

Got skills?

Use 'em to make a difference!

“We believe in leveraging company assets to drive social change. And our most valuable asset is the time, talent, and expertise of our 134,000 employees around the world.”

A handwritten signature in white ink that reads "Bobbi Silten". The signature is written in a cursive, flowing style with a long horizontal stroke at the end of the name.

Bobbi Silten, Chief Foundation Officer, Gap Inc.

Volunteering isn't only digging holes

The idea of volunteerism usually brings to mind an image of manual labor—delivering meals, digging holes, organizing donated clothes. While these tasks are not only helpful, but also essential, we have found that using our more specialized everyday skills can create an even greater impact. Skilled volunteering is about using your talent to make a bigger and long-lasting difference in your community.

Skilled volunteering not only allows you to invest in your community, but it also gives you the opportunity to use your current talents while developing new professional skills. Best of all, you can work right along side your colleagues from your store and maybe meet some new ones.

This guide will provide you with tools to find volunteer projects that benefit your community AND enhance your professional skills.

“Extra Hands” vs. Skilled Volunteering

“Extra Hands”

- Cooking or serving food
- Cleaning up or painting a school
- Working with animals
- Food donation drive
- Picking up litter

Skilled Volunteering

- Building a web site for a nonprofit organization
- Introducing job preparation skills to youth
- Coaching women re-entering the workforce
- Designing posters or flyers for a school
- Providing extra on the job training and advice

★ Check out these examples!

A note about what we call our “Target Causes”

While this toolkit gives each store the flexibility to design your own volunteer opportunities, it is important to create opportunities within Gap Inc.’s target focus areas to make a deeper impact.

What's the focus area for your brand?

Gap & Old Navy - youth

Banana Republic - women

Outlet - youth or women

What does target-aligned mean?

In order to make a larger impact, we chose two target focus areas. First, we have identified underserved youth ages 12–18 with a focus on career readiness, job skill training and mentoring. We have also selected the target group of women who are ready to re-enter the working world, with an emphasis on programs that develop women’s life and work skills. Each of our brands will focus on the cause that best fits with their brand positioning and customers. For Gap, Old Navy and Outlet, this means focusing on underserved youth. For Banana Republic and Outlet, this means focusing on women. Stores should focus on local women’s and youth advancement causes.

Why did we choose these focus areas?

Who knows about giving people their first jobs? Gap Inc. employees do! We want to help reduce poverty by providing both underserved youth and women with the support they need to build their own futures—job skills, mentoring and training.

Why is this important and what is your role?

As Community Leaders and store management, you’re the champions of these causes. You’ll help us leverage our most important asset—our people. Your contributions of time and talent will create positive change for underserved youth and women—helping them to fulfill the personal promise that lives in all of us. Just think: The talent of our 134,000 employees and more than 3,000 stores united together behind these two important causes. Together we can inspire, take action and live Be what’s possible .

Fair question!
It turns out, the answer is “a lot”!

So, what’s in it for you?

Personal & professional growth

Volunteering while using your skills gives you the to opportunity to not only make a difference, but also, to build valuable personal and professional skills while engaging in volunteering opportunities.

Earn additional money for your organizations

Field Team Grant: teams of three or more field employees who volunteer with an eligible organization will earn a \$250 grant for every 25 hours accumulated.

Money for Time: employees who volunteer 15 hours with one organization can apply for a \$150 match.

OK, here's how to get started

1. Pick an organization

Community Leaders and store management should partner to choose a target-aligned organization (youth or women). Smaller staffed stores may want connect with other area stores to form a regional team, connected with a contact person within each store. These teams can rally, plan and apply for grants for the ongoing volunteer events together.

2. Meet with them

Reach out to the organization you have selected. Set up a first meeting to make introductions. If your team and the organization thinks a partnership could work, set up the first volunteer event (you'll learn more on the next page). Remember to stay in touch and to be flexible to adjust dates, locations, etc.

*Meeting
in person
is key.*

** Flexibility,
is a must.*

3. Assemble your team

Time to rally the staff to get on-board! Excite the store staff with information detailed through the daily one-minute meetings and sign-up sheets in the backroom. Give everyone details about the organization and how they can best contribute to the cause with their special skill set.

Roles & responsibilities

When planning a volunteer project, the organization's role is to provide:

- A main contact to help you plan or support a project
- Partnership on setting goals and expectations for the volunteer project
- Supplies needed for the project
- A confirmation of project details at least one week prior to the event
- A day-of-event on-site contact to provide direction

When working with your nonprofit organization, make sure you:

- Designate a main volunteer contact on behalf of your store or team
- Partner with the organization to build a project that fits both their needs and your employees' skills sets
- Be conscious of the organization's volunteer limitations—for example, how many people can they use? Is this the best project match for them?
- Confirm the final number of volunteers needed for each project with the organization one week before the event
- Identify an on-site contact with the organization that you can work with on the day of the project
- Remember you are representing Gap Inc., your brand and your store. Make sure to be polite, and prompt in getting back to people

Quick tip!

