RETAIL
OPPORTUNITY NETWORK
SYNC OUR SIGNALS℠

PROJECT PROFILE

GoodPaths for Career Navigation

SUMMARY

- Goodwill Industries International and Hope Street Group, with support from Walmart Foundation, have launched an evidence-based career navigation initiative called GoodPaths.

- GoodPaths uses an evidence-based approach for career navigation to help participants take ownership of their career path and identify opportunities for further advancement.

- Through an innovative web application that delivers interactive training content, GoodPaths is equipping 70 Career Navigators with the tools to serve at least 1,080 participants.

- The initiative is currently being piloted with three Goodwill® organizations: Easter Seals-Goodwill Northern Rocky Mountain (Great Falls, MT); Goodwill Industries of Houston (TX); and Palmetto Goodwill (North Charleston, SC).

- In 2018, the goal is to create a scalable model that is utilized by multiple Goodwill organizations, as well as workforce development agencies supporting the retail sector.

AT A GLANCE

INITIATIVE NAME: GoodPaths

DEVELOPED BY:
Goodwill Industries International and Hope Street Group

NO. OF PILOT MARKETS: 3

TOTAL CAREER NAVIGATORS BEING TRAINED: 70

TOTAL PARTICIPANTS BEING SERVED: 1,080

IMPACT

▶ **OVERCOMING BARRIERS TO OPPORTUNITY**

▶ **REDUCING TURNOVER**

▶ **ADVANCING FRONTLINE WORKERS**

▶ **REACHING 1,080 PARTICIPANTS**

RETAIL BY THE NUMBERS

U.S. RETAIL SECTOR SIZE

1 in 4	~3.8M	42M	$2.6T
Jobs Supported in Retail	Retail Establishments	Jobs Supported	Total GDP Impact

U.S. RETAIL SECTOR TURNOVER

65%	$3K+	$9B
Average Turnover Rate	Average Cost Per New Hire	Lost Annually

PWC, The Economic Impact of the U.S. Retail Industry, 2014.

Hay Group division of Korn Ferry, U.S. Retail Turnover Rates Survey, 2016; FSG, Investing in Entry-Level Talent, 2016.

BACKGROUND

Founded in 1902 by Rev. Edgar J. Helms, Goodwill Industries International (GII) is a caring community enterprise that enhances the dignity and quality of life of individuals and families by strengthening communities, eliminating barriers to opportunity, and helping people reach their full potential through learning and the power of work. In 2016, Goodwill's network of 162 organizations collectively connected more than 313,000 people in the United States and Canada with jobs or earned employment through career services initiatives.

Hope Street Group (HSG)'s mission is to ensure every American has access to economic opportunity. We believe the key driver for economic opportunity is a career path. Our flagship initiative, Sync Our Signals, revolutionizes the way employers source and hire talent to improve the signaling between them, education and workers on the skills and competencies needed for success and advancement. As part of this initiative, HSG manages the Retail Opportunity Network, a collection of 30+ organizations (including GII) working collaboratively to drive system change for the U.S. retail workforce by developing ways to make it easier for frontline retail workers to advance their careers.

Together, HSG and GII obtained generous funding from Walmart Foundation to design and implement an evidence-based, retail-focused career navigation initiative called GoodPaths.

THE PROBLEM

The GoodPaths initiative addresses talent development and retention challenges in retail. One challenge is how to cost-effectively provide the support employees need to prepare for advancement into hard-to-fill leadership roles within their organizations. Another challenge is how to reduce chronically high employee turnover, particularly with frontline retail staff. For hourly store employees in the retail industry in 2016, turnover averaged 65% (Hay Group)[1] and approximately $9 billion was lost due to voluntary, entry-level turnover the same year (FSG).[2]

TURNOVER RATES FOR HOURLY STORE RETAIL EMPLOYEES

65%
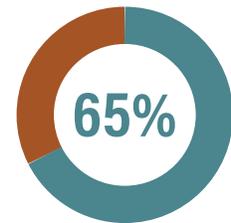
THE SOLUTION

To meet these needs, HSG and GII have designed and launched an evidence-based retail-focused career navigation initiative called GoodPaths. The initiative seeks to provide a best-in-class online model for Career Navigators to serve frontline retail workers. GoodPaths will first be tested by three Goodwill organizations: Easter Seals-Goodwill Northern Rocky Mountain (Great Falls, MT); Goodwill Industries of Houston (TX); and Palmetto Goodwill (North Charleston, SC).

