

To: All Store Managers
 From: Cristina Cushing (212) 633-4079
 Date: September 15, 2004
 RE: **HUMAN RESOURCES ENCYCLOPEDIA UPDATED PAGES**

Listed below are updated pages to the 8/1/04 *Human Resources Encyclopedia*.
 Please replace the pages in your Encyclopedia immediately upon receipt.

OVERVIEW OF POLICY CHANGES

SUBJECT	UPDATE	CHANGE OR ADDITION
Minors	Your Role <ul style="list-style-type: none"> The Employment of Minors by State Chart has been updated. 	Changes
Payment of Final Wages	Guidelines <ul style="list-style-type: none"> The Payment of Final Wages by State Chart has been updated. 	Changes
Personal Days	Personal Day Guidelines <ul style="list-style-type: none"> Store Manager's track time taken for exempt booksellers, and the District Manager's track time taken for Store Managers on HR Tools. Your Role <ul style="list-style-type: none"> Enter non-exempt personal hours in BookMaster. Enter exempt personal days on bninside under the link 'Exempt Paid Time Off Detail'. In order to ensure accurate information on HR Tools and HR Access, it is important that personal time taken is recorded timely. Review time taken, time available and eligibility for booksellers through bninside. 	Changes
References & Employment Verifications	<ul style="list-style-type: none"> The UCeXpressSM fax number has changed to 866-229-1325. Unemployment Inquiries <ul style="list-style-type: none"> Refer booksellers questioning the status of their unemployment claim to the state unemployment office, not to UCeXpress. 	Change Addition
Unemployment Claims	<ul style="list-style-type: none"> The UCeXpressSM fax number has changed to 866-229-1325. Your Role <ul style="list-style-type: none"> Refer telephone inquiries from state unemployment offices to UCeXpress (800-848-0287). Booksellers questioning the status of their unemployment claim should be referred to the state unemployment office, not to UCeXpress. 	Change Additions

SUBJECT	UPDATE	CHANGE OR ADDITION
Vacation Pay	<p>Guidelines</p> <ul style="list-style-type: none"> • Time taken, time available and eligibility dates are available through bninside for booksellers. • Booksellers may call HR Access (800-799-5335) to check paid time off balances and anniversary dates. • Store Manager's track time taken for exempt booksellers, and the District Manager's track time taken for Store Managers on HR Tools. <p>Your Role</p> <ul style="list-style-type: none"> • Enter non-exempt personal hours in BookMaster. • Enter exempt vacation days on bninside under the link 'Exempt Paid Time Off Detail'. In order to ensure accurate information on HR Tools and HR Access, it is important that vacation time taken is recorded timely. • Review time taken, time available and eligibility for booksellers through bninside. 	Changes

To: All Store Managers
 From: Cristina Cushing (212) 633-4079
 Date: August 1, 2004
 RE: **HUMAN RESOURCES ENCYCLOPEDIA REVISED**

Listed below are changes to the 8/1/04 release of the *Human Resources Encyclopedia*.

