

## **RECEIVER JOB DESCRIPTION**

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### **OBJECTIVES**

- Assists in the daily operations of the receiving area.
- Maintains positive working relationships.
- Provides outstanding customer service to each customer when on the selling floor.

### **RESPONSIBILITIES**

1. Helps maximize store sales by delivering our customer service commitment.
2. Assists in maintaining receiving area in accordance with company operational standards.
3. Assists in maintaining performance standards established to control shrink and potential loss to the Company.
4. Works as part of the total store team.

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- Knows the basic store layout, general bookstore, Café and specialty department information, and is able to answer general customer questions about the entire store.
- Answers the telephone courteously within 4 rings and identifies the store and him/herself.
- Contributes a title recommendation monthly to Staff Recommends Program.
- Knows monthly events calendar, and promotes in-store events to customers, where applicable.
- Participates in storewide meetings, and communicates questions, concerns and suggestions to Lead Receiver, Receiving Manager or Manager-on-Duty.
- Communicates effectively with store management and fellow booksellers.
- Assists with total store recovery and housekeeping duties as directed by the Manager-on-Duty.
- Participates in training using the Learning Library, applying skills and knowledge.

## **RECEIVING MANAGER JOB DESCRIPTION**

**(Hourly)**

### **OBJECTIVES**

- Fosters our bookselling culture.
- Achieves or exceeds all operational standards established for the department.
- Through his or her leadership and direction, offers support to provide outstanding customer service.

### **RESPONSIBILITIES**

1. Assists in the training and development of Receivers.
2. Coordinates the operational activities of the department in accordance with company standards.
3. Contributes to achievement of financial goals established for the receiving area through effective maintenance of receipts and returns.
4. Delivers and ensures Receivers consistently deliver our customer service commitment.
5. Reinforces performance standards established to control shrink and potential loss to the Company.
6. Maintains effective communication with peers, store management and Receivers.
7. Fosters positive working relationships within the Receiving Department and the store.

- Maintains organization of off-site fixture/equipment storage facility.
  - Communicates issues involving freight carriers to B&N Distribution.
  - Follows all company policies, procedures, programs, and assignments.
3. Contributes to achievement of financial goals established for the receiving area through effective maintenance of receipts and returns. Ensures the following standards:
- Receiving:
    - Accepts shipments and verifies box quantity and quality daily.
    - Separates customer orders, frontlist, electronic shop and other priority boxes.
    - Receives contents of boxes accurately within operational standards of performance.
    - Sorts books properly in accordance with operational standards of performance.
    - Documents carrier and quantity of all shipments.
    - Properly completes Shipment Receiving Log and submits log weekly to an Assistant Store Manager.
    - Inserts checkpoint tags in accordance with company standards as described in the *Operations Encyclopedia* and applies price labels, when necessary.
    - Receives refused returns and returns to proper vendor.
  - Returns:
    - Processes returns and damaged returns when you have accumulated a full box of returns to the vendor or at least monthly.
    - Maintains proper disposal of stripped books.
    - Organizes non-returnable books for future markdowns.
    - Separates and returns strip covers regularly.
    - Maintains proper documentation of returns daily.
  - Housekeeping:
    - Sweeps and dusts stockroom on a daily basis.
    - Maintains orderly overstock.
    - Keeps paperwork in a timely, orderly fashion in accordance with *Operations Encyclopedia*.
    - Maintains proper levels of receiving supplies.
    - Disposes of trash and cardboard, daily.
4. Delivers and ensures Receivers consistently deliver our customer service commitment.
- Knows how to use reference tools for researching merchandise information and assists with training this knowledge to staff.
  - Practices and reinforces Moment of Truth with all staff.
  - Actively promotes B&N Member Program program to customers and encourages booksellers to do the same.
  - Knows best-selling, new release and, key backlist titles.
  - Practices and reinforces with staff, answering of the phone within four rings and use of company phone manner guidelines.
  - Knows basic store layout, general bookstore/specialty department information and is able to answer general customer questions about the entire store.

## **STORE MANAGER JOB DESCRIPTION**

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<b>Reports to:</b>	District Manager
<b>Direct Reports:</b>	Assistant Store Manager(s) Department Managers Receiving Manager Café Manager (if applicable) Community Relations manager (if applicable)
<b>Key Relationships:</b>	Regional Loss Prevention Manager Regional Café Trainer Regional Community Relations Manager Director of Human Resources
<b>Job Description:</b>	Responsible for store operations and achieving all financial targets, creating an employee centric environment where all Booksellers are focused upon maximizing sales productivity and providing outstanding service.
<b>Major Priorities:</b>	Increase sales, instill sales culture, achieve store contribution plan, achieve customer service target, upgrade the talent and coach to raise the management skill level of all direct reports to achieve results, build B & N book culture, reduce shrink and develop an effective, results-oriented, local community relations program.

### **RESPONSIBILITIES**

#### **Increase Sales**

1. Achieve all financial targets, including volume, store contribution, gross margin, payroll and shrink.
2. Communicates, models and reinforces suggestive selling techniques.
3. Utilizes local ordering process to respond to customer requests, business trends, store and local events, resulting in replenishment of stock as needed. Supports customer order program by ensuring all booksellers offer the service and follow up to notify customers within one day of receipt at the store.
4. Communicates, reinforces and follows up to ensure accurate, thorough and timely execution of Store Planner and bninside directives within specified time frames. Makes appropriate decisions based upon store layout and customer response.
5. Identifies opportunities to maximize the sales productivity of all end caps, tables and featured fixtures through effective and compelling item presentation and theme oriented cross merchandising opportunities.
6. Reviews signs throughout the store and confirms they meet company standards. Ensure that front windows reflect a compelling and current presentation of new release product.

5. Monitors semi-annual due dates for all goal development discussions for appropriate levels and review them within one week of the due date.
1. Partners with Assistant Store Manager(s) and Department managers to take urgent and timely action to address poor performing booksellers. Implement and follow PDP process. Monitor progress and take timely action when consistent improvement is not achieved.
2. Ensures that urgent action is taken with any bookseller demonstrating inappropriate behavior or engaging in any action not in compliance with company policy.
3. Works in partnership with DM on issues requiring serious disciplinary action.
4. Maintains complete and accurate personnel files, ensure complete confidentiality of records.

#### **Customer Service**

1. Handles all customers' needs and concerns to the satisfaction of the customer. Sets, communicates and maintains the standard that the Store Manager or Manager-on-Duty is called before responding "no" to a customer.
2. Achieves Customer Shop target goal.
3. Ensures consistent demonstration of the 4 key service competencies.
4. Ensures that a designated Manager-on-Duty is scheduled and present during all hours the store is open.
5. Establishes standards on offering and effectively executing our special services for customers, including gift wrapping, mailing, calling a local store, ordering or reserving a title. Follows up on execution.
6. Monitors the follow up on all customer requests for response within two business days.
7. Communicates/consults with DM on all difficult customer service issues.
8. Ensures appropriate maintenance, safety and cleanliness of all store facilities.

#### **Community Relations**

1. Develops and executes an effective, results-oriented, local Community Relations Program, designed to maximize sales growth and increase customer traffic through community involvement and outreach.
2. Focuses all community related activities on building productive relationships with local schools, groups and authors and that any events reflect the needs and interest of the local area.
3. Partners with Regional Community Relations Director and supervises the efforts of Community Relations Manager (if applicable) to identify opportunities, plan local events and promotions that will generate sales and increase traffic, targeting schools and educators within the local area.
4. Develop Community Relations Annual Business Plan to be presented to and approved by DM and RCRM.
5. Reviews calendar of events and all publicity materials prior to printing, confirming that it reflects the needs of the community, is literary in nature, supports core events and meets company standards.

#### **Control Shrink and Potential Loss to Company**

1. Establishes and follows up on checkpoint system compliance standards with all booksellers, including maintenance and weekly testing for proper operation.
2. Follows up on the accurate processing of all incoming receipts and outgoing returns, including disposal of striped books and magazines.
3. Partners with Regional Loss Prevention Manager and DM on questions or concerns regarding potential loss and develops an action plan as necessary.
4. Confirms that all booksellers are trained on all cash handling standards, and updates weekly on performance results.
5. Communicates all non-compliance issues identified during the quarterly Loss Prevention Checklist and the action plan to correct them with all booksellers.
6. Follows up in specialty business departments on potential loss identified in their specific standards of operation.

#### **Ensure Store Environment is Safe, Clean and Well Maintained**

1. Reviews all interior and exterior lighting, immediately correcting any that are not in working order.
2. Checks weekly to confirm all booksellers understand and adhere to all safety standards associated with their job as well as the physical store, and that they immediately communicate any safety hazards they observe.
3. Follows up on all regularly scheduled service projects, making sure they are completed on time and to standard.
4. Establishes daily walk through of store, emphasizing consistency in the neatness and cleanliness of the selling, non-selling and restroom areas.
5. Communicates with the landlord, Home Office Repair and Maintenance Department regarding needs.
6. Communicates and ensures Assistant Store Manager(s) and Department Managers understand the Emergency Call Center guidelines and how to solve emergency situations.
7. Ensure that all managers have attended Manager-on-Duty training.