Volunteering with an organization that serves youth under 18? Many organizations take extra precautions to protect the safety of youth under the age of 18. Prior to approving your volunteer participation, the organization may require that you submit copies of you and your team's driver's licenses, government photo IDs, finger prints, etc. Don't get discouraged! Ask the organization you want to work with what they require.

Stage 1

The first date

Skills used:

Organizational

Skills that will be strengthened:

Teamwork
(communication and relationship building)

Stage 2

We should do this again

Skills used:

Sales
(cash wrap, stock & inventory and fitting rooms)

Skills that will be strengthened:

Public presentation

Stage 4

Going steady

Skills used:

Customer service

Skills that will be strengthened:

Training and group facilitation

Stage 3

Getting serious

Skills used:

Interviewing

Skills that will be strengthened:

Giving feedback
(listening and coaching)

Stage 5

A new life

Skills used:

Managing conflict

Skills that will be strengthened:

Motivating others

A guide to developing your new relationship

Let's walk through all five steps of a typical relationship. Use these examples as a guide to help plan and execute more effective and productive volunteer events.

Stage 1: The first date

You've both feeling a little bit nervous and you might not know what to expect. This is a good way to get to know each other, think of it as a group date. The best way to get to know a new organization is to visit it!

Partner with the organization's staff to identify a simple, low-budget project that will engage volunteers and allow the nonprofit to see Gap Inc. employees in action. The main objective is for both sides to learn about each other's organization.

A great hands-on project at a youth or a woman's organization is the sorting and organizing of the clothing closet or career closet. It also leverages our merchandising prowess! Plus, it doesn't require a lot of preparation time for the nonprofit staff, which could take them away from their clients.

Planning points

- Community Leaders reach out to nonprofit organization to discuss event details, including date, time, number of volunteers needed, roles and responsibilities of volunteers, etc.
- Create and post sign-up sheet based on scoped project. Don't forget to include the event logistics, objectives and expectations. (See the Appendix for a sign-up sheet template.)
- Recruit! Begin communicating the event as soon as the details are finalized. Use one minute meetings, posters in the break room, etc.
- The day before the event, ensure that all contacts are confirmed and that the store has proper coverage.

Check out the Planning Checklist in the Appendix for a Step-by-Step planning guide.

Sample agenda for the "first date" volunteering event:

Meet at organization; introductions between volunteers & nonprofit staff	15 min
Nonprofit staff person gives overview & short tour of organization	15 min
Break into small groups & assign tasks	15 min
Project work	120 min
Wrap up and goodbye	15 min
Total time	3 hours

Stage 2: We should do this again sometime

Things went great and you decide to get together again. Now it's the organization's turn to visit you! Invite a group of youth or women into the store to get an insider's view of the world of retail.

Planning points

- Community Leaders reach out to nonprofit organization to discuss event details, including date, time, number of volunteers needed, roles and responsibilities of volunteers, etc.
- Create and post sign-up sheet based on scoped project. Don't forget to include the event logistics, objectives and expectations. (See the Appendix for a sign-up sheet template.)
- Recruit! Begin communicating the event as soon as the details are finalized. Use one minute meetings, posters in the break room, etc.
- A few days before the event the team leaders should prep new volunteers on what to expect.
- The day before the event, ensure that all contacts are confirmed and that the store has proper coverage.

Sample agenda

Welcome youth to the store & divide into small groups	15 min
Conduct a short icebreaker	30 min
Give youth a tour of the store	30 min
Conduct 20 minute sessions on the different areas of the store	
- cash wrap	20 min
- stock & inventory	20 min
- fitting rooms	20 min
Question & answer	30 min
Wrap up	15 min
Total time	3 hours

Stage 3: Getting serious

At this point you've gotten to know each other well, but it's time to step up your game and impress. As you know, interviewing for a job is an area where everyone gets nervous. Work with the youth or the women to practice the art of interviewing. To throw in an extra twist, practice group interviewing!