OVERVIEW OF POLICY CHANGES

SUBJECT	UPDATE	CHANGE OR ADDITION
Entire Encyclopedia	<ul style="list-style-type: none"> • Readers' Advantage changed to B&N Member Program. • References to BookMaster have been replaced with "in your timekeeping system". i.e., "Enter the bereavement hours into BookMaster" is now "Enter the bereavement hours into your timekeeping system." 	Changes
Americans with Disabilities Act (ADA)	<p>Cashwrap and Aisles</p> <ul style="list-style-type: none"> • Keep the cashwrap area and aisles throughout the store free from barriers that might impede access for customers and booksellers with disabilities. • Aisles must be 36 inches wide to accommodate wheelchair access. 	Additions
Benefit Continuation	<ul style="list-style-type: none"> • Employee life insurance coverage (but not Family life insurance coverage) can be converted to an individual policy. 	Change
Benefit Eligibility	<p>Benefits available for Full-Time Booksellers Scheduled 30 or more hours per Week and Part-Time Booksellers Scheduled 20-29 hours per Week</p> <ul style="list-style-type: none"> • Employee and Family Life and AD&D Insurance <ul style="list-style-type: none"> • Eligible dependents include: <ul style="list-style-type: none"> • Spouse • Children age 14 days to 19 (or 19-25 if full-time students) • Domestic partner • Domestic partner's dependent children age 14 days to 19 (or 19-25 if full-time students) • Bereavement <ul style="list-style-type: none"> • 1st day of employment 	Changes
Benefit Enrollment	<ul style="list-style-type: none"> • Booksellers may also enroll or make certain permitted changes to current enrollment during the annual open enrollment period. • HR Access Worksheets and Contribution Rate Summary can be found under the Reference tab on brinside. <p>Enrollment Process for New Hire</p> <ul style="list-style-type: none"> • Employee and Family Life and AD&D Insurance / Business Travel Insurance <ul style="list-style-type: none"> • Enrollment is automatic for company-paid life employee insurance coverage and business travel insurance. • Full-time: During orientation, instruct bookseller to complete the Benefits Enrollment Worksheet and call HR Access to enroll for Supplemental Life and AD&D Insurance and/or for Family Life and AD&D Insurance. • Part-time: Contacted by Benefits Department via store mail when they become eligible. 	Changes

SUBJECT	UPDATE	CHANGE OR ADDITION												
Benefit Enrollment (cont.)	<ul style="list-style-type: none"> • Late Enrollment: After first 31 days of eligibility, may enroll when there is a qualified family status change. Otherwise, medical evidence of good health is required and bookseller may enroll self or spouse and domestic partner only with the insurance company approval. Children may be enrolled at first eligibility or during the annual enrollment period. <p>Enrollment Process for Change in Status</p> <ul style="list-style-type: none"> • Life and AD&D Insurance / Business Travel Insurance <ul style="list-style-type: none"> • Change to full-time or eligible part-time status: Enrollment is automatic for company-paid employee life insurance coverage and, if change is to full-time status, business travel insurance. Instruct bookseller to call HR Access to enroll for Supplemental Life and AD&D Insurance and/or Family Life and AD&D Insurance. • Late Enrollment: After first 31 days of eligibility, may enroll when there is a qualified family status change. Otherwise, medical evidence of good health is required and bookseller may enroll self or spouse and domestic partner only with the insurance company approval. Children may be enrolled at first eligibility or during the annual enrollment period. 	Changes												
Bereavement	<p>Best Practices</p> <ul style="list-style-type: none"> • Full-time booksellers and eligible part-time booksellers are provided time off with pay when the death of a family member occurs. <p>Eligibility</p> <ul style="list-style-type: none"> • Full-time booksellers and part-time booksellers scheduled to work at least 20 hours per week on their first day of employment. <p>Determining Bookseller Pay</p> <ul style="list-style-type: none"> • Refer to brinside for the number of hours the bookseller is regularly scheduled to work. • Enter the bereavement hours into BookMaster based on the following chart. <table border="0" data-bbox="470 1225 1011 1419"> <thead> <tr> <th>Scheduled Hours</th> <th>Hours to Pay Per Day</th> </tr> </thead> <tbody> <tr> <td>20 – 24.75</td> <td>4</td> </tr> <tr> <td>25 – 29.75</td> <td>5</td> </tr> <tr> <td>30 – 34.75</td> <td>6</td> </tr> <tr> <td>35 – 39.75</td> <td>7</td> </tr> <tr> <td>40</td> <td>8</td> </tr> </tbody> </table>	Scheduled Hours	Hours to Pay Per Day	20 – 24.75	4	25 – 29.75	5	30 – 34.75	6	35 – 39.75	7	40	8	Changes
Scheduled Hours	Hours to Pay Per Day													
20 – 24.75	4													
25 – 29.75	5													
30 – 34.75	6													
35 – 39.75	7													
40	8													
Bookseller Classification	<p>Fair Labor Standards Act</p> <ul style="list-style-type: none"> • The Fair Labor Standards Act (FLSA) regulates minimum wage, exempt versus non-exempt status, overtime pay and child labor. 	Change												

