

Dear Team Member of Goodwill Industries of Northwest Ohio, Inc.,

We proudly support a workplace culture where everyone can strive to be the best versions of themselves both at Goodwill and at home. In that regard, we have developed a Succession Plan that shows Team Members how to move up and throughout the organization with their career pathway, and includes the skills and aptitudes necessary to perform at your highest level.

The Management and Leadership Succession Plan shows various levels for professional development. These levels include Skill, Experience, Qualification, Aptitude, and Development Opportunities. When a Job Posting becomes available for a position that you may have an interest in applying for, you are urged to refer to the Succession Plan to see if you have the skills and qualifications necessary.

To promote an equitable work environment, we have developed learning and training opportunities by the formation of *Goodwill U*, which will launch in Fall, 2021. *Goodwill U* is a learning environment that identifies specific skills necessary for advancement throughout your career pathway. These skills have been translated into courses that are offered to all Team Members, at no cost. In fact, you receive your regular pay while taking the course! Upon completion, you will receive a certificate that will be placed in your personnel file. Goodwill strongly promotes demonstrated learning, in other words, when applicable; put into practice what you have learned.

It is important to note, that just because you have completed a course(s), this does not guarantee advancement throughout the organization. The decision for promotion within Goodwill remains the hiring decision by the department manager/supervisor. Goodwill places high value on its most valuable resource, YOU! Please contact Jason Flynn, Director of HR at 419-255-0070 ext. 3007 should you have any questions or to request additional information.



Goodwill Industries of Northwest Ohio Management/Leadership Succession Plan

Entry Level Management--Head Cashier, Crew Leader

Mid-Level Management---- Assistant Manager

Senior Level Management-Store Manager, Account Manager, Finance Manager, IT Manager, Program Manager, Project Manager, HR Coordinator, HR Generalist

Entry Level Leadership ----District Manager, Operations Manager

Senior Level Leadership ---Directors (Retail Director, Logistics Director, Mission Director, Human Resources/Safety Director, Contracts Director)

Executive Leadership ----- Officers (Chief Executive Officer, Chief Financial Officer, Chief Mission Officer)

Org Tier	Skills	Experience	Qualifications	Aptitude-Natural ability to do something. Suitability for a task	Development Opportunities
Entry Level Management Head Cashier Crew Leader	<ul style="list-style-type: none"> • Good basic mathematical skills. • Electronic POS terminal, calculator, fax machine. • Ability to identify ethical issues and dilemmas and ethical and social responsibilities of management. • Good basic computer and productivity software skills. • Possess a good understanding of the “7 A’s” and effectively demonstrates these skills. • A good understanding of what constitutes sexual harassment, implications of such an event and company policy that addresses harassment. 	<ul style="list-style-type: none"> • Background in the field and /or any experience in similar industry. 	<ul style="list-style-type: none"> • High School diploma or GED preferred. • Must have a valid driver’s license and reliable transportation. 	<ul style="list-style-type: none"> • Good communication, interpersonal and organizational skills. • Good time management skills. • Ability to work well with co-workers, the public or alone. • Ability to effectively and productively manage time. • Good customer service skills. • Good understanding of management's ethical and social responsibilities and the need for awareness of social justice in management practices and business activities. 	<ul style="list-style-type: none"> • Financial Wellness • Mental Health and Wellness • Physical Health and Wellness • Basic Computer Skills • Business Ethics • Seven A’s • Sexual Harassment 101 • Time Management

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<p>Mid-Level Management</p> <p>Assistant Manager</p>	<ul style="list-style-type: none"> • <i>All skills as stated in the preceding tiers apply.</i> • Good conflict resolution skills and understanding of tactics used to diffuse potential situations. • Good knowledge and understanding of performance management policies and enforcement of these policies. • Good performance evaluation skills. • Basic understanding of financial fundamentals. • The ability to identify the three major types of sexual harassment and the proper procedures for reporting a sexual harassment incident in compliance with the Title VII of the Civil Rights Act. • Good understanding of loss prevention concepts including shortage control and safety. 	<ul style="list-style-type: none"> • Any combination of training, education and work experience that indicates possession of the skills, knowledge and abilities required to adequately perform the job duties. 	<ul style="list-style-type: none"> • <i>All qualifications as stated in preceding tiers are minimally required for position.</i> • High school diploma or GED with some college courses preferred. 	<ul style="list-style-type: none"> • <i>All aptitude traits as stated in the preceding tiers apply.</i> • Leadership, training and motivational abilities. • Ability to work autonomously to achieve goals. • Ability and resourcefulness to resolve critical problems. • Good interpersonal skills and ability to conduct effective interviews. 	<ul style="list-style-type: none"> • Financial Wellness • Mental Health and Wellness • Physical Health and Wellness • Basic Computer Skills • Business Ethics • Computer Software Skills • Conflict Resolution • Customer Service • How To Conduct An Interview 101 • Intro to Finance 101 • Loss Prevention (DGR) • Seven A's • Sexual Harassment 101 • Sexual Harassment for Managers 201 • Time Management