**Job Description**      **Job Title:** Store Manager      **Job Number:** 00000000000000000000000000000000

**Job Summary:** The Store Manager is responsible for the overall performance of the store. This includes managing staff, maintaining inventory levels, ensuring product quality, and providing excellent customer service. The Store Manager also oversees the financial aspects of the store, including budgeting, forecasting, and managing expenses. In addition, the Store Manager is responsible for maintaining a safe and clean work environment, and ensuring compliance with all relevant laws and regulations.

**Primary Duties and Responsibilities:**

- Manage staff and ensure efficient operation of the store.
- Ensure product quality and availability by managing inventory levels.
- Provide excellent customer service and resolve complaints.
- Manage financial aspects of the store, including budgeting, forecasting, and managing expenses.
- Ensure a safe and clean work environment.
- Ensure compliance with all relevant laws and regulations.

**Qualifications:**

- Minimum of 5 years experience in retail management.
- Strong leadership and communication skills.
- Knowledge of financial management and budgeting.
- Ability to manage staff and handle multiple tasks simultaneously.
- Excellent customer service skills.
- Strong problem-solving and decision-making abilities.
- Knowledge of relevant laws and regulations.

6. Partners with RCRM (and CRM if applicable) to effectively execute all B & N national programs and events, closely following all directives issued and guidelines provided by Home Office.
7. Monitors expenses and ensures that they fall within the approved budget for community relations events. Evaluates the effectiveness of all events and summarizes ROI data.
8. Communicates inventory mix adjustment needs to DM in response to needs of community.

#### **Communication**

1. Communicates, models and reinforces Barnes & Noble core values.
2. Updates booksellers weekly regarding store and company information. Store goals and results, best sellers, new releases, backlist titles and company news are reviewed at daily shift meetings, on bulletin board, in newsletter or a communication log. Ensures information is communicated as the shift changes throughout the day.
3. Places all Home Office and other important communications and other related publications relative to bookselling in break room for review by the staff.
4. Updates with store management team at a weekly meeting to review store plans, goals and actual results, current reports and any company wide updates.
5. Establishes and maintains a work environment that is consistent with the core values and company culture. Encourages the use of We Listen by both urgently resolving issues and promptly referring any issue in partnership with the bookseller than cannot be resolved at the local store level.
6. Actively listens to and addresses all bookseller questions, suggestions and concerns in a timely and appropriate manner.
7. Effectively and urgently communicates, verbally and in writing, opportunities, ideas and concerns to DM and Home Office.

#### **Management of Payroll and Control Expenses**

1. Completes and reviews the Monthly workload Planning forms on a quarterly basis to ensure the correct scheduling of hours.
2. Analyzes sales trend and schedules payroll hours to achieve monthly budgeted SPH and makes necessary adjustments to reflect actual sales.
3. Uses company approved supplies and vendors, and orders as needed to minimize expenses.
4. Communicates and reinforces use of approved Vendor Chart for all maintenance needs and repairs.
5. Reviews P & L monthly, identifies line items that exceed plan, and partners with DM to resolve.
6. Monitors all in-store events and activities for compliance to budget.

7. Shops competition monthly, communicating features, promotions, and all competitive price information to District Manager immediately, and follows through as directed by DM or home office.
8. Achieve B&N Membership store goals by actively promoting program with customers and coaches booksellers to do the same. Actively maximizes all opportunities to sign new members and generate renewals of current RA members. Ensures RA marketing and promotional materials are visible, in-stock and prominently displayed.
9. Reviews all specialty departments, café, music, newsstand and gift for compliance to standards of volume growth and performance.
10. Coordinates cross training efforts with all booksellers and leads by example, becoming Café certified where appropriate.
11. Assists specialty business Department Managers with building and maintaining productive working relationships with both Home Office and local vendors to effectively increase sales and grow the business.

#### **Recruitment and Succession Planning**

1. Establishes ongoing sourcing, recruiting and hiring for all positions. Fills open positions with qualified candidates, and in accordance with the wage plan guidelines within one month of notification of vacancy. Actively seeks to identify and recruit bench candidates in anticipation of openings.
2. Identifies candidates for growth and promotion through ongoing communication with, and observation of all booksellers. Ensures there is an effective development plan for each high potential bookseller to prepare for promotion.
3. Identifies opportunities to upgrade the caliber of management skills and leadership abilities of each direct report.
4. Delegates job assignments that enable candidates to capitalize on strengths as well as build on areas of development.
5. Keeps District Manager apprised of current and anticipated openings and the status of internal/external candidates. Ensures that ready to be placed internal or external candidates are considered for appropriate openings either within the store or throughout the area if no openings exist.

#### **Development, Coaching and Performance Management**

1. Utilizes all training and development resources to reinforce our bookselling culture; i.e. learning library, book loan program, MOD training, management skills workshops.
2. Ensures that all new hires are scheduled for orientation the first week of employment and monitors effectiveness of training. Personally conducts sections on introduction to the company, We Listen program, equal opportunity and no discrimination/harassment policies.
3. Communicates, models and reinforces B & N customer service commitment and ensures that the four key service competencies are communicated to all booksellers and that department managers provide coaching as necessary to achieve consistency in behaviors.
4. Follows up on the completion, presentation and goal setting for all reviews as per the company universal review dates.

5. Reinforces performance standards established to control shrink and potential loss to the Company.
  - Immediately resolves discrepancies in inventory and partners with store management on resolution.
  - Maintains security of receiving area in adherence to company policies.
  - Ensures that all Receivers understand and follow the non-negotiable loss prevention standards designed to control internal and external shrink.
  - Ensures use of checkpoint stickers and maintains compliance with loss prevention guidelines.
  - Supervises disposal of strips to ensure adherence to company policy.
  - Understands, communicates and enforces loss prevention guidelines with staff as outlined in the *Operations Encyclopedia*.
  - Knows store emergency procedures.
6. Maintains effective communication with peers, store management and Receivers.
  - Utilizes communication log to convey priority issues to management staff.
  - Effectively communicates, verbally and in writing, ideas and concerns to the Assistant Store Manager and Store Manager.
  - Encourages a *We Listen* environment.
  - Immediately reports all personnel issues to Assistant Store Manager and Store Manager.
  - Updates Receivers on store policies and procedures through daily communication.
  - Actively participates in all store/management meetings.
7. Fosters positive working relationships within the Receiving Department and the store.
  - Encourages bookseller questions and comments and immediately reacts to them, partnering with Assistant Store Manager and Store Manager when appropriate.
  - Provides an atmosphere of accessibility and promotes positive performance development by utilizing Performance Development Plans and Goal Development Plans.
  - Provides resources for achievement of objectives set.
  - Meets all follow up dates.
  - Develops an environment of teamwork and cooperation through proactive interaction with fellow Managers, Leads, Booksellers and Receivers.
  - Follows up on tasks assigned to Receivers by informing Assistant Store Manager or Store Manager of exemplary behavior whenever possible.
  - Participates in training using the Learning Library, applying skills and knowledge.

## **RECEIVING MANAGER STANDARDS OF PERFORMANCE**

1. Assists in the training and development of Receivers.
  - Creates a Daily Assignment Sheet for department and supervises execution.
  - Tracks and verifies that all new Receivers assigned to department are trained within two weeks of hire or assignment.
  - Provides retraining to Receivers and notifies Assistant Store Manager and Store Manager when retraining is necessary.
  - Partners with Assistant Store Manager or Store Manager on Receiver performance issues.
  - Makes accessible to the staff all information and materials necessary to achieve daily performance objectives (i.e., *Store Planner*, *Book Report*, relevant bninside messages).
2. Coordinates the operational activities of the department in accordance with company standards.
  - Receives, sorts and tags all shipments within operational standards of performance.
  - Maintains department to company standards, to include setup and organization.
  - Ensures proper backroom housekeeping, organization, shelving and maintenance.
  - Demonstrates proficiency in proper use of computer systems.
  - Ensures all Receivers understand and properly utilize all computer systems.
  - Communicates with Store Services/POS Help Desk on all software/hardware problems relating to department.
  - Sorts and prices all merchandise accurately and efficiently.
  - Adheres to strict-on-sale dates by ensuring product does not leave the backroom prior to the date specified.
  - Processes corporate accounts and customer orders accurately.
  - Coordinates returns and strips to ensure they are packed and shipped per company guidelines, within the assigned timelines.
  - Ensures accuracy on returns by reviewing fill rates and recommending action to Assistant Store Manager as needed.
  - Coordinates shipping of all customer mail-outs and ensures adherence to company procedures.
  - Coordinates manifests and obtains approval from Assistant Store Manager.
  - Sends top copy of the accurately completed Shipment Receiving Log to Inventory Control weekly via store mail.
  - Works with Community Relations Manager (if applicable) and/or Store Manager to hold books for signings and in-store events.
  - Coordinates maintenance and ordering of department supplies.
  - Ensures maintenance of all shipping and receiving documentation and paperwork per guidelines in the *Operations Encyclopedia*.
  - Supervises magazine receipts to ensure they are displayed on the selling floor the day of delivery.
  - Ensures backstock is organized and labeled using operational guidelines.
  - Ensures proper storage of seasonal fixtures and equipment.
  - Ensures movement to and from off-site storage occurs to store timelines.



