

THIS WAY AHEAD



BRIDGE LEADER

GUIDE 

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KEY POINTS, TIPS & YOUR NOTES
LEADER GUIDE

20 NEXT STEPS

ICON LEGEND

Live Timestamp



Section Duration



1:05 SECTION OF WORKSHOP (20-30 MINS)



Say. Presented as either scripted text or general idea to be expanded upon.



Ask. Presented as either scripted text or general idea to be expanded upon.



Chart pad. Presented as instructions to write topics on chart pad during presentation, or as instructions to review pre-written topics.



Participant involvement. Presented as instructions on how to involve the participants.



Handouts. Presented as instructions on handing out specific documents.

INTRODUCTION

The purpose of the Bridge is to prepare interns for their internships by providing them with key learning experiences necessary to succeed in a retail environment. These training workshops are similar to the workshops that new sales associates would experience. The key difference is the length of this onboarding. It is meant to serve as a “bridge” from job training to a real-life job. These extended workshops allow for more role-playing and in-depth exploration of a topic area. The extended training sets the interns and their managers up for even greater success during the internship.

A NOTE ABOUT THIS LEADER GUIDE

A leader guide is simply an outline to conduct a training session. The purpose of this guide is to make it easy for you to lead a successful session. Become familiar with this guide and facilitate using your own words.

NOTE: All activities have specific objectives and are intentionally designed to enhance the learning process. DO NOT skip any activities. However, feel free to modify the activities based on your audience's needs and your brand's training modules.

This leader guide includes the information you need to lead each Bridge shift. You will need to leverage brand specific training:

- New employee orientation materials
- Customer service & selling behavior materials
- Loss prevention materials

WHO SHOULD FACILITATE THE BRIDGE?

A minimum of two facilitators are needed for each Bridge shift. We recommend a ratio of one facilitator for every 15 participants throughout the Bridge and two Loss Prevention facilitators for Shift 3.

We recommend holding the four Bridge sessions in a store location. This allows the interns to experience the store environment before heading out onto the sales floor.

WHO SHOULD ATTEND THE BRIDGE?

All interns selected to participate in the Gap Inc. This Way Ahead internship program.

Completing this training means participants will:

1. Attend instructor led trainings to learn retail fundamentals.
2. Complete a goal setting and reflection process in preparation for their internship.
3. Be in a safe environment to ask questions and explore the store environment prior to their internship.

OVERVIEW

TITLE	TIMEFRAME	MATERIALS
<p>SHIFT ONE: NEO</p> <p>Objective: Introduce participants to the organization using New Employee Orientation and to complete new hire paperwork.</p>	3-4.5 hours	<ul style="list-style-type: none"> ▪ Brand-specific welcome & employee orientation materials ▪ Print outs of employee appearance policy ▪ Flipchart & markers ▪ Participant guides
<p>SHIFT TWO: CUSTOMER SERVICE</p> <p>Objective: Introduce participants to Customer Service Standards and selling skills.</p>	4-5 hours	<ul style="list-style-type: none"> ▪ Brand-specific customer service training ▪ Flipchart & markers ▪ Print outs of brand-specific sales tools and role play scenarios ▪ Gift cards
<p>SHIFT THREE: LOSS PREVENTION</p> <p>Objective: Introduce participants to the company's loss prevention policies and procedures.</p>	4 hours	<ul style="list-style-type: none"> ▪ Print outs of employee discount & bag check policies ▪ Flipchart & markers ▪ LP Guest Speaker ▪ Pledge sheet (in participant guide)
<p>SHIFT FOUR: GOAL SETTING AND BRIDGE WRAP UP</p> <p>Objective: Meet the store's leadership team and set goals for the upcoming internship using the SMART goal process.</p>	4 hours	<ul style="list-style-type: none"> ▪ S.M.A.R.T. goals worksheet (in participant guide) ▪ Flipchart & markers