Planning points

- Community Leaders reach out to nonprofit organization to discuss event details, including date, time, number of volunteers needed, roles and responsibilities of volunteers, etc.
- Create and post sign-up sheet based on scoped project. Don't forget to include the event logistics, objectives and expectations. (See the Appendix for a sign-up sheet template.)
- Recruit! Begin communicating the event as soon as the details are finalized. Use one minute meetings, posters in the break room, etc.
- A few days before the event the team leaders should prep new volunteers on what to expect.
- The day before the event, ensure that all contacts are confirmed and that the store has proper coverage.

Check out
the Appendix
for a complete
Group
Interview
Workshop —
including
questions.

Sample agenda

Introduction & session objectives	10 min
Icebreaker	10 min
Gap Inc. history	10 min
Group interview process	60 min
Share feedback	20 min
Wrap up	10 min
Total time	2 hours

Stage 4. Going steady

By now your partnership is strong. You've learned a lot from each other. It's time to share more! As experts in customer service, let's share this amazing skill.

Planning points

- Community Leaders reach out to nonprofit organization to discuss event details, including date, time, number of volunteers needed, roles and responsibilities of volunteers, etc.
- Create and post sign-up sheet based on scoped project. Don't forget to include the event logistics, objectives and expectations. (See the Appendix for a sign-up sheet template.)
- Recruit! Begin communicating the event as soon as the details are finalized. Use one minute meetings, posters in the break room, etc.
- A few days before the event the team leaders should prep new volunteers on what to expect.
- The day before the event, ensure that all contacts are confirmed and that the store has proper coverage.

A complete Customer Service Workshop, including role plays, is in the back!

Sample agenda

Introduction & session objectives	10 min
Icebreaker	20 min
Review the importance of customer service	20 min
Fundamental customer service skills (W.A.L.K.)	30 min
Practice!	30 min
Wrap up	10 min
Total time	2 hours

Stage 5: A new start

Well, the search for a relationship has paid off, and you've set up your group for success. Continue to share more of your soft skills by building upon the customer service workshop. Here's a great opportunity to present conflict resolution skills.

Planning points

- Community Leaders reach out to nonprofit organization to discuss event details, including date, time, number of volunteers needed, roles and responsibilities of volunteers, etc.
- Create and post sign-up sheet based on scoped project. Don't forget to include the event logistics, objectives and expectations. (See the Appendix for a sign-up sheet template.)

- Recruit! Begin communicating the event as soon as the details are finalized. Use one minute meetings, posters in the break room, etc.
- A few days before the event the team leaders should prep new volunteers on what to expect.
- The day before the event, ensure that all contacts are confirmed and that the store has proper coverage.

Sample agenda

Introduction & session objectives	10 min
Icebreaker	20 min
Identify reasons for conflict	15 min
Understand different ways to respond to conflict	35 min
Practice!	30 min
Wrap up	10 min
Total time	2 hours

Congratulations!

You and your store team have made a difference in your community by leveraging your skills. Pat yourselves on the back—you deserve it.

Talk to your organization about what's next. You may want to tailor a program that teaches the soft skills of retail or work with a different set of youth or women. You may both decide that it's time to begin work with another organization.

Apply for a Field Team Grant

Record your hours and apply for a field team grant at bewhatspossible.com

Share your story

Tell us your story. It may be featured on GapWeb or in your brand's newsletter. E-mail us at gap_foundation@gap.com. Also, send us any photos you took at the event!

Appendix

A collection of checklists, worksheets, forms, and other helpful tidbits to be copied and used as needed.

Happy Volunteering!

Tools and resources

Tools

- This guide
- Other Community Leaders or experienced volunteer managers in your district or region
- Gap Foundation on GapWeb: **GapWeb > Company Sites > Gap Foundation**
- Gap Foundation website: **Bewhatspossible.com**
- VolunteerMatch website: **<http://gap.volunteermatch.com>**
- EasyMatch website: **www.easymatch.com/gap**
- Field Team Grant Guide: **GapWeb > Company sites > Gap Foundation > Field Team Grant Guide**

Resources

- Ask another store, district or region for their advice or assistance
- Send an email to Gap Foundation at gap_foundation@gap.com
- Call Easymatch customer service at 888-GAP-GIVE

Search resources

VolunteerMatch

<http://gap.volunteermatch.org>

Gap Foundation has partnered with VolunteerMatch to offer a customized version of their web site to make it easier for Gap Inc. employees to learn about volunteer opportunities in their area.

Points of Light Foundation—Volunteer Centers

www.1-800-volunteer.org

The Points of Light Foundation is a nonprofit organization devoted to promoting volunteerism. Your local Volunteer Center is a great resource for volunteer involvement in the community.