## **RECEIVER STANDARDS OF PERFORMANCE**

- 1. Helps maximize store sales by delivering our customer service commitment.**
  - Takes customer to correct section, puts the books in the customer's hand and suggests related titles and authors.
  - Actively promotes B&N Member Program to customers when on the sales floor.
  - Maintains the Company's "getting to yes" policy and notifies Manager-on-Duty when circumstances prevent assisting customers.
  - Knows all steps in our customer order process, consistently offers to order titles not in stock and promotes direct ship program.
  - Understands shipping process and prepares for pick-ups.
  - Utilizes book loan program, *Book Report* and *New York Times Book Review* to further personal bookselling knowledge.
  - Follows company dress code standards and wears an easily visible name tag to identify him/herself to customers.
- 2. Assists in maintaining receiving area in accordance with company operational standards.**
  - Assists with maintaining the organization, and housekeeping of the receiving area in accordance with company standards.
  - Accepts shipments, verifies box quantity and records discrepancies on Shipment Receiving Log daily.
  - Documents carrier and quantity of all shipments on the Shipment Receiving Log.
  - Receives contents of boxes accurately and ensures that merchandise is moved to the sales floor and customer order area within company standards.
  - Adheres to strict-on-sale date guidelines.
  - Organizes non-returnable books for markdowns.
  - Processes returns and damaged returns on a weekly basis.
  - Notifies Lead Receiver or Receiving Manager when bulk orders and/or in-store event orders arrive.
- 3. Assists in maintaining performance standards established to control shrink and potential loss to the Company.**
  - Reports internal and external theft to appropriate Lead Receiver, Receiving Manager, Manager-on-Duty or through the Loss Prevention Hotline.
  - Responds to alarms using appropriate procedures, and reports any malfunctions to Lead Receiver, Receiving Manager or Manager-on-Duty.
  - Maintains accurate scanning and stock count entries on a consistent basis.
  - Maintains accuracy and timeliness of all receiving documents.
  - Maintains proper disposal of stripped books and secures strip covers in locked case until return.
  - Reports inventory errors to Lead Receiver or Receiving Manager.
  - Keeps receiving doors locked unless in use.
  - Secures personal items in his/her store locker.

and delivery of music products to customers. This job description is intended to provide a general overview of the responsibilities and requirements for this position. It is not intended to be all-inclusive or to describe every task or responsibility.

The Music Seller is responsible for the following duties:

- Assisting customers in selecting music products based on their interests and needs.
- Providing information about music products, including artists, genres, and styles.
- Displaying music products in a clear and organized manner.
- Keeping track of inventory levels and restocking as needed.
- Handling customer inquiries and complaints.
- Maintaining a professional appearance and attitude.
- Adhering to company policies and procedures.
- Completing tasks assigned by management.

Qualifications for this position include:

- High school diploma or equivalent.
- Previous experience in retail sales or customer service.
- Good communication skills.
- Ability to work independently and as part of a team.
- Strong organizational skills.
- Attention to detail.
- Ability to handle cash and credit transactions.
- Knowledge of music products and trends.
- Ability to work flexible hours, including evenings and weekends.

Benefits available to employees include:

- Health insurance coverage.
- Retirement plan options.
- Paid time off.
- Training and development opportunities.
- Competitive compensation package.

## MUSIC SELLER STANDARDS OF PERFORMANCE

1. Helps maximize music sales by delivering our customer service commitment.
  - Acknowledges and greets customers.
  - Takes customer to correct section, puts the music product in the customer's hand and suggests related titles and artists.
  - Actively promotes B&N Member Program program to customers on the sales floor and at the cashwrap.
  - Maintains the Company's "getting to yes" policy and notifies Lead Music Seller, Music Manager or Manager-on-Duty when circumstances prevent assisting customers.
  - Knows all music categories and locations within the department.
  - Understands all steps in our customer order process, consistently offers to order titles not in stock.
  - Actively listens to customer comments and suggestions of unfamiliar music in order to become familiar with them.
  - Knows bestselling, new release and key catalog titles.
  - Utilizes book loan program, *Book Report* and *New York Times Book Review* to further personal book knowledge.
  - Helps customers courteously and quickly at the cashwrap and offers an exchange, where applicable.
  - Follows company dress code standards and wears easily visible nametag to identify him/herself to customers.
2. Assists in maintaining Music Department in accordance with company operational standards.
  - Maintains section for organization, alphabetization, shelving, tagging, housekeeping and signing in accordance with the *Visual Merchandising Encyclopedia*, daily.
  - Assists with keeping all displays current, organized and replenished in accordance with the *Visual Merchandise Encyclopedia*.
  - Monitors stock levels and communicates with Lead Music Seller or Music Manager to maintain an in-stock level.
  - Utilizes electronic shortlist to recommend items of local interest and top performing frontlist titles.
  - Utilizes the MUZE and RedDotNet machines and understands all aspects of their use.
  - Communicates ideas, opportunities and challenges to Lead Music Seller or Music Manager and Manager-On-Duty.
  - Executes receiving and shelving and assists with the processing of returns as assigned by Lead Music Seller or Music Manager and in accordance with the *Operations Encyclopedia*.
  - Completes daily activities as noted on Daily Assignment Sheet.

**6. Monitors and reinforces loss prevention standards.**

- Provides personal customer service and monitors that all Music Sellers are assisting customers.
- Communicates potential loss prevention or shrink issues to Assistant Store Manager.
- Ensures potential theft and high priced music merchandise is tagged and taped.
- Maintains Checkpoint and conducts monthly maintenance testing.
- Corrects receiving and returns documentation daily.
- Communicates loss prevention commitment to staff.
- Monitors that staff personal items are stored in lockers.

**7. Maintains effective communication with all levels of respective departments.**

- Assists Store Manager with conducting store meeting to review Music Department issues as necessary.
- Contributes to monthly calendar of events and store newsletter, when applicable.
- Makes entries to communication log, when appropriate.
- Communicates and provides continual feedback to Music Sellers and Assistant Store Manager on sales increases, decreases, shrink and ranking.
- Follows-up with Alliance representative regarding customer orders and outstanding orders.
- Utilizes shortlist and provides monthly summary to Home Office.
- Shares ideas and discusses trends with Music Managers in the district.
- Communicates with home office and Alliance to maintain appropriate stock levels.

**8. Fosters a positive environment within the Music Department and store.**

- Encourages open lines of communication with Music Sellers, Booksellers and store management.
- Listens effectively to staff and immediately responds to Music Seller questions and concerns. Partners with Assistant Store Manager or Store Manager, when appropriate.
- Encourages development within the department and the Company.
- Assigns tasks to staff in a fair and consistent manner.
- Immediately reports potential problem situations to Assistant Store Manager or Store Manager.
- Follows up on specific jobs well done by informing Assistant Store Manager or Store Manager of exemplary behavior whenever possible.

**9. Develops Music Department in relation to the community.**

- Stays abreast of marketing trends and merchandises appropriately.
- Listens to customer requests and utilizes short list.
- Works with Community Relations Manager (if applicable) and/or Store Manager to discuss and assist in planning store events involving the music department on monthly basis.
- Identifies and promotes local artists.
- Keeps abreast of local music venues, stations and events through local paper(s).

## **MUSIC MANAGER STANDARDS OF PERFORMANCE**

- 1. Helps maximize sales by delivering and ensuring staff delivers our customer service commitment.**
  - Listens to customer comments and suggestions of unfamiliar music and becomes familiar with them.
  - Trains staff in proper procedures relating to shrink.
  - Exemplifies "Moment of Truth" and assures entire staff does the same.
  - Ensures that Music Sellers understand customer order process and offer the service to customers.
  - Utilizes source books of music to assist in retrieving information.
  - Allows for a variety of musical strengths within staff and solicits information.
  - Samples a variety of listening wall titles on a monthly basis.
  - Utilizes the MUZE and/or RedDotNet machines and understands all aspects of their use.
  - Stays abreast of music reviews in papers, magazines and radio.
  - Encourages employees to expand knowledge and appreciation of a variety of genres.
  - Demonstrates well-rounded knowledge of music product.
  - Actively promotes B&N Member Program program to customers and encourages staff to do the same.
- 2. Assists in the training and development of Music Sellers.**
  - Assists with cultivating a potential pool of candidates by shopping competition, considering current employees and word of mouth recommendations. Communicates opportunities to the Assistant Store Manager or Store Manager.
  - Fosters a team of Music Sellers who possess a diverse musical interest and expertise.
  - Conducts new hire orientation including department and store layout, customer service standards, business etiquette, available resources and cash handling procedures during the first three days of start date.
  - Reviews operational procedures with new hires including shipping/receiving process and daily paperwork within first two weeks of start date.
  - Reiterates individual store standards.
  - Communicates training or retraining opportunities observed to the Assistant Store Manager.
  - Communicates Music Seller performance issues to the Store Manager.
- 3. Maintains our Music Department operational standards.**
  - Monitors and communicates supply needs to Assistant Store Manager, monthly.
  - Communicates with Store Manager through weekly meetings and monthly review.
  - Achieves sales, payroll and goals weekly and monthly.
  - Files Music Monthly Summary to Home Office accurately and in a timely manner.
  - Prepares Music Seller schedules according to departmental needs and submits to Store Manager/Assistant Store Manager two weeks in advance and monitors to achieve department SPH goals.
  - Follows-up on customer orders weekly.