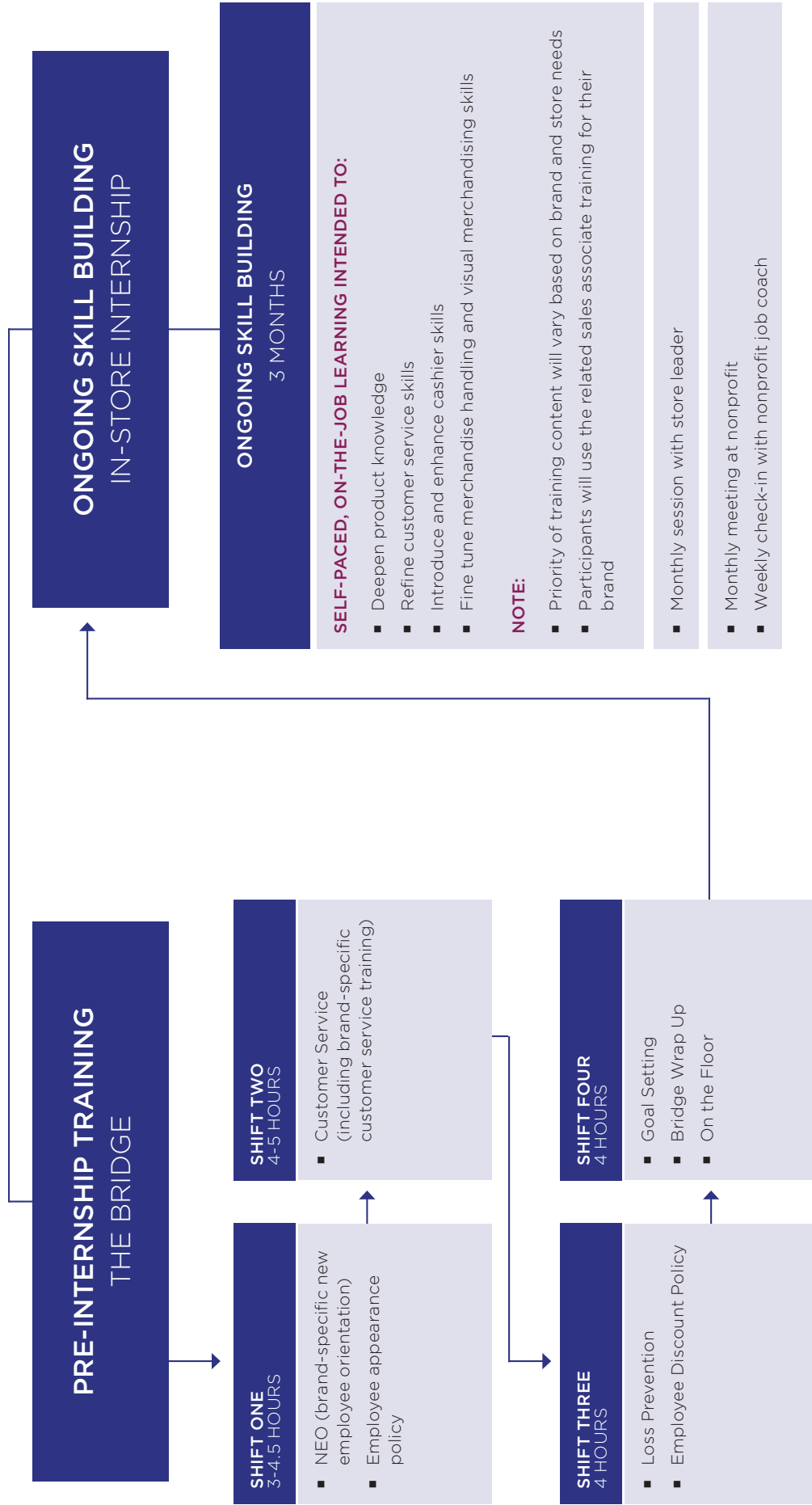
PREPARATION CHECKLIST

1. Read through this leader guide.
 - Make the leader guide your own—take notes on key concepts, highlight items you may need to learn more about and note examples you can use to illustrate certain topics.
 - During the Bridge, you'll explain some brand-specific policies. Familiarize yourself with these policies before the Bridge and note the key points you plan to reinforce.
 - View all DVDs before the New Employee Orientation session.
 - Make sure you understand how all activities work, what to do with the materials and what the participants are supposed to do.
2. Review the participant guide, as well as the other components of the internship.
3. Think about who can assist with the facilitation of the Bridge.
4. Gather all materials. Do this before Shift 1 and keep your materials in one location. Order enough New Hire Welcome Kits for interns.
5. Prepare the training rooms!
 - Set up enough rooms or spaces for small group breakout sessions.
 - Set up table and chairs.
 - Obtain a flipchart and markers for each breakout session room or space.
 - Write topic objectives on chart pads prior to the session.
 - Straighten room and remove merchandise and items not related to the Bridge.
6. Get the equipment ready.
 - DVD players and televisions
 - Computers / POS systems for interns to complete any brand-specific eLearning modules.
7. Print / prepare needed resources.
 - Make sure you have enough copies of S.M.A.R.T. goals worksheet (in participant guide), to hand out to all participants.
 - Set out the Bridge materials.
 - Place an intern participant guide where each intern will sit during the Bridge.

TIPS

- New Hire Orientation has a reputation of being boring at times. There is a lot of information and activities that must be completed. Be prepared to explain that to the interns.
- At no point should the interns be left alone during these activities.
- Make it fun! Where possible, move around and allow interns to read aloud, etc. to keep them engaged and fully present.

LEARNING ROADMAP



SHIFT ONE

WELCOME AND NEW EMPLOYEE ORIENTATION

MATERIALS

- Brand-specific New Employee Orientation materials
- Participant guides
- Flipchart & markers
- Employee appearance policy (1 copy for each intern)

SPECIAL NOTES

We recommend this shift take place in a store environment in order to “real play” the employee appearance standards.

The paperwork process is quite time consuming. We recommend a facilitator intern ratio of approximately 1:7 to ensure that it goes as smoothly and quickly as possible.