Boys and Girls Clubs of America

www.bgca.org

Boys and Girls Clubs of Canada

www.bgccan.ca

The Gap Foundation is a sponsor of the Boys and Girls Clubs of America (BGCA) and Boys and Girls Clubs of Canada (BGCC). The company is a strong supporter of their career exploration and mentoring program—called Career Launch. The goal of the program is to expose kids ages 14–18 to a variety of careers and motivate them to take steps towards reaching their career goals.

United Way

www.unitedway.org

The United Way system includes approximately 1,400 community-based organizations. Their website allows you to search for your local chapter by zip code and can be a resource for finding organizations in your community that are in need of volunteers.

Dress For Success

Dressforsuccess.org

Dress for Success promotes the economic independence of disadvantaged women by providing professional attire, a network of support and the career development tools to help women thrive in work and in life.

Big Brothers Big Sisters

www.bbbsa.org

www.bbbsc.ca (for Canada)

The Big Brothers Big Sisters vision is successful mentoring relationships for all children who need and want them, contributing to better schools, brighter futures, and stronger communities for all.

Volunteer Canada (Canada only)

www.volunteer.ca

This website is a great resource to help you find volunteer opportunities all across the country. From this website you can connect to different volunteer agencies in your area.

Your local junior high or high school

Your local women's organizations

Team Volunteering event planning checklist

Event date & time: _____ Nonprofit organization: _____

Nonprofit leader name & contact information: _____

Store Community Leaders: _____

Status	Time frame	Due Date	Owner	Activity	Notes
	6 weeks prior			<ul style="list-style-type: none"> Set-up meeting date with nonprofit organization During meeting resolve details: date, time, location, tasks, number of volunteers, supplies & materials (and provider), organization contact, duration, etc. 	
	5 weeks prior			<ul style="list-style-type: none"> Visit location of event Interact with store GM to discuss schedule and staffing 	
	4 weeks prior			<ul style="list-style-type: none"> Post sign-up sheet for volunteers. Include Who, What, Why, When & Where 	
	3 weeks prior			<ul style="list-style-type: none"> Prepare needed supplies & materials 	
	2 weeks prior			<ul style="list-style-type: none"> Mention in one-minute meetings Review sign-up sheet; recruit additional volunteers if needed 	
	1 week prior			<ul style="list-style-type: none"> Contact nonprofit to confirm meeting status & event leader's name/contact Confirm volunteer attendees, set up buddy partners (if necessary) Communicate either one-on-one or through backroom poster the event details: Dress code, transportation, meeting place, time, meal information, etc. 	
	Day of event			<ul style="list-style-type: none"> Arrive on time & have fun 	
	1 week after			<ul style="list-style-type: none"> Thank you note to nonprofit & poster for store volunteers Request feedback from both nonprofit & store volunteers Track hours, apply for Field Grant if applicable Send story & photos to gap_foundation@gap.com 	

Use this workshop template to facilitate a training on interviewing, the example used in Stage 3—Getting serious.

Group interview workshop

Objectives

You will be facilitating a workshop designed to give participants an as real as possible experience in a retail group interview. The workshop is designed to be a mock group interview, with real questions, and aims to simulate the experience a job applicant would have in one of our stores. There are two distinct roles in facilitating this workshop, the facilitator and the note taker. (Please see below for further explanation and details.)

As the facilitator you will help guide the participants through the following objectives:

- Allow youth participants to experience a real life group interview and ask questions after interview is complete
- Create an interactive, open and friendly environment that encourages a comfortable exchange of dialogue for the participants
- Model and explain the purpose of group interviews: to give stores the opportunity to screen a large number of applicants in a short period of time
- Experience behavior-based interviewing techniques in a group interviewing setting

Agenda

0:00	Introduction	10 mins
	Introduce yourself & others, describe your own work history.	
	Ensure all participants are wearing name tags and have the Sales Associate job expectations. Conduct ice-breaker activity.	
	Review list of “Objectives” on chart pad and elaborate.	
0:10	Gap Inc. history	10 mins
	Review Gap Inc. history and elaborate on store environment.	
0:20	Interview process	60 mins
	Explain you will be asking behavior-based interview questions. Remind participants this is a mock interview.	
	Ask the group who would like to begin by reading aloud their question and responding. Rotate around all students until each student has answered two questions..	
	Review the sales associate job expectations and explain what you would look for in an ideal candidate.	
1:20	Wrap-up	10 mins
	Thank everyone for participating in the process. Remind them this was a mock interview, but if it had been real, share with them what you would say with regard to next steps.	
	Allow participants to ask questions about the process. If appropriate, provide feedback forms to CBO staff.	
	Thank the participants and close.	

Download the complete Group Interview workshop on the Gap Foundation page on GapWeb ([Gapweb > Company Sites > Gap Foundation](#)).