## **MAINTENANCE CLERK STANDARDS OF PERFORMANCE**

1. Helps maximize book sales by delivering our customer service commitment.
  - Acknowledges and greets customers.
  - Maintains the Company's "getting to yes" policy and notifies Manager-on-Duty when circumstances prevent assisting customers.
  - Responds immediately to bookseller and customer concerns.
  - Wears proper attire in accordance with company dress code standards.
2. Maintains cleanliness of interior and immediate exterior areas of the store.
  - Cleans all floor areas such as vacuuming, dusting, sweeping, mopping.
  - Refills holder of disposable items, such as soap, bathroom tissue, paper towels etc.
  - Polishes all bathroom fixtures.
  - Washes all glass surfaces including mirrors, front windows and doors and tiling.
  - Assists with moving fixtures and miscellaneous equipment.
  - Collects and properly disposes of refuse from receptacles throughout the store.
  - Sweeps sidewalks and removes snow and ice at entrances.
  - Monitors custodial supply inventory and communicates supply needs to Assistant Store Manager.
  - Recommends revisions for the purpose of improving the efficiency of operations and services.
  - Delivers housekeeping supplies to designated areas.
  - Cleans spills in all areas of the store.
  - Replaces light bulbs and cleans light fixtures.
  - Assists in maintaining cleanliness of Café by removing trash, as required.
3. Assists in maintaining performance standards established to control shrink and potential loss to the Company.
  - Provides personal customer service while on the selling floor.
  - Knows and follows loss prevention policies and procedures for protecting company assets.
  - Reports internal and external theft to appropriate Manager-on-Duty or through the Loss Prevention Hotline.
  - Responds to alarms using appropriate procedures and reports any malfunctions to Manager-on-Duty.
  - Secures personal items in his/her store locker.
  - Reports breakage and potential dangerous situations to Manager-on-Duty.
4. Works as part of the total store team.
  - Knows basic store layout, general bookstore and is able to answer general customer questions about the entire store.
  - Assists with the total store recovery or housekeeping duties as directed by the Manager-on-Duty.
  - Contributes a title recommendation monthly to Staff Recommends Program.
  - Communicates effectively with store management and fellow booksellers.



## **LEAD RECEIVER STANDARDS OF PERFORMANCE**

1. Delivers and encourages Receivers to deliver our customer service commitment.
  - Acknowledges and greets customers and sets the standard for Receivers to do the same.
  - Takes customer to correct section, puts the books in the customer's hand and suggests related titles and authors.
  - Maintains the Company's "getting to yes" policy and partners with Manager-on-Duty when circumstances prevent assisting customers.
  - Knows all steps in our customer order process, consistently offers to get titles not in stock and promotes direct ship program.
  - Actively listens to customers to determine their needs and suggests related titles or authors.
  - Knows bestselling, new release, and key backlist titles and recommends them to customers.
  - Utilizes book loan program, *Book Report* and *New York Times Book Review* to further bookselling personal knowledge.
  - Follows company dress code standards and wears an easily visible name tag to identify him/herself to customers.
2. Assists in maintaining the receiving area in accordance with company operational standards.
  - Maintains the receiving area in accordance with company standards of performance for organization, shelving and housekeeping, daily.
  - Accepts shipments, verifies box quantity and quality, and records discrepancies on Shipment Receiving Log, daily.
  - Documents carrier and quantity of all shipments on the Shipment Receiving Log.
  - Receives contents of boxes accurately and ensures that merchandise is moved to the sales floor or customer order area in accordance with company standards.
  - Sorts orders, new releases and other priority merchandise accurately.
  - Adheres to and reinforces strict-on-sale date guidelines.
  - Processes returns and damaged returns in accordance with company standards.
  - Organizes non-returnable books for future markdowns and special sales.
3. Assists in the training and development of Receivers.
  - Serves as an on-the-job "mentor" to new Receivers and assists in conducting training on operational procedures and standards.
  - Follows up with new Receivers to check understanding and compliance to all standards trained.
  - Communicates any training or retraining opportunities observed to the Receiving Manager or Assistant Store Manager, assisting where appropriate.
  - Communicates departmental assignments and current activities daily.

- Answers the telephone courteously within four rings and identifies the store and him/herself.
- Assists with total store recovery and housekeeping duties as directed by the Manager-on-Duty.
- Participates in training using the Learning Library, applying skills and knowledge.

## **LEAD MUSIC SELLER STANDARDS OF PERFORMANCE**

1. Delivers and encourages Music Sellers to deliver our customer service commitment.
  - Acknowledges and greets customers and sets the standard for Music Sellers to do the same.
  - Takes customer to correct section, puts product in customer's hand, suggesting related titles and artists.
  - Maintains the Company's "getting to yes" policy and partners with Music Manager or Manager-on-Duty when circumstances prevent assisting customers.
  - Knows all steps in our customer order process, consistently offers to get titles not in stock for customers.
  - Actively listens to customer comments and suggestions of unfamiliar music in order to become familiar with them.
  - Knows bestselling, new release and key backlist titles.
  - Knows all music categories and locations within the department.
  - Actively promotes B&N Member Program program to customers and encourages staff to do the same.
  - Utilizes book loan program, *Book Report* and *New York Times Book Review* to further personal bookselling knowledge.
  - Helps customers courteously and quickly at the cashwrap counter and offers an exchange where applicable.
  - Follows company dress code standards and wears an easily visible name tag to identify him/herself to customers.
2. Assists in the training and development of Music Sellers using the Learning Library.
  - Serves as an on-the-job "mentor" to new Music Sellers and assists Music Manager in conducting training on customer service, merchandising and operational standards.
  - Follows up with new Music Sellers to check understanding and compliance to all standards trained.
  - Communicates any training or retraining opportunities observed to the Music Manager, assisting where appropriate.
  - Communicates departmental assignments and current activities daily.
3. Contributes to achievement of financial goals established for the Music Department.
  - Executes all receiving, shelving, and processing of returns in department to be completed in accordance with the *Operations Encyclopedia*.
  - Identifies and removes non-productive stock in conjunction with section maintenance schedule.
  - Demonstrates and uses hand selling and suggestive selling techniques, suggesting related titles or artists.
  - Trains Music Sellers on how to use the shortlist. Utilizes shortlist to support in stock position on local interest and top performing frontlist titles.
  - Utilizes the MUZE and RedDotNet machines and understands all aspects of their use.
  - Communicates ideas, opportunities and challenges to Music Manager, weekly.

6. Works as part of the total store team.

- Knows basic store layout, general bookstore and specialty department information, and is able to answer general customer questions about the entire store.
- Contributes to Staff Recommends Program and provides input on new titles in section at weekly store meetings.
- Knows monthly events calendar, and promotes in-store events to customers, where applicable.
- Participates in storewide meetings, and communicates questions, concerns and suggestions to Café Manager as well as Manager-on-Duty.
- Cross-trains in other departments, as necessary.
- Communicates effectively with store management, booksellers and Home Office.
- Knows bestselling and new release titles and recommends them to customers.
- Answers the telephone within four rings, courteously identifying the store and him/herself.
- Assists with total store recovery and housekeeping duties as directed by the Manager-on-Duty.
- Participates in training using the Learning Library, applying skills and knowledge.

## **LEAD CAFÉ SERVER STANDARDS OF PERFORMANCE**

1. Delivers and ensures Café Servers consistently deliver our customer service commitment.
  - Acknowledges and greets customers, and sets the standard for Café Servers to do the same.
  - Maintains the Company's "getting to yes" policy and partners with Café Manager or Manager-on-Duty when circumstances prevent assisting customers.
  - "Up sells" by suggesting a larger size on drinks and a food item with a beverage purchase.
  - Knows bestselling, new release, and key backlist titles and recommends them to customers.
  - Utilizes book loan program, *Book Report* and *New York Times Book Review* to further personal knowledge of assigned section.
  - Follows company dress code standards and wears an easily visible name tag to identify him/herself to customers.
  - Actively promotes B&N Member Program program to customers and encourages Café Servers to do the same.
2. Assists in the training and development of Café Servers, using the Learning Library.
  - Serves as an on-the-job "mentor" to new Café Servers and assists Café Manager in conducting training on Six Key Standards, customer service, merchandising and operational standards.
  - Helps train Café staff to suggest larger size on drinks and a food item with a beverage purchase.
  - Follows up with new Café Servers to check understanding and compliance to all standards trained.
  - Communicates any training or retraining opportunities observed to the Café Manager, assisting where appropriate.
  - Communicates departmental assignments and current activities daily.
3. Contributes to achievement of financial goals established for the Café.
  - Builds sales by helping to maintain Café flow of traffic so customers pass by pastry display case and impulse displays.
  - Helps Café Manager build sales by providing samples to customers to introduce products while maintaining our freshness standards, (unless prohibited by local ordinance).
  - Helps Café Manager monitor controllable expenses by maintaining an adequate supply of product and monitoring waste by completing Daily/Weekly Waste Log when requested.
  - Communicates ideas, opportunities and challenges to Café Manager during weekly update.



**BARNES & NOBLE**  
BOOKSELLERS

# **Leadership Competence**

# Developing Talent

Recognizes and develops talent in self and others. Supports an environment of continuous learning. Applies Barnes & Noble processes to help individuals grow in capability and take on more responsibility to help individuals achieve career aspirations and to ensure there is talent ready to meet business needs now and in the future.