0:00 – WELCOME (20 MINS)



Welcome the group.



Facilitator introductions:

- State your name, length of time with Gap Inc. and position(s) held. Provide a brief explanation of your department. The purpose of this explanation is to expose the participants to a variety of job opportunities within the organization.



Ask interns to introduce themselves, stating their name, school attended, age, and a fun fact about themselves.



Explain the purpose of the Bridge:

- To prepare interns for a three-month internship by providing key learning experiences necessary to succeed in a retail environment.



Explain the objectives of the Bridge:

- Provide interns with facilitated, highly engaging development experiences to learn retail fundamentals.
- Complete a goal setting and reflection process in preparation of the internship.
- Give interns a safe environment to ask questions and explore store environment prior to the internship.

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- 🗨 Explain that the Bridge is an opportunity for interns to begin to build partnerships with peers and learn how to interact with store personnel during their internship.
 - 🗨 **IMPORTANT:** Emphasize to interns that this is a safe environment to ask questions and explore the store environment prior to the internship.
 - 🔄 Walk through the Learning Roadmap to give interns an overview of the overall internship.
-

0:20 – BRAND-SPECIFIC NEW EMPLOYEE ORIENTATION (2.5 - 4 HOURS)

- 🗨 State the objective of this topic (which should be written on a chart pad):
After this orientation you will be familiar with brand-specific New Employee Orientation topics, including completing appropriate paperwork.

- 📄 Interns will complete appropriate paperwork as part of the New Employee Orientation process

~3:00 – EMPLOYEE APPEARANCE POLICY (20 MINS)

- 🗨 Introduce facilitator for this session if new to participants. Provide a brief explanation of your department. The purpose of this explanation is to expose the participants to a variety of job opportunities within the organization.
- 🗨 State the objective of this topic (which should be written on a chart pad):
After this topic you will be able to:
 - Explain the employee appearance policy, including employee appearance expectations.
- 🗨 Review the employee appearance policy

~3:20 – WRAP UP (10 MINS)

- ❓ If available, use extra time for interns to ask questions.
- 🗨 Briefly explain what topics will be covered in the next Bridge shift.