Use this workshop template to facilitate a training on customer service, the example used in Stage 4—Going steady.

Customer service workshop

Objectives

You will be facilitating a workshop designed to teach participants some fundamental skills for great customer service. Throughout the workshop, you will emphasize the importance of great customer service and the impact it has on business results. You will also introduce the concept of customer service in an internal environment, such as with business partners—the idea that great customer service can be a mind set and one that will lead to more positive results, whether the “customer” is paying for goods or not.

As the facilitator you will help guide the participants through the following objectives:

- Introduce fundamental customer service skills
- Practice successful behaviors of great customer service
- Understand the importance of customer service standards

Agenda

0:00	Introduction	10 mins
	Introduce yourself & others, describe your own work history. Introduce customer service in a retail environment and the idea of customer service in an internal way—servicing business partners.	
	Review list of “Objectives” on chart pad and elaborate.	
0:10	Importance of customer service	10 mins
	Solicit reasons to provide great customer service. Lead discussion about which stores the participants shop in and why. Explain the importance of customer service—store needs your help because customers return, but if customers don’t return to shop because of bad customer service, then they might not need your help.	
0:20	Fundamental customer service skills (W.A.L.K.)	25 mins
	Share the acronym “W.A.L.K.” and what each letter represents. Define Acronym. Define “Welcome.”	
	Conduct Welcome activity.	
	Define “Availability” and lead discussion about ways to show you are available.	
	Conduct Availability activity.	
	Define “Listen” and reiterate that it’s OK to ask a co-worker or manager for help. Be sure to let the customer know that you don’t know the answer but what you are going to do to find the answer. Define “Knowledge.”	
	Solicit responses from group about where to find product knowledge.	
0:45	Practice!	30 mins
	Time to put all skills to use—practice great customer service!	
	Distribute “scenarios” handouts for activity.	
	All participants will rotate playing the role of customer and employee among themselves. Bring the group back together and ask for volunteers to role-play scenarios in front of the group. Lead discussion about things that went well and things that could have been handled better. Provide feedback in a constructive manner.	
1:15	Summary and Close	10 mins
	Summarize what was learned today about customer service.	
	Ask questions and solicit responses about all things covered in today’s workshop.	
	Thank the group and close.	

Download the complete Customer Service workshop on the Gap Foundation page on GapWeb ([Gapweb](#) > [Company Sites](#) > [Gap Foundation](#)).

Use this workshop template to facilitate a training on managing conflict, the example used in Stage 5— A new life.

Managing conflict workshop

Objectives

You will be facilitating a workshop designed to teach participants skills on how to respond to and manage conflict. Throughout the workshop, you will look at reasons for conflict, and different ways to respond to conflict, in some cases how to prevent it. The participants will have time to practice these new skills and build their confidence in their ability to remain calm.

As the facilitator you will help guide the participants through the following objectives:

- Identify reasons for conflict
- Understand different ways to respond to conflict
- Practice resolving conflict & build confidence in managing conflict

Agenda

0:00	Introduction	10 mins
	Introduce yourself & others, describe your own work history. Introduce definition of conflict and conflict resolution. Introduce why it's important to discuss as it relates to job readiness. Discuss parameters for addressing conflict, i.e. not on the sales floor, not to take it personally with customers, etc.	
	Review list of "Objectives" on chart pad and elaborate.	
0:10	Identify reasons for conflict	15 mins
	Identify the concept of needs and values and how when they are threatened, conflict arises. Discuss benefits of conflict resolution.	
	Conduct activity to reflect on conflict situation from the past.	
0:25	Understand different ways to respond to conflict	35 mins
	Introduce concept of ground rules and create rules for group. Introduce communication as an important piece to conflict resolution, also address active listening and body language.	
	Lead discussion on ways to deal with anger and refer to booklet with ideas.	
	Discuss solutions as a way to create resolution.	
	Conduct activity to brainstorm solutions in scenario with a sales associate and her manager.	
	Introduce the concept of reaching an agreement with the two parties in conflict.	
1:00	Practice!	20 mins
	Refer participants to their booklet, to read about a conflict scenario. Ask participants to role-play first without the new skills and debrief after about 5 minutes. Then ask participants to role-play with the new skills.	
	Bring the group back together and debrief after about 10 minutes.	
1:20	Summary and close	10 mins
	Summarize what was learned today about conflict resolution.	
	Ask questions and solicit responses about all things covered in today's workshop.	
	Thank the group and close.	

Download the complete Managing Conflict workshop on the Gap Foundation page on GapWeb ([Gapweb](#) > [Company Sites](#) > [Gap Foundation](#)).