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<p>Senior Level Management</p> <p>Store Manager</p> <p>Account Manager</p> <p>Finance Manager</p> <p>IT Manager</p> <p>Program Manager</p> <p>Project Manager</p> <p>HR Coordinator</p> <p>HR Generalist</p>	<ul style="list-style-type: none"> • <i>All skills as stated in the preceding tiers apply.</i> • Strong performance evaluation skills. • Ability to adjust priorities and manage time effectively in a fast-paced environment. • Ability to maintain records and documentation pertaining to work force. • Ability to maintain records and documentation pertaining to work force. • Ability to recruit, train and develop a successful team. • Advanced computer and productivity software skills. • Good understanding of safety standards and requirements including behavioral safety, fire prevention, back injury prevention, HAZCOM, bloodborne pathogens and accident investigation. • Good public speaking skills and ability to deliver effective presentations. • Good understanding of Goodwill's self-funding model. • Good understating of different social media platforms and ability to incorporate these for business purposes including recruiting and marketing. • Strong understanding of Section 7 of Employee Handbook and effective at developing and managing employee performance through the use of improvement plans or disciplinary action. • Possess fundamental knowledge of labor law which is essential knowledge to avoid unlawful business practices when managing employees in the workplace including Wage and Hour Laws, FMLA, and ADA requirements along with other various rules, regulations and guidelines. 	<ul style="list-style-type: none"> • Retail- 3+ years' mid-level management experience in retail field. 2+ years' experience in maintaining budgets, P&L statements and operations if applicable • Contracts-2+ years' experience in related janitorial or landscaping industry. Some supervisory experience required. • Finance-5+ years' of accounting experience and 2+ years' supervisory experience. • Mission-5+ years' work experience in social services. Supervisor y experience preferred. 	<ul style="list-style-type: none"> • <i>All qualifications as stated in preceding tiers are minimally required for position.</i> • Bachelor's degree or equivalent work experience in related field. 	<ul style="list-style-type: none"> • <i>All aptitude traits as stated in the preceding tiers apply.</i> • Strong communication, interpersonal and organization skills. • Strong customer service skills. • Possess ability to motivate and direct work teams to achieve goals. • Strong motivational and time management skills. • Strong role model characteristics. • Basic understanding of financial budgeting concepts. • General understanding or Diversity, Equity and Inclusion and individual engagement. 	<ul style="list-style-type: none"> • Financial Wellness • Mental Health and Wellness • Physical Health and Wellness • Basic Computer Skills • Budget • Business Ethnicities • Computer Software Skills • Conflict Resolution • Customer Service • DEI 201 • How To Conduct An Interview 101 • Intro to Finance 101 • Intro to Labor Law 101 • Loss Prevention (DGR) • Mission 201 • Performance Management 201 • Public Speaking • Safety First • Seven A's • Sexual Harassment 101 • Sexual Harassment for Managers 201 • Social Media • Time Management

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<p>Entry Level Leadership</p> <p>District Manager</p> <p>Operations Manager</p>	<ul style="list-style-type: none"> • <i>All skills as stated in the preceding tiers apply.</i> • Ability to merchandise and manage store operations effectively. • Prior experience with P & L statements, inventory management, loss prevention and stock rotation. • Good understanding of social and emotional behaviors, and how to adapt and manage your responses to particular situations. 	<ul style="list-style-type: none"> • Retail - 5+ year's senior level management experience. 2+ years' experience in maintaining budgets, P&L statements and Operations. • Prior supervisory or management experience. 	<ul style="list-style-type: none"> • <i>All qualifications as stated in preceding tiers are minimally required for position.</i> • Bachelor's Degree in related field and/or equivalent experience. 	<ul style="list-style-type: none"> • <i>All aptitude traits as stated in the preceding tiers apply.</i> • Strong skills in communication, organization and follow-through. • Possess Critical thinking/problem solving and delegation skills. • Must be able to motivate and direct store teams to achieve all operational/sales goals. • Ability to adjust priorities and manage time effectively in a fast-paced environment. • Must relate well with supervisors, peers, subordinates, other department staff and rehabilitation clients and be continually mindful of Goodwill's mission to serve disabled and disadvantaged persons • Ability and flexibility to change goals and create certain actions towards those goals by pinpointing and uprooting our own immunities to change in order to move the organization forward. 	<ul style="list-style-type: none"> • Financial Wellness • Mental Health and Wellness • Physical Health and Wellness • Autonomous Leadership • Basic Computer Skills • Budget • Business Ethics • Computer Software Skills • Conflict Resolution • Customer Service • DEI 201 • Emotional Intelligence • How To Conduct An Interview 101 • Intro to Finance 101 • Immunity to Change • Intro to Labor Law 101 • Leading Innovation 201 • Loss Prevention (DGR) • Mission 201 • Performance Management 201 • Public Speaking • Safety First • Seven A's • Sexual Harassment 101 • Sexual Harassment for Managers 201 • Social Media • Time Management