Individual	Store Manager	District Manager	Regional Director
<ul style="list-style-type: none"> <li>Understands requirements of job and looks for ways to enhance performance</li> <li>Has an excellent grasp of Barnes &amp; Noble policies and procedures; demonstrates and communicates this to others</li> <li>Effectively shares experience and knowledge with other booksellers</li> <li>Makes career aspirations known, and discusses potential opportunities with manager</li> <li>Seeks a mentor to provide guidance on development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Identifies each individual's strengths and development areas; configures a learning plan to capitalize on each person's talent</li> <li>Helps individuals leverage their unique talents, experiences and styles as they work and learn</li> <li>Ensures all booksellers are fully cross-trained and have opportunities to build skills in different store roles</li> <li>Identifies outstanding performers and challenges them with additional responsibilities and projects</li> <li>Has in place a recruiting plan to augment a store succession plan</li> <li>Values diversity and creates store environment that fosters inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Aligns individual talent and goals with company goals and needs</li> <li>Understands development roadmap for key positions; recommends critical developmental experiences</li> <li>Maintains an actionable district succession plan to meet the anticipated and unanticipated needs of the entire district</li> <li>Builds local ownership and accountability for employee selection, assessment and development</li> <li>Works with store managers on developing their ability to successfully recruit qualified candidates to help strengthen their store succession plan</li> <li>Values diversity, creates district environment that fosters inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Shapes strategies for managing talent and building regional bench</li> <li>Ensures district manager accountability in design and execution of development plans</li> <li>Empowers people to act on their ideas and provides an environment of continuous learning</li> <li>Fills leadership pipeline by forecasting regional talent needs; creates aggressive development plans for internal talent and develops relationships with potential external candidates</li> <li>Actively develops internal and external candidates who could backfill their district manager and key store manager roles</li> <li>Leads development and drives programs to attract, develop and retain diverse talent</li> </ul>

# Building Teams . Partnerships

BUILDS teams and supports core Barnes & Noble values to achieve results through partnerships. Leads through influence, fosters effective working relationships, reminds booksellers of the value of combined efforts and acknowledges the value of diverse individuals, ideas and work styles.

Individual	Store Manager	District Manager	Regional Director
<ul style="list-style-type: none"> <li>Proactively seeks to understand how their roles impact the larger store team and how to improve their level of contribution</li> <li>Learns to demonstrate respect for booksellers of all lifestyles and backgrounds</li> <li>Shares information with other booksellers to improve team effectiveness</li> <li>Works to support a team decision once made, even if they didn't agree initially</li> <li>Willing to help our other booksellers in all areas of the store; volunteers for additional responsibilities and is eager to cross train in specialty departments</li> <li>Actively participates in store activities</li> </ul>	<ul style="list-style-type: none"> <li>Holds department managers and assistant store managers responsible for keeping their booksellers knowledgeable, involved and respectful of others' needs</li> <li>Has ability to pull together people with diverse styles, perspectives, backgrounds and experiences</li> <li>Models and promotes a spirit of cooperation and teamwork</li> <li>Recognizes and rewards booksellers for successes and effective teamwork</li> <li>Creates an environment of proactive problem solving and includes all parties in the solution</li> <li>Acts quickly to address and resolve conflicts and disagreements before they become obstacles to productivity</li> </ul>	<ul style="list-style-type: none"> <li>Empowers store managers by setting clear objectives and expectations while letting them decide how to successfully reach their goals</li> <li>Creates a district team where individual differences and similarities are respected, valued, understood and optimized in the context of district goals</li> <li>Models teamwork by working effectively with district managers in the region; shares best practices</li> <li>Facilitates communication among stores within the district and fosters partnerships between store managers to provide mentoring, support and cohesiveness</li> <li>Balances supporting the direction of individual store managers while knowing when to intervene to assist a bookseller or store team</li> </ul>	<ul style="list-style-type: none"> <li>Champions a regional environment that supports effective teamwork</li> <li>Builds team leadership capabilities throughout the region</li> <li>Strongly supports and rewards districts and stores that respect and leverage diversity</li> <li>Is a role model for building effective team relationships and sharing best practices with the district managers, with other regional directors and with home office partners</li> <li>Leads in a manner that fosters positive relationships and teamwork; encourages all booksellers to share differing ideas, opinions and approaches</li> <li>Models and encourages store managers to develop home office partnerships</li> </ul>

# **Financial & Operational Competence**

# Financial Acumen

Understands how financial statistics reflect overall business results; identifies and uses P&L and sales reports to measure business performance, interpret, analyze and explain financial information.

Individual	Store Manager	District Manager	Regional Director
<ul style="list-style-type: none"> <li>Demonstrates basic understanding of the company's initiatives (increase comparative store sales, reduce shrink, increase participation in membership program) and how achieving these initiatives affects the store's financial results</li> <li>Has an excellent grasp of Barnes &amp; Noble policies and procedures as they relate to:           <ul style="list-style-type: none"> <li>Cash handling</li> <li>Discounting</li> <li>Receiving and returns</li> </ul> </li> <li>Understands the importance of specialty departments to store's overall sales plan</li> </ul>	<ul style="list-style-type: none"> <li>Understands and communicates to the team the financial indicators important to the company</li> <li>Considers the financial impact when making decisions</li> <li>Understands the short-term and long-term financial impact of music, café, and books on the overall results of the store</li> <li>Reviews Profit and Loss (P&amp;L) and other financial reports with management team, coaching so they understand impact of their actions and decisions</li> <li>Manages payroll to support sales trends and Sales Per Hour (SPH) budget</li> <li>Develops an action plan to lead team's efforts to meet or exceed store's shrinkage goal</li> </ul>	<ul style="list-style-type: none"> <li>Understands the interrelationships of critical financial indicators</li> <li>Analyzes financial reports regularly to identify ways of optimizing the district's financial contribution</li> <li>Rigorously monitors the group's quarterly targets, the market, and the competition; uses this information to make good decisions for the district and communicates challenges to regional director and home office</li> <li>On store visits, reviews financial components of store, identifying areas of opportunity and coaches store manager to improve results and grow the business</li> <li>Determines the optimum use of payroll and resources to maximize financial results with highest level of operating and merchandising standards</li> </ul>	<ul style="list-style-type: none"> <li>Analyzes financial performance across the region, identifies current trends and future business opportunities and creates strategy to address</li> <li>Uses financial data to identify opportunities to increase profitability and reduce costs</li> <li>Reinforces the importance of integrating financial business practices (expense control, payroll, sales, inventory management, etc.) In key business decisions</li> <li>Actively involved in coaching and planning for future impact of competition that affects financial results of an individual store or geographic market</li> <li>Utilizes a short and long term perspective to craft a regional profit strategy</li> </ul>

# Recruiting & Staffing

Constantly looks for ways to raise the level of talent. Hires and promotes the best people. Assembles talented teams of booksellers; anticipates needs and fills positions promptly to avoid disruption in business.

Individual	Store Manager	District Manager	Regional Director
<ul style="list-style-type: none"> <li>Newly hired or placed booksellers provide feedback to their manager about their hiring and training experience</li> <li>Speaks in a positive manner about Barnes &amp; Noble to potential candidates</li> <li>Refers qualified candidates to management team</li> </ul>	<ul style="list-style-type: none"> <li>Recruits and selects booksellers with diverse perspectives, lifestyles and backgrounds;</li> <li>Understands what skills are needed for each role in the store and can identify qualified individuals; is not afraid to hire strong people</li> <li>Ensures all store bookseller positions are filled on time and with the best talent</li> <li>Conducts professional, behavior-based interviews; provides applicants with a realistic preview of the job</li> <li>Anticipates staffing needs and continuously recruits to find prospective candidates for future openings</li> </ul>	<ul style="list-style-type: none"> <li>Challenges store managers to hire individuals with diverse perspectives, lifestyles and backgrounds</li> <li>Utilizes processes that accurately forecast future staffing needs for the district</li> <li>Ensures all store management positions are filled on time and with the best talent</li> <li>Develops and executes a timely recruitment plan for new stores; ensures store is staffed with diverse talent, reflecting the community of the new location</li> <li>Takes ownership to constantly identify qualified prospective store management candidates</li> <li>Coaches and holds store managers accountable to constantly pursue recruitment opportunities to source prospective booksellers and fill store staffing needs</li> </ul>	<ul style="list-style-type: none"> <li>Sponsors and makes resources available to build a region-wide recruiting program that targets top diverse talent</li> <li>Instills urgency and holds district managers accountable to fill all store management positions on time and with the best talent</li> <li>Takes ownership to continuously identify and recruit the best district managers and to build a talent bench for the region</li> <li>Sets high standards and always looks for opportunities to raise the caliber of talent within the region</li> </ul>

# Cultural Competence

# Bookselling & Industry Knowledge

Expands knowledge of bookselling and products. Includes understanding definitions of terms used in bookselling, how the bookselling industry is unique from other industries, different disciplines that uniquely support bookselling and the identity and impact of our competitors. It also includes knowledge of current and future practices and trends in this industry and specialized strategies and tactics in this business.