SUBJECT	UPDATE	CHANGE OR ADDITION																		
Breaks and Meal Periods	<p>Core Knowledge</p> <ul style="list-style-type: none"> Booksellers must take break and meal periods, which may not be combined. <p>Break and Meal Period Guidelines for Specific States</p> <ul style="list-style-type: none"> Nevada <table border="1"> <thead> <tr> <th>Paid Hours</th> <th>Meal Period (Unpaid)</th> <th>Break Period (Paid)</th> </tr> </thead> <tbody> <tr> <td>Less than 4 hours</td> <td>None</td> <td>None</td> </tr> <tr> <td>From 4 hours to 4 hours 59 minutes</td> <td>None</td> <td>One 10-minute break</td> </tr> <tr> <td>From 5 hours to 6 hours 59 minutes</td> <td>One Meal</td> <td>One 10-minute break</td> </tr> <tr> <td>From 7 hours to 7 hours 59 minutes</td> <td>One Meal</td> <td>Two 10-minute breaks</td> </tr> <tr> <td>8 hours or more</td> <td>One Meal</td> <td>Two 15-minute breaks</td> </tr> </tbody> </table> 	Paid Hours	Meal Period (Unpaid)	Break Period (Paid)	Less than 4 hours	None	None	From 4 hours to 4 hours 59 minutes	None	One 10-minute break	From 5 hours to 6 hours 59 minutes	One Meal	One 10-minute break	From 7 hours to 7 hours 59 minutes	One Meal	Two 10-minute breaks	8 hours or more	One Meal	Two 15-minute breaks	Additions
Paid Hours	Meal Period (Unpaid)	Break Period (Paid)																		
Less than 4 hours	None	None																		
From 4 hours to 4 hours 59 minutes	None	One 10-minute break																		
From 5 hours to 6 hours 59 minutes	One Meal	One 10-minute break																		
From 7 hours to 7 hours 59 minutes	One Meal	Two 10-minute breaks																		
8 hours or more	One Meal	Two 15-minute breaks																		
Bookseller Discounts	<ul style="list-style-type: none"> Section was formerly called "Discounts for Booksellers". Booksellers sign up at http://shop.barnesandnoble.com/account/getBANum.asp for a BarnesandNoble.com discount. Use your assigned number as a Barnes & Noble Member number when ordering books. GameStop Discount is now 15% off on all items, with the exception of new game consoles, which continue to receive no discount. Example of the GameStop Home Office Discount Card has been added. 	<p>Change Addition</p> <p>Change</p> <p>Addition</p>																		
Competency Model	<ul style="list-style-type: none"> This is a new section. Please review carefully. 	Addition																		
Dental Coverage	<p>Filing Dental Claims</p> <ul style="list-style-type: none"> Mail the Claim Form to: <table border="1"> <tr> <td>MetLife Dental Claims P.O. Box 981282 El Paso, TX 79998-1282</td> </tr> </table> 	MetLife Dental Claims P.O. Box 981282 El Paso, TX 79998-1282	Change																	
MetLife Dental Claims P.O. Box 981282 El Paso, TX 79998-1282																				
Disability: Short Term	<p>Booksellers in the states below must file for disability benefits with the state:</p> <ul style="list-style-type: none"> New Jersey Benefit Amount is now; 2/3 of average weekly wage; maximum is \$459 per week. 	Change																		
Dress Code	<p>Guidelines</p> <ul style="list-style-type: none"> Personal cell phones and pagers should not be brought onto the sales floor during a scheduled shift. <p>Acceptable Attire</p> <ul style="list-style-type: none"> Closed-toe shoes must be worn. (Due to safety and health reasons, sandals are not permitted.) 	Additions																		
Employee Complaint Procedure for Accounting and Audit Matters	<ul style="list-style-type: none"> This is a new section. Please review carefully. 	Addition																		
401(k) Savings Plan	<p>Enrollment</p> <ul style="list-style-type: none"> Booksellers can enroll by logging on to Fidelity NetBenefits at www.401k.com or by calling the Fidelity Retirement Benefits Line at 800-421-3844. 	Change																		