The initiative has two stages: first, 70 Career Navigators will be trained and deployed in the three Goodwill organizations. Second, these trained Career Navigators will serve at least 1,080 participants. These participants include Goodwill staff and entry-level employees working at employer partners in the diverse communities (a broad mix of urban, suburban and rural areas) of the three Goodwill organizations.

70 CAREER NAVIGATORS IMPACTING **1,080** PARTICIPANTS

[1]Hay Group division of Korn Ferry, U.S. Retail Turnover Rates Survey, 2016.
[2]FSG, Investing in Entry-Level Talent, 2016.

THE OPPORTUNITY

The target population for GoodPaths is incumbent frontline retail workers who demonstrate the drive, desire and aptitude for an advanced role within the retail sector. These workers are often facing barriers to employment including:

1. Socioeconomic status
2. Low educational attainment
3. A criminal background

GoodPaths enables Career Navigators to help participants overcome such barriers through:

1. Career counseling
2. Customized training
3. Mentoring

ADVANCING FRONTLINE RETAIL WORKERS

CASHIER ⟶ MANAGER

STOCKER ⟶ SUPERVISOR

EVIDENCE-BASED CAREER NAVIGATION

Workforce professionals familiar with career navigation strategies will recognize the four core steps the model guides participants through: Self-Awareness, Option Exploration, Decision Making, and Action Planning. These steps are bookended by Preparation and Follow-up phases. "Evidence-based" career navigation supplements this traditional model with data-based evidence.

STEP 1 — SELF-AWARENESS
Complete assessments, career histories, resumes, and investigate interests

STEP 2 — OPTION EXPLORATION
Compare career interests to O*Net online and retail job family profiles

STEP 3 — DECISION MAKING
Using evidence, make informed decisions to select a locally available target job

STEP 4 — ACTION PLANNING
Develop an action plan focused on training, education, and work readiness

This career navigation model provides participants with resources ranging from assessments and skill advancement to referrals and support services. By collecting standardized information and hard data, this approach reveals each participant's strengths, barriers, needs and opportunities. With this evidence, Career Navigators can shed clear light on constructive next steps and (sometimes unexpected) paths forward.

"With the assessments and tools provided through the GoodPaths app, we will be able to help participants find jobs that are the best fit for them."

– JAN DUFF
Career Navigator, Easter Seals-Goodwill Northern Rocky Mountain (Great Falls, MT)

ONLINE CAREER NAVIGATOR TRAINING

HSG and GII worked with Deck Apps to translate this career navigation model into an iterative and interactive adult learning format. The training content is delivered via a web application that allows Career Navigators to track participants' progress towards career advancement and communicate with other Career Navigators once their training is complete. The application also features backend structures designed to store all of the data related to a Career Navigator's experience to make it fast and easy to use.

There are five training modules in the web application and each module is composed of six different types of content:

THE NECESSITIES
Essential content for Career Navigators

DATA-DRIVEN NAVIGATION
Opportunities to track data in GoodPaths app

INTERACTIVE EXERCISES
Opportunities for reflection, planning and practice

NAVIGATION RESOURCE LIBRARY
Career Navigator tools and resources

YOUR INPUT
Opportunity for Career Navigators to share their feedback

KEY CONCEPTS
Ability for career navigators to flag key information from each module

This comprehensive curriculum equips Career Navigators with an effective blend of career counseling, mentoring and navigation support tactics to ensure that participants gain the skills and knowledge needed to move to the next level and pursue opportunities for further advancement.

hope street group

Walmart ❋ Giving

Support for the Retail Opportunity Network is provided by Walmart Giving.

About SYNC OUR SIGNALS℠

The Retail Opportunity Network is an industry initiative under Hope Street Group's flagship initiative, Sync Our Signals, which works to strengthen America's workforce by improving the signaling between employers, training providers, educators and individuals on the competencies and skills required for success in a given career path.

To learn more, visit hopestreetgroup.org and follow us on LinkedIn and Twitter @HopeStreetGroup.