Individual	Store Manager	District Manager	Regional Director
<ul style="list-style-type: none"> <li>Expands reading interests by talking to customers and booksellers and actively using the Book Loan program</li> <li>Continuously learns about books, music and other merchandise in every area of the store to share that knowledge with our customers and other booksellers</li> <li>Actively watches for news, current events, and media that impact the business</li> <li>Learns terms unique to bookselling, and uses all store resources to understand Barnes &amp; Noble policies and procedures</li> <li>Expands understanding of the bookselling business by visiting our competition and discussing observations with managers and other booksellers</li> </ul>	<ul style="list-style-type: none"> <li>Learns about current trends and industry developments by reading <i>Brinable Community</i>, <i>Community</i>, and <i>Book Report</i>, as well as observing the changing tastes in the community, helps the booksellers and management team understand how these trends have an impact on our business</li> <li>Understands merchandising terms and systems and distribution systems specific to Barnes &amp; Noble and our Industry</li> <li>Creates an environment in the store that promotes interest in all of the merchandise we sell – books, music, gifts, café, magazines and encourages all booksellers to share their knowledge with others</li> </ul>	<ul style="list-style-type: none"> <li>Uses discussions with booksellers as mutual learning experiences to understand local sales trends and customer requests while raising the level of booksellers' understanding of the bookselling industry</li> <li>Ensures store managers share best practices on book trends, local book media and sales opportunities</li> <li>Teaches and coaches about merchandising and distribution systems specific to Barnes &amp; Noble and the industry</li> <li>Encourages others to stay up-to-date in their knowledge of other parts of the company and the industry</li> <li>Watches for trends, locations of new stores, and changes in customer service and pricing among our competition and passes along this information to the regional director and the home office</li> </ul>	<ul style="list-style-type: none"> <li>Engages booksellers in conversations about their current reading and solicits ideas for additional titles, or categories of merchandise to pursue</li> <li>Consistently looks for ways to understand nuances of individual store market and better understand customer preferences, then conveys that to the merchandising team</li> <li>Ensures that all district managers regularly shop the competition and take appropriate steps to achieve and maintain leadership in the market.</li> <li>Seeks updates from merchants on developing product lines, display focus and sales opportunities. Shares knowledge with district managers and peers</li> <li>Demonstrates a strong understanding of the industry's opportunities and business threats</li> </ul>

# **Personal Competence**

Personal competence is the ability to manage one's own behavior and performance effectively. It includes self-awareness, self-regulation, and self-motivation. Personal competence is often seen as a key factor in success, particularly in professional settings. It involves being able to set goals, manage time, prioritize tasks, and handle stress effectively. Personal competence also includes the ability to work well with others, communicate effectively, and solve problems. Overall, personal competence is a valuable skill that can help individuals achieve their goals and succeed in various areas of life.

Personal competence is a complex concept that encompasses many different skills and abilities. One way to think about it is as a set of "soft skills" that are essential for success in both professional and personal settings. These skills include things like communication, problem-solving, decision-making, and emotional intelligence. Another way to think about personal competence is as a set of "hard skills" that involve specific knowledge and expertise in a particular field or area. These skills might include technical knowledge, specialized training, or specific job-related competencies. In general, personal competence is a combination of both soft and hard skills, and it is often seen as a key factor in career success and personal fulfillment.

Personal competence is a critical component of success in many fields. In business, for example, personal competence is often seen as a key factor in leadership effectiveness. Leaders who possess strong personal competence are better equipped to manage their own behavior and performance, which can lead to improved team performance and better outcomes. In education, personal competence is often seen as a key factor in academic success. Students who possess strong personal competence are better equipped to manage their own learning, set goals, and stay motivated, which can lead to improved academic performance and better outcomes. Overall, personal competence is a valuable skill that can help individuals achieve their goals and succeed in various areas of life.

## Decision Quality

Makes good decisions that will best serve the interests of the bookseller and customer based on analysis, wisdom, experience and judgment. Approaches decision making and problem solving by systematically gathering information from a variety of sources and developing viable alternatives. Seeks input from key people who are involved or will be affected by the decision.

Everyone	Leaders
<ul style="list-style-type: none"><li>Anticipates the short-term and long-term effects of one's decisions</li><li>Separates personal feelings from professional assessments to make effective decisions to achieve desired results</li><li>Considers booksellers, customers, and company goals when making decisions</li><li>Gathers and considers all of the necessary information to make an informed decision</li><li>Knows when to gain a partner to assist in making decisions</li></ul>	<ul style="list-style-type: none"><li>Encourages an environment where individuals are comfortable to make own decisions</li><li>Keeps abreast of initiatives to assess long range and ripple effects of decisions</li><li>Ensures decisions are based upon facts and results, not personal feelings</li><li>Provides feedback in a supportive manner to encourage future decision-making</li><li>Is decisive and exercises good judgment to balance multiple interests to make the right decision</li><li>Is readily available to partner with individuals on their decisions</li></ul>

## Acting with Integrity & Trust

Bookselling is a noble profession that requires the highest personal standards and a commitment to serve. Maintains the highest standards of ethical behavior and avoids conflict of interest situations, doing what is best for the customer, the bookseller and the company.

Everyone	Leaders
<ul style="list-style-type: none"><li>Is seen as a direct, truthful individual who acts ethically and respectfully toward all booksellers and customers</li><li>Treats others with dignity, respect and encourages others to do the same</li><li>Supports our We Listen culture by escalating issues and refraining from participating in rumors</li><li>Conducts self with the highest degree of discretion and confidentiality</li><li>Fulfills personal promises and commitments</li><li>Provides quality of work reflective of a commitment to excellence</li><li>Always strives to be a credit to the community and a valuable resource to customers</li></ul>	<ul style="list-style-type: none"><li>Models behavior consistent with our Core Values and holds everyone accountable to the same standard</li><li>Gives trust and earns it in return</li><li>Embraces our We Listen culture and encourages everyone to bring issues forward without fear of retribution</li><li>Conducts self with the highest degree of discretion and confidentiality, and expects the same of others</li><li>Treats everyone consistently, fairly and without favoritism</li><li>Does not tolerate unacceptable or disrespectful conduct and takes appropriate action when standards are compromised</li></ul>



## Commitment to Ongoing Learning

Demonstrates a deep personal commitment to remain aware of changes and developments in the business and keeps skills and knowledge up to date. They are curious and commit to continuous self-development and improvement, quickly integrate new information, and master new methods.

Everyone	Leaders
<ul style="list-style-type: none"><li>• Demonstrates high level of curiosity, constantly looking for ways to learn from others</li><li>• Utilizes every opportunity as a learning experience</li><li>• Seeks out training opportunities both inside and outside of work to further develop personally</li><li>• Takes initiative to receive additional responsibility and challenges</li><li>• Is open to constructive feedback to seek out ways to continue to grow</li></ul>	<ul style="list-style-type: none"><li>• Fosters an environment where everyone is encouraged to seek out new experiences</li><li>• Ensures each person develops action plans to support personal and professional growth</li><li>• Ensures each person understands their role in developing own personal growth</li><li>• Acts as a mentor to assist others in determining areas of career interest</li><li>• Solicits suggestions from booksellers on store training needs</li><li>• Arranges cross-training opportunities within the store</li></ul>

## Accountability

Demonstrates a profound willingness to be responsible for actions and achieving agreed-upon results. This person demonstrates a level of passion and commitment to Barnes & Noble that they would toward an enterprise they personally own.

Everyone	Leaders
<ul style="list-style-type: none"><li>Takes accountability for own decisions, actions and mistakes</li><li>Commits to each project with a sense of urgency</li><li>Presents solutions, not problems</li><li>Takes ownership to improve performance to the next level!</li><li>Is willing to stand up for deeply held values</li><li>Places more importance upon learning from mistakes than being defensive and assigning blame</li></ul>	<ul style="list-style-type: none"><li>Takes accountability for the actions and results of the team and individuals within the team</li><li>Provides an atmosphere that encourages risk-taking</li><li>Gives clear direction on the timing of projects</li><li>Encourages others to "think outside of the box"</li><li>Supports individual personal goals and develops appropriate action plans for success</li><li>Willing to stand up for the team</li><li>Creates urgency for correcting errors</li><li>Focuses attention on correcting the cause of problems rather than assigning blame; looks for solutions</li></ul>

## Customer Focus

Is a valuable resource to our customers and provides a comfortable place for them to browse, read and shop. Anticipates and meets customer needs and demands quickly and effectively. Ensures that customers remain the ultimate priority at all times.