SUBJECT	UPDATE	CHANGE OR ADDITION
Family and Medical Leave	<ul style="list-style-type: none"> California Leave Provisions: Paid family leave for up to six weeks to care for a seriously ill child, spouse, parent, domestic partner, or to bond with a new minor child may also be provided. 	Addition
Interviewing	<ul style="list-style-type: none"> The entire section has been revised. Please review carefully. 	Changes
Job Offers	<ul style="list-style-type: none"> Gather the information you need to make the offer, including: <ul style="list-style-type: none"> Training plan Provide the candidate with the opportunity to respond while extending the offer or allow him or her a maximum of 24 hours to consider the offer. Notify the other candidates who were interviewed but not selected via telephone within 3 days 	Addition Change Addition
Life and AD&D Insurance	<p>Best Practices</p> <ul style="list-style-type: none"> The Company provides life insurance, accidental death and dismemberment (AD&D) insurance and business travel insurance to all eligible booksellers. Eligible booksellers can also enroll for supplemental life insurance and/or family life insurance. 	Additions
Life and AD&D Insurance (cont.)	<p>Family Life Insurance</p> <ul style="list-style-type: none"> Booksellers may purchase family life insurance coverage of \$10,000, \$20,000 or \$30,000 for their legal spouse or domestic partner. Contribution rates are based on the bookseller's age. Coverage of \$5,000 or \$10,000 may be purchased for eligible children age 14 days up to 19 years of age (age 25 if a full-time student). 	Additions
Medical Coverage	<p>Prescription Drug Program</p> <ul style="list-style-type: none"> Prescriptions filled at participating pharmacies with a co-pay of \$10 per generic and \$25 per brand name prescription for up to a 30 day supply. Prescriptions filled by mail with a co-pay of \$20 per generic and \$50 per brand name prescription for a 90 day supply. 	Changes
Minors	<p>Employment Of Minors By State</p> <ul style="list-style-type: none"> California School in Session Maximum Hours are now: Daily: 4 hours Weekly: 48 hours 	Change
New Hire Paperwork	<p>I-9 Requirements</p> <ul style="list-style-type: none"> If a bookseller provides documentation that requires re-verification (i.e., work authorization or work visa) ensure that he or she provides updated documentation of their employment eligibility on or before the expiration date. <p>Examples</p> <ul style="list-style-type: none"> The examples for the W-4 Form, the HR Access Benefit Enrollment Worksheet and the New Hire Data Sheet have been updated. 	Additions Changes
Overtime	<p>Fair Labor Standards Act (FLSA)</p> <ul style="list-style-type: none"> FLSA establishes which positions are salaried and which positions are hourly. <p>Hourly Booksellers</p> <ul style="list-style-type: none"> Pay hourly Receiving, Music Managers and certain Community Relations Managers 1 ½ times their hourly rate for all hours worked in excess of 40 per week. 	Change Addition
Payday, Paychecks, and Deductions	<p>Pay Periods</p> <ul style="list-style-type: none"> Exempt booksellers are paid bi-weekly (every other Friday) for the previous week worked and the current week, therefore, they are paid up-to-date. 	Change