CUSTOMER SERVICE

MATERIALS

- Flipchart and markers
- Brand-specific customer service & selling behaviors workshops
- Print out of brand-specific sales tools and customer service role play scenarios
- Gift cards

0:00 — WELCOME BACK (15 MINS)



Ask what questions interns have from the previous shift.



Review the agenda for this shift.

0:15 — WHAT GOOD SERVICE LOOKS LIKE (15 MINS)



State the objective of this topic (which should be written on a chart pad):
After this topic you will be able to:
- Describe customer service basics.



Ask interns what good customer service looks like to them and document responses on a flipchart.
- Encourage them to think back to the Customer Service workshop from the Job Readiness phase.




Summarize group responses by identifying common characteristics of good customer service.


0:30 — BREAK (10 MINS)


0:40 — BRAND-SPECIFIC CUSTOMER SERVICE STANDARD AND BEHAVIORS TRAINING (1-2 HOURS)




State the objective of this topic (which should be written on a chart pad):
After this topic you will be able to:
- Understand and explain brand-specific customer service standards, behaviors and tools.

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-  Divide the large group into 2-3 smaller groups not exceeding 10 participants.


 -  Follow brand-specific customer service training


 -  Follow brand-specific credit card selling and Reserve in Store videos and role play activities; use your respective brand's customer service module for guidance. This information should be mentioned during all parts of the service module.


 -  Share best practices and hurdles related to both of these tasks. Emphasize the importance in achieving this goal to overall success in the role.


~2:40 — BREAK (10 MINS)


~2:50 — CUSTOMER SERVICE ROLE PLAY (45 MINS)

-  State the objective of this topic (which should be written on a chart pad):
After this topic you will be able to:
 - Demonstrate how to provide great customer service on the salesfloor, at the fitting room and cash wrap.

-  Return to smaller groups.

-  Ask interns to share their key learning points from the brand-specific service training they attended.

-  Facilitate role play activity (approximately 30 minutes).
Act as a customer and ask interns to volunteer to act as sales associates. If no one volunteers, choose someone. Present interns with the following scenarios (NOTE: These scenarios are in the participant guides.)
 - You observe a customer who is holding several items and could use a free hand to continue shopping.
 - You greet a customer who tells you she is “just looking” for a few new seasonal items.
 - You observe a customer who appears frustrated or confused and is looking around for help. Once you approach him, he tells you he is looking for his favorite jeans but can't remember the style name.
 - A customer approaches you and tells you he needs a birthday gift for a friend that he is meeting for lunch in 20 minutes. He appears to be in a big hurry.
 - You see a customer browsing around the store. She appears to need to return an item but looks like she could be persuaded to try on new styles.

-  Following several role plays, ask participants to share their experience as an associate. Did they demonstrate good customer service? Why or why not?



What would they have done differently? Encourage each volunteer to share at least one thing they did well and one thing they could improve on.

-3:35 — EMPLOYEE APPEARANCE ACTIVITY (45 MINS)

If conducting Bridge in-store, you'll conduct this activity on the floor; if not, send interns to stores following Bridge so they can purchase their outfit.



State the objectives of this topic (which should be written on a chart pad):
After this topic you will be able to:

- Demonstrate understanding of the employee appearance policy.
- Give feedback on whether facilitators/others have chosen work-appropriate attire.
- Use a gift card to purchase work-appropriate attire.



Take the interns into the store and give a few examples of appropriate or inappropriate work attire.



Allow interns 20-25 minutes to choose a work-appropriate outfit for themselves.



Facilitators should also choose an outfit to show as an example of appropriate or inappropriate work attire.