Individual	Store Manager	District Manager	Regional Director
<ul style="list-style-type: none"> <li>Consistently demonstrates the four key service competencies:</li> <li>Put the book in the customer's hand</li> <li>Offer to order books not in stock</li> <li>Offer Barnes &amp; Noble Membership</li> <li>Fast Cashiering</li> <li>Possesses current knowledge of merchandise and store layout to help customers in all departments of the store</li> <li>Responds to bookseller and customer needs in a timely manner</li> <li>Supports Barnes &amp; Noble standard of maintaining a positive shopping experience</li> <li>Uses common sense when dealing with a concerned customer, understanding when to alter policy for the sake of good customer service.</li> </ul>	<ul style="list-style-type: none"> <li>Communicates, trains and monitors effective execution of the four key service competencies</li> <li>Models and coaches all booksellers to handle customers' needs and concerns to the satisfaction of the customer</li> <li>Meets with community relations manager and district manager to discuss community vision for the store and events to support it</li> <li>Utilizes scores on customer shop to recognize great performance and determines need for performance management or re-training</li> <li>Ensures managers-on-duty are properly trained to effectively support Barnes &amp; Noble service standards</li> <li>Effectively utilizes workload planning process to properly allocate resources to support the stores' service need</li> <li>Uses feedback from booksellers and customers to tailor merchandise selection and service by partnering with the district manager and home office</li> </ul>	<ul style="list-style-type: none"> <li>Ensures that all district stores effectively execute the four key service competencies</li> <li>Recognizes gaps in the stores' ability to meet customer needs and coaches store manager to take appropriate action</li> <li>Meets with regional community relations manager and store managers to discuss district vision for the store and events to support it</li> <li>Shares best practices with other stores in the district, so all can learn from concerns and solutions</li> <li>Watches competition to identify opportunities to improve overall business results, communicates opportunities to regional director when appropriate</li> <li>Researches and resolves customer concerns promptly</li> </ul>	<ul style="list-style-type: none"> <li>Models and ensures the entire region effectively executes the four key service competencies</li> <li>Creates a sense of urgency throughout the region on the importance of exceeding internal/external customers' expectations</li> <li>Establishes and communicates company initiatives that enable greater focus on customers</li> <li>Balances the needs of customers, booksellers, the community and the Barnes &amp; Noble organization when making decisions</li> <li>Responds to home office partners requesting information or problem resolution</li> </ul>

# Championing Our Values

Conducts all activities and prioritizes all decisions based on the Barnes & Noble Mission and values. Develops trusting and cooperative relationships with coworkers and customers. Is approachable and makes time to address booksellers' personal and professional needs. Always treats others with respect and dignity. Passionate about reading, participates and encourages others and engages in dialogue about books.

Individual	Store Manager	District Manager	Regional Director
<ul style="list-style-type: none"> <li>Maintains constructive relationships at all levels, displaying honesty, respect for others, and personal integrity</li> <li>Has approachable demeanor with customers and other booksellers</li> <li>Asks questions to better understand new ideas, concepts or procedures and proposes ideas relevant to our business</li> <li>Speaks positively about Barnes &amp; Noble to other booksellers and to customers</li> <li>Serves the customers' needs regardless of personal preferences</li> <li>Demonstrates passion for reading and shares knowledge with customers and other booksellers</li> </ul>	<ul style="list-style-type: none"> <li>Shows respect for each bookseller, routinely asks for their opinions and feedback</li> <li>Assembles a store team that reflects the diversity of the local community and creates an environment that supports inclusion and respect for different backgrounds, perspectives and approaches</li> <li>Enthusiastic supporter of We Listen through temperature checks, proactive listening, and collaborative problem solving with team</li> <li>Takes a collaborative approach and builds professional relationships with support departments and other managers</li> <li>Balances bookseller and business interests in decisions and priorities</li> </ul>	<ul style="list-style-type: none"> <li>Models Barnes &amp; Noble values in every interaction by demonstrating honesty, integrity, respect and approachability</li> <li>Partners with store managers, regional directors and home office partners to mediate conflict, to resolve We Listen issues and to address problems and situations in ways that integrate the differing perspectives of all involved</li> <li>Creates a safe environment for all to communicate concerns, solve problems and to create the highest value for customers and booksellers</li> <li>Demonstrates a deep personal commitment to serve booksellers and customers</li> <li>On store visits, engages booksellers in conversation about reading preferences and shares book knowledge</li> <li>Ensures each store is actively involved in each community</li> <li>Takes pride in creating a store environment where customers feel welcomed to read, browse and shop</li> <li>Plans and executes effective community relations program</li> </ul>	<ul style="list-style-type: none"> <li>Champions We Listen Program and makes listening and soliciting input from booksellers a top priority</li> <li>Does not tolerate behavior that is in conflict with Barnes &amp; Noble values</li> <li>Coaches district managers to ensure a positive and collaborative work environment in all stores</li> <li>Proactively advocates for initiatives that will improve the work environment</li> <li>Clearly communicates our values and company culture to all potential management candidates</li> <li>Embodyes Barnes &amp; Noble values and works to make them a reality throughout the organization</li> <li>Demonstrates a deep personal commitment to serve booksellers and customers</li> <li>On store visits, engages booksellers in conversation about reading preferences and shares book knowledge</li> <li>Ensures Barnes &amp; Noble is a good community partner</li> </ul>

# Managing Performance

Manages the resource of people who are available to produce desired results. This includes effective delegation, coaching, providing specific feedback on substandard performance, pointing out deficiencies as they occur and providing corrective guidance as appropriate.

Individual	Store Manager	District Manager	Regional Director
<ul style="list-style-type: none"> <li>Manages time effectively to complete assignments while maintaining customer focus</li> <li>Takes initiative to learning new areas of the store</li> <li>Works well with others to improve individual performance and is responsive to suggestions</li> <li>Communicates to manager when unable to complete assigned tasks</li> <li>Actively seeks and responds well to feedback about performance from manager</li> </ul>	<ul style="list-style-type: none"> <li>Clearly defines job responsibilities and what is expected to each bookseller using competency model</li> <li>Applies consistent standards to assessing bookseller strengths and weaknesses</li> <li>Understands what motivates each bookseller; uses this information to inspire them to achieve their goals</li> <li>Proactively approaches booksellers and asks what they need and want in order to be more effective; removes obstacles to performance</li> <li>Consistently rewards booksellers for excelling</li> </ul>	<ul style="list-style-type: none"> <li>Sets high standards for self and store managers based upon competency model</li> <li>Promotes a strong sense of urgency and enthusiasm for reaching store and district goals and delivering results</li> <li>Provides immediate feedback to store managers and other booksellers when appropriate for individual's development</li> <li>Leverages the strengths of booksellers from all backgrounds and lifestyles</li> <li>Coaches store managers through We Listen situations to achieve effective resolutions</li> <li>Takes ownership to accurately assess store managers; makes tough calls and takes action.</li> </ul>	<ul style="list-style-type: none"> <li>Shapes strategies for managing talent and building regional accountability for achieving high standards of performance</li> <li>Consults with district managers to calibrate performance of store managers and booksellers based upon competency model</li> <li>Holds district managers accountable to accurately assess performance and take timely action to correct poor performance</li> <li>Coaches district managers on talent management; recognizes and rewards effective practices</li> <li>Gives district managers immediate feedback during store visits and follows up on action plans to improve performance for themselves and their store managers</li> </ul>

# Operational Execution

**Operational capabilities**, including ordering, inventory management, and executing to store plans. Includes the ability to design processes and procedures and delegating work and responsibility appropriately, applying systems as intended and providing context for individuals to fulfill their part of a system to achieve results.

Individual	Store Manager	District Manager	Regional Director
<ul style="list-style-type: none"> <li>Follows procedures consistently and accurately to produce desired results</li> <li>Knows Barnes &amp; Noble policies and procedures and stays up-to-date on all changes by reading bninside, training materials, and Encyclopedia updates.</li> <li>Has good working knowledge of Barnes &amp; Noble operating systems and uses systems consistently as trained</li> <li>Maintains customer focus while completing multiple assignments</li> <li>Accomplishes tasks as expected; adjusts to meet deadlines and achieve desired results</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates proficiency and ability to fully utilize all operating systems and applies tools to make good decisions about store operations and ordering; communicates opportunities to district manager</li> <li>Uses shortlist and reports to effectively manage local buying and maintain appropriate stock levels</li> <li>Coaches booksellers to effectively utilize operating systems</li> <li>Effectively executes TOPPS</li> <li>Challenges effectiveness and accuracy of workload planning; reacts to the plan on a daily basis; monitors on a monthly basis</li> <li>Ensures maintenance of the building to provide a safe, pleasant environment for customers and booksellers; takes action to repair equipment and fix maintenance issues</li> </ul>	<ul style="list-style-type: none"> <li>Analyzes reports of sales and inventory data; coaches store managers to effectively apply information to make decisions that best support the stores' sales goals</li> <li>Trains store managers on standards for effective execution of workload planning and all components of TOPPS program</li> <li>Supports store managers in all facility maintenance and repair issues</li> <li>Uses the store visit process to coach management team with the result of building sales, productivity, and working relationships with all booksellers</li> <li>Ensures compliance in key operating issues (audits, security, policy, procedures); trains store managers on methods to ensure compliance, improve productivity and reduce shrink</li> <li>Communicates company objectives and works with each store manager to address operating challenges specific to the location</li> <li>With store manager, conducts regular reviews in each store to evaluate the results and effectiveness of all operating systems; provides feedback to regional director and home office partners</li> </ul>	<ul style="list-style-type: none"> <li>Ensures alignment of operating plans to short and long-term objectives</li> <li>Leads regional team to maintain the customer as the primary focus while balancing the operating requirements of the stores</li> <li>Provides support in resolving any chronic issues that are affecting productivity at the district or store level</li> <li>Communicates the rationale and principles behind operational standards and ensures that company standards are consistently executed</li> <li>Holds district managers accountable for growing the business regardless of current operating status or conditions</li> <li>Coaches district managers to identify sales trends and opportunities and communicates to home office partners to influence and ensure appropriate inventory levels</li> <li>Collaborates with other regional directors and home office partners to design or improve existing operational policies and procedures to support company initiatives and priorities</li> </ul>

# Driving Sales

Coordinates and organizes activities to **maximize sales**. Understands key components for driving sales. Includes specialized skills like suggestive selling, merchandising and coaching booksellers to increase sales.