SUBJECT	UPDATE	CHANGE OR ADDITION
Payment for Hours Worked	<p>Payment Guidelines for Hourly Booksellers</p> <ul style="list-style-type: none"> Booksellers may not adjust their own timecards under any circumstances. <p>Minimum Hours Rhode Island Sundays and on holidays minimum of 4 hours worked at regular hourly rate.</p>	Additions
Performance Reviews	<p>Present the Review</p> <ul style="list-style-type: none"> Place original, signed review in the bookseller's personnel file. All performance documentation must remain in the personnel file as a company record. 	Additions
Personal Data Changes	<p>Your Role</p> <ul style="list-style-type: none"> The store manager should process name changes after obtaining proof of the official name change and a copy of the new social security card indicating the name change. <ul style="list-style-type: none"> A new W-4 form with the name change should be filled out and maintained in the personnel file. 	Addition
References and Employment Verifications	<p>Unemployment Inquiries</p> <ul style="list-style-type: none"> Fax immediately to UCeXpressSM (866-820-3356) and mail to: UCeXpressSM 10101 Woodfield Lane St. Louis, MO 63132 	Change
Scheduling	<p>Coverage</p> <ul style="list-style-type: none"> A store must operate with a member of management at all times A manager must never leave the store without ensuring management coverage. Failure to do so may result in disciplinary action, up to and including, separation. 	Additions
Separation: Involuntary	<p>Unacceptable Behavior</p> <ul style="list-style-type: none"> False or misleading statements, or any falsification or unauthorized alteration of company records or documents, employment applications, payroll records, timekeeping records or schedules. Unauthorized use of confidential information acquired by virtue of employment and/or any unauthorized perusal or release of confidential information (e.g., contents of personnel files, wages, company finances, sales information, etc.) to other booksellers or outside parties. Interference or failing to cooperate in any internal company investigation. 	Changes
Smoke Free Workplace	<ul style="list-style-type: none"> The entire section has been revised. Please review carefully. 	Change
Staff Planning	<ul style="list-style-type: none"> This section has been deleted. 	Deletion
Talent Mapping Process	<ul style="list-style-type: none"> This is a new section. Please review carefully. 	Addition
Timekeeping	<ul style="list-style-type: none"> The entire section has been revised. Please review carefully. 	Changes
Transportation Benefits	<p>Benefit Provided</p> <ul style="list-style-type: none"> Bookseller can pay up to \$195 per month in work-related parking expenses on a before-tax basis. 	Change
Unemployment Claims	<p>Your Role</p> <ul style="list-style-type: none"> Fax unemployment claim notices immediately to UCeXpressSM (866-820-3356) and mail to: UCeXpressSM 10101 Woodfield Lane, St. Louis, MO 63132 	Change

SUBJECT	UPDATE	CHANGE OR ADDITION
Unions	<p>Solicitation and Distribution</p> <ul style="list-style-type: none"> Contact your District Manager immediately if literature or solicitation activity of any kind is detected. <p>Your Role</p> <ul style="list-style-type: none"> Keep your District Manager appraised at all times. 	Additions
Wage Plan: Hiring Pay Rates	<p>Guidelines</p> <ul style="list-style-type: none"> Regular status booksellers (including Leads and Seniors) hired after September 30, 2001 are eligible for a \$.25 increase after 1 year of service, providing they meet performance standards. We list all booksellers eligible for an increase on bniinside. <p>Re-hires</p> <ul style="list-style-type: none"> Booksellers re-hired within 2 years should receive wage credit for their prior bookselling experience with the company. Follow guidelines outlined in <u>Wage Plan: Status and Hour Changes</u>. <ul style="list-style-type: none"> Re-hires within 90 days are granted continuous service in regards to benefit eligibility. Re-hires greater than 90 days must satisfy benefit eligibility requirements since there is a break in service. <p>Prior to 1 Year Anniversary</p> <ul style="list-style-type: none"> Prior to the effective date, indicate those booksellers not meeting performance standards on bniinside. Follow-up on performance issues with a <u>performance development plan</u>. If performance improves after 30 days, contact the HR Service Center (800-799-5335) to apply the \$.25 increase. 	<p>Addition</p> <p>Changes</p> <p>Addition</p>
Wage Plan: Status and Hour Changes (Formerly Wage Plan: Promotions, Demotions, Hour Changes and Status Changes)	<p>Status Changes</p> <ul style="list-style-type: none"> Determine the pay rate. <ul style="list-style-type: none"> Bookseller to Lead Bookseller or Senior Bookseller: <ul style="list-style-type: none"> Increase rate by an additional \$.25, if status change occurs within 90 days of hire date. If the status change includes a transfer to a new market, should apply status change guideline and an increase or decrease based on difference between the minimums of the two range.) Lead Bookseller or Senior Bookseller to Bookseller: <ul style="list-style-type: none"> Decrease rate by \$.75. If the bookseller received a \$.50 increase when previously changed to Lead or Senior Bookseller, rate should only be decreased by \$.50 (call the HR Service Center to adjust rate). If the status change includes a transfer to a new market, should apply status change guideline and an increase or decrease based on difference between the minimums of the two ranges. Manager to Lead Bookseller, Senior Bookseller or Bookseller: