, government and employer partners is vital for us to offer holistic programming and to be able to expand the reach and effectiveness of our mission. Our overall goal is to build a more robust portfolio of partners, increase our advocacy efforts with new partners and increase the number of financial and in-kind gifts to our mission. This two-year focus not only increases our ability to serve, it provides increased brand clarity and future long-term opportunity.

- ❖ **Action 4A:** Build brand loyalty support with donors, customers and clients through our community-based collaborations and clear mission messaging of how and why we need support.
- ❖ **Action 4B:** Engage with partners who align with our mission to help us maximize our opportunities to be effective in delivering our mission, leverage scale to reduce operational and programmatic costs, and amplify our advocacy voice related to social justice and public policy topics.
- ❖ **Action 4C:** Grow the practice of working internally across business units to increase collaborative decision-making, utilize departmental expertise, and ensure intentional integration of our mission into our recruiting, hiring and our daily operations.

**MORE** *than just a* **STORE**



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