Regroup and allow 20-25 minutes for feedback on whether facilitators/others have chosen appropriate attire.



Encourage and remind students that this is a safe environment to ask questions and give feedback. Variation on the above activity—choose one or the other:

- Have two actual sales associates “model” appropriate and inappropriate attire.
- Ask interns to discuss the attire and correct any issues.



Distribute gift cards so interns may purchase work-appropriate items for themselves before or after a Bridge shift.



Explain that gift cards cannot be combined with the employee discount and that they will learn more about the employee discount policy at the next training.

-4:20 — WRAP UP (5 MINS)



If available, use extra time for interns to ask questions.



Briefly explain what topics will be covered during the next Bridge shift.

LOSS PREVENTION

MATERIALS

- Flipchart and markers
- LP Guest Speaker
- Employee discount policy (1 printed copy for each intern)
- Employee bag check policy (1 printed copy for each intern)
- Pledge sheet from participant guide
- LP Role Play Scenarios (LP should provide this)


0:00 – WELCOME BACK (10 MINS)

 Ask what questions interns have from the previous shift.


 Review the agenda for this shift.

 Introduce Loss Prevention Facilitator(s)

0:10 – LOSS PREVENTION BASICS (1 HOUR)

 State the objective of this topic (which should be written on a chart pad):
After this topic you will be able to:

- Understand career opportunities within the Loss Prevention department at Gap Inc.
- Recognize internal and external loss indicators
- Explain what to expect regarding bag checks when leaving the store
- Understand the benefits and privileges of the Employee Discount Policy

 Explain what Loss Prevention is by covering the following points:

- Responsible for reducing the companies loss and protecting its assets
- Responsible for the safety of staff
- Monitors and ensures the absence of “Conflicts of Interest”
- Monitors and ensures company and employees maintain legal compliance
- Responsible for Emergency Preparedness
- Q&A

(Youth may ask questions here that seem odd or extreme. Be prepared to answer honestly understanding their experiences may be different. Keep conversation business focused.)

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- 🗨 Career Opportunity Overview
 - Explain that because the department has so many areas of responsibility there are many career opportunities
 - Introduce a typical career path starting with an agent and working upward
 - Discuss non-traditional career pathing
 - Make connections to college coursework that would enhance opportunities in LP

1:10 – BREAK (10 MINS)


1:20 – LOSS PREVENTION (2 HOURS)


- 🗨 LP facilitator will review Red Flag Indicators and how to respond when they're present
- 🔄 LP facilitator will demonstrate role play activity after explaining recovery statements.
- 🗨 LP facilitator will explain the process when leaving the store including bag checks
- 🗨 LP facilitator will introduce Employee Discount Policy located in the Participant Guide.
- 🔄 Have participants take turn reading the entire policy aloud, stopping to reinforce key points and to invite them to ask questions.
- 🗨 Clearly state the consequences of employee discount abuse, including termination. Clearly state the consequences of theft and credit card fraud, including arrest and prosecution.
- 📄 LP facilitator will initiate a conversation on benefits of the discount and pitfalls of the discount (flip chart responses). After the participant list is generated, LP facilitator will review list in detail and add additional pitfalls. LP facilitator should give examples of employees that have been terminated for discount abuse.


3:20 – TIME CLOCK + BREAKS (20 MINS)

- 🗨 Let's visit the time clock.
Walk group to time clock and show an actual punch in.
- 🗨 Explain that it is important to follow correct clock in/out procedures for every shift.
- 🗨 Explain how interns are paid and when they will receive their first checks.
- 🗨 Explain how breaks work, which breaks they must punch out for and which they do not punch out for.
- 📄 Use a sample break schedule to explain the importance of taking breaks on time, how long they are and inform interns that someone else may be waiting on them to return so that person can take a break.

3:40 – WRAP UP AND PLEDGE (5 MINS)

-  Direct participants to Pledge Sheet in Participant Guide. Lead participants in reading pledge aloud. Thank them in advance for their commitment.