Individual	Store Manager	District Manager	Regional Director
<ul style="list-style-type: none"> <li>Consistently demonstrates the four key service competencies:</li> <li>Put the book <b>in the customer's hand</b></li> <li>Offer to order books not in stock</li> <li>Offer Barnes &amp; Noble membership</li> <li>Fast cashiering</li> <li>Understands the key role that customer service plays in assisting the store to attain sales goals and differentiating us from our competition</li> <li>Continuously seeks to enhance book and product knowledge; uses this information to better serve customers</li> <li>Increases store sales through suggestive selling and focuses on key sales components that will drive sales (membership, gift cards, etc.)</li> <li>Promotes community events taking place in the store</li> </ul>	<ul style="list-style-type: none"> <li>Shares sales, and membership card goals with booksellers; coaches them on how to best achieve goals</li> <li>Coaches booksellers on four key service competencies, reviews customer service shop scores with team, takes action to improve results</li> <li>Utilizes BookMaster electronic shopping reports and the shortlist to ensure the store is consistently in stock</li> <li>Increases store sales by driving key sales components (including gift cards and membership cards) and pursues relationships with local schools and businesses</li> <li>Makes most productive use of store's discretionary display space to maximize sales; considers competition and customer preferences</li> <li>Partners with management team and booksellers to develop community relations business plan to promote customer interest and generate sales</li> </ul>	<ul style="list-style-type: none"> <li>Develops and executes district sales strategy</li> <li>Coaches store managers to achieve individual store sales targets; reviews progress and store rankings weekly with store managers</li> <li>Using the store visit process, identifies and communicates fresh sales ideas to all stores; acts upon best practices and effectively implements throughout the district</li> <li>Analyzes sales information to identify trends, opportunities, deficiencies; takes action</li> <li>Regularly shops the competition to evaluate sales activity and trends and reacts accordingly; ensures store managers communicate local competition trends and practices</li> </ul>	<ul style="list-style-type: none"> <li>Anticipates long-term business trends and how they will impact the region's sales results</li> <li>Analyzes sales and merchandise reports by company, region and district; coaches district managers to maximize sales and service results</li> <li>Develops team of district managers who act as business owners, accept responsibility, and hold themselves accountable for delivering sales results</li> <li>Creates sales culture and urgency to grow the business throughout the region</li> <li>Challenges district managers to make effective use of BookMaster electronic shopping reports to drive sales</li> </ul>

# Communications Expertise

Informs, listens, writes and presents information in a manner that engages others in achieving desired results. Provides the information people need to know to make decisions and focus their attention. Listens carefully to others' points of view and ensures that the intended message has been accurately received.

Individual	Store Manager	District Manager	Regional Director
<ul style="list-style-type: none"> <li>Is clear and concise in verbal and written communication</li> <li>Skilled at two-way communication that builds trust and positive working relationships</li> <li>Actively listens to customers and other booksellers with sincerity and objectivity</li> <li>Takes initiative to seek out store manager to raise questions, voice concerns or suggestions</li> <li>Recognizes and keeps confidential private and proprietary information</li> </ul>	<ul style="list-style-type: none"> <li>Communicates frankly and directly in a professional manner</li> <li>Encourages booksellers to share ideas and concerns; listens and acts upon them</li> <li>Nurtures a listen environment by being accessible and available everyday; ensures management team adheres to the same standard</li> <li>Conducts regular meaningful and productive meetings that serve, support and engage booksellers</li> <li>Anticipates how bookseller will respond to new programs; provides context and rationale for changes to help the team support new directions</li> </ul>	<ul style="list-style-type: none"> <li>Translates strategic direction into a tactical plan that booksellers can embrace</li> <li>Ensures understanding of priorities and direction across all booksellers and stores within the district</li> <li>Masters active listening by understanding and responding to issues communicated</li> <li>Maintains open communication channel for all booksellers within the district to present issues and concerns; takes timely and appropriate action</li> <li>Acts as effective communication liaison between district and the regional director</li> <li>Can present effectively to groups of booksellers</li> <li>Coaches store managers in developing their own communication style while monitoring for appropriate tone and language to reflect Barnes &amp; Noble values and mission</li> </ul>	<ul style="list-style-type: none"> <li>Clearly and proactively articulates company strategic direction, expectations and standards in a positive manner</li> <li>Ensures district managers understand and effectively communicate direction to their stores</li> <li>Uses key messages to motivate and inspire larger audiences of booksellers</li> <li>Maintains open communication channel for all booksellers within the region to present issues and concerns; takes timely and appropriate action</li> <li>Acts as effective communication liaison between home office and the field organization</li> <li>Can present effectively to groups of booksellers and management</li> <li>Models straightforward, candid communication regarding people and Human Resources related programs and decisions</li> </ul>

# Strategic Thinking

Considers how actions and decisions will affect the company in the future and how actions and decisions can impact the entire system. This includes an understanding of the company's competitive strengths and weaknesses and how everyone works together to achieve results.

Individual	Store Manager	District Manager	Regional Director
<ul style="list-style-type: none"> <li>Understands company mission, fiscal year goals and initiatives and their role in achieving them</li> <li>Considers the impact of their decisions upon accomplishing initiatives</li> <li>Aware of business or customer trends and responds through action or communication to the appropriate team member</li> <li>Demonstrates the ability to be flexible and adapt to changes in direction or priorities</li> </ul>	<ul style="list-style-type: none"> <li>Considers how actions and decisions support our mission to be the best specialty retailer in America now and in the future</li> <li>Translates the company initiatives into an actionable plan; leads store team to execute</li> <li>Coaches management team to think strategically by challenging them to understand the impact of decisions on longer term results</li> <li>Challenges booksellers to constantly look for new approaches</li> <li>Monitors progress, highlights indicators of success or failure and identifies needs for course correction</li> </ul>	<ul style="list-style-type: none"> <li>Helps store managers interpret company initiatives, take into account nuances of their store and market, find best solutions, and look for growth opportunities while striving to be the best specialty retailer in America</li> <li>Knows when to augment company directives to enhance store and district sales growth and profit</li> <li>Balances district wide strategy to achieve both broad company initiatives and specific store objectives</li> <li>Provides clarity to corporate direction and describes to others how they fit into the "big picture"</li> <li>Helps booksellers understand the business climate, customers, competitors and competitive advantage of the district</li> <li>Anticipates changes in industry and local markets; develops actionable plan to ensure positive impact upon district results</li> </ul>	<ul style="list-style-type: none"> <li>Takes a long-term perspective of the region's business to craft an effective and executable strategy that aligns with company goals and objectives</li> <li>Anticipates and monitors competition throughout the region; develops a strategy to ensure Barnes &amp; Noble remains the best specialty retailer in each market</li> <li>Assembles district manager team that can think and act like owners and execute strategy</li> <li>Coaches district managers to create and act upon opportunities to grow the business</li> <li>Anticipates and takes action to eliminate obstacles to growing the business</li> <li>Forecasts and maintains a "future view" of talent requirements in the district; coaches store managers to ensure a strong talent bench</li> </ul>

# Leading with Vision & Purpose

Barnes & Noble leaders serve customers and booksellers and lead in a manner that reflects our values. As booksellers, we are determined to be the best in our business. Our mission is to operate the best specialty retail business in America.

Individual	Store Manager	District Manager	Regional Director
<ul style="list-style-type: none"> <li>Understands and displays support for company mission and store initiatives</li> <li>Asks questions to clarify the reasons for store programs and company direction</li> <li>Takes initiative and offers ideas and suggestions to improve store results</li> <li>Shares passion for books, reading and music with the customer</li> <li>Possesses ability and desire to serve customers</li> </ul>	<ul style="list-style-type: none"> <li>Effectively communicates Barnes &amp; Noble mission and inspires booksellers to execute the vision to be the best bookstore in the market</li> <li>Communicates store goals and inspires booksellers to achieve desired results</li> <li>Solicits, listens and acts upon ideas and suggestions from booksellers and customers</li> <li>Anticipates and identifies impact of change on booksellers and store results; builds alignment to ease transition</li> <li>Encourages booksellers to maximize opportunities for the total store, not just their own department</li> <li>Possesses the ability and desire to serve booksellers and customers</li> </ul>	<ul style="list-style-type: none"> <li>Effectively communicates Barnes &amp; Noble mission to all booksellers within the district and ensures store managers are operating the best specialty retail units within their markets</li> <li>Provides district direction and sets priorities at the beginning of each fiscal year for all store managers; monitors progress in achieving company initiatives, priorities and objectives during store visits</li> <li>Encourages store managers to think like business owners, to identify best practices and work to implement them</li> <li>Manages change throughout the district and anticipates impact upon booksellers and stores</li> <li>Guides store managers to remain flexible and effectively lead their teams in a changing, competitive environment</li> <li>Models behavior and selects store managers who demonstrate the desire and ability to serve booksellers and customers</li> </ul>	<ul style="list-style-type: none"> <li>Champions Barnes &amp; Noble mission and protects the integrity of the brand throughout all markets within the region</li> <li>Ensures each store manager creates a welcoming environment where Barnes &amp; Noble bookstores are centers for customers to meet, shop, read and learn within each community</li> <li>Balances the need to deliver short-term business results with what is best for Barnes &amp; Noble in the long term; knows when to stay on course and when to course correct</li> <li>Models behavior and selects district managers who demonstrate the desire and ability to serve booksellers and customers</li> <li>Anticipates and leads effectively through times of change, ambiguity and all business conditions</li> <li>Teaches the field the definition and importance of ownership</li> </ul>