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<p>Senior Level Leadership</p> <p>Directors</p> <p>Retail Director</p> <p>Logistics Director</p> <p>Mission Director</p> <p>Human Resources /Safety Director</p> <p>Contracts Director</p>	<ul style="list-style-type: none"> • <i>All skills as stated in the preceding tiers apply.</i> • Visionary and strategic leadership skills. • High level and result driven leadership skills. • Strong understanding of Carf standards. • Strong understating of Org. financials and budget • High level understating of overall organizational operation and dynamics. • Possess a strong understanding of the Board of Directors role within the organization and how that role helps shape the future and decisions of the organization along with Board structure and Code of Regulations. • Strong functional knowledge of strategic planning: its nature, scope, elements and development as a critical area of management and of the steps in the strategic planning process along with strong understanding of risk assessment and management techniques, methods, and models used to minimize, control and communicate risks. 	<ul style="list-style-type: none"> • 5+ year's senior level management/entry level leadership experience. 	<ul style="list-style-type: none"> • <i>All qualifications as stated in preceding tiers are minimally required for position.</i> • Bachelor's Degree in related field and/or equivalent experience. 	<ul style="list-style-type: none"> • <i>All aptitude traits as stated in the preceding tiers apply.</i> • Excellent communication skills and effective working relationships. • Ability to demonstrate imagination and resourcefulness in the selection and accomplishment of goals and objectives. • Ability to recognize long-range implications of decisions and events. • Ability to relate comfortably and creatively to ideas and to change. 	<ul style="list-style-type: none"> • Financial Wellness • Mental Health and Wellness • Physical Health and Wellness • Autonomous Leadership • Basic Computer Skills • Board of Directors • Budget • Business Ethics • Computer Software Skills • Conflict Resolution • Customer Service • DEI 201 • Emotional Intelligence • Finance 301 • How To Conduct An Interview 101 • Intro to Finance 101 • Immunity to Change • Intro to Labor Law 101 • Leading Innovation 201 • Loss Prevention (DGR) • Mission 201 • Performance Management 201 • Public Speaking • Safety First • Seven A's • Sexual Harassment 101 • Sexual Harassment for Managers 201 • Social Media • Strategic Planning/Risk Mapping • Time Management

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<p>Executive Leadership</p> <p>Officers</p> <p>Chief Executive Officer</p> <p>Chief Financial Officer</p> <p>Chief Mission Officer</p>	<ul style="list-style-type: none"> • <i>All skills as stated in the preceding tiers apply.</i> • Strong employee development and coaching skills to in setting high standards of performance; clarifying measurable expectations and giving feedback; coaching for improved performance; providing opportunities for employee growth. • Strong understanding of board functions with strong governing board relations. • Strong governing financial and budgeting skills. • Ability for extensive travel to tour other organizations, conferences, and seminars. 	<ul style="list-style-type: none"> • 5+ years' senior level management work experience with 2+ years' senior level leadership experience. 	<ul style="list-style-type: none"> • <i>All qualifications as stated in preceding tiers are minimally required for position.</i> • Bachelor's degree in related field. 	<ul style="list-style-type: none"> • <i>All aptitude traits as stated in the preceding tiers apply.</i> • Ability to recognize potential and enhance existing growth and innovation based on community needs, partnerships, and networking opportunities. • Champion the Goodwill brand at all times, in every situation where applicable both personal and professional. 	<ul style="list-style-type: none"> • Financial Wellness • Mental Health and Wellness • Physical Health and Wellness • Autonomous Leadership • Basic Computer Skills • Board of Directors • Budget • Business Ethics • Computer Software Skills • Conflict Resolution • Customer Service • DEI 201 • Emotional Intelligence • Finance 301 • How To Conduct An Interview 101 • Intro to Finance 101 • Immunity to Change • Intro to Labor Law 101 • Leading Innovation 201 • Loss Prevention (DGR) • Mission 201 • Performance Management 201 • Public Speaking • Safety First • Seven A's • Sexual Harassment 101 • Sexual Harassment for Managers 201 • Social Media • Strategic Planning/Risk Mapping • Time Management