-  Have participants sign pledge and turn in.

-  Briefly explain what topics we will be covering in the next Bridge shift.

MY PLEDGE

- I pledge to uphold the policies of my brand at all times.
- I pledge to ask questions if I am uncertain or unclear about policies, procedures or assigned tasks.
- I pledge to continue to learn and to always put forth my best effort.
- I pledge to communicate with my manager or coach when I have a problem or concern.
- I understand that not following policy can result in corrective action up to and including termination.

NAME: _____



DATE: _____

GOAL SETTING AND WRAP UP






MATERIALS

- Flipchart and markers
- S.M.A.R.T. goals worksheet (in participant guides)

0:00 – WELCOME BACK (10 MINS)

-  Introduce facilitator for this session if new to participants. Provide a brief explanation of your department. The purpose of this explanation is to expose the participants to a variety of job opportunities within the organization
-  Review the agenda for this shift.

0:10 – MEET AND GREET WITH STORE LEADERS AND GOAL SETTING (2 HOURS)

-  State the objectives of this topic (which should be written on a chart pad):
During this session you will be able to:
 - Meet and spend some time with store leaders (if they are in attendance).
 - Receive and review internship schedule.
 - Resolve any outstanding paperwork.
 - Reflect on the experience so far, including the letter you wrote during the job readiness phase.
 - Complete a goal setting activity with a store leader.
-  Introduce and pair up interns with store leaders, if available. If no other leaders are available, do this with entire group. A great way to break the ice with your interns is to share the story of your first day working at Gap Inc. and how you felt. If there are former TWA interns who still work in your store, invite them to join and help break the ice too!
-  Provide copies of internship schedule for the next two weeks (or other specified time as appropriate for each store).
-  Have interns reflect on newly acquired skills.
-  Recap any relevant items from previous sessions during the Bridge, as you feel appropriate (e.g. customer service from shift 2, loss prevention & employee discount policy from shift 3, etc.)

-
- ❓ Ask interns to document their answers to the following questions, in their participant books:
 - What new skills have you developed?
 - How will you use these skills during your internship?
 - Do you think you can use these skills in your future jobs? How?
 - How has your customer service training changed your interactions with others—at work, at school and at home?
 - What skills do you think you'll use during your internship that you could use at school or at home? What skills do you use at school/home that could be applied to your internship?
 - What new expectations do you have for yourself as a member of a team?
 - How does the way a business presents itself to its customers connect to how you present yourself to others?
 - Think back to the Diversity workshop from the job readiness phase. How can understanding differences among people strengthen your professional and personal relationships?
 - What type of leader do you want to be?
-

- 🗨️ Explain how to create a S.M.A.R.T. goal.
 - Determine interns' future interests and help them set a S.M.A.R.T. goal:
 - Interns will write at least two S.M.A.R.T. goals. (If they need help, remind them of the new skills they have developed and ask how they can apply their skills to help them achieve their goals.)
 - Interns will reflect and/or journal on how to apply these new skills to meet their goals.
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- 🔄 If desired, have interns think back to the letter they wrote during the job readiness phase and make edits.
-

- ❓ Ask interns to share their reflections with their job coach on how they plan to meet their goals.
-

- 🔄 Resolve any outstanding paperwork.
-

2:10 — WRAP UP (10 MINS)

- ❓ If available, use extra time for interns to ask questions
 - 🗨️ Congratulate the interns on completing the Bridge program and wish them luck as they begin their internship,
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2:20 — BRAND-SPECIFIC ACTIVITIES OR ON THE FLOOR (1:40 MINS)

Use this time to complete any additional brand-specific training or else have interns spend the rest of the shift putting their learning into practice by working on the floor.

NEXT STEPS

Following the completion of the Bridge, the intern manager is responsible for making sure intern(s) completes:

- Principles of Integrity
- Any additional brand-specific trainings so that the intern is prepared to work in-store at the same level as other sales associates (e.g. service and standards classes)
- Register training (in the final month of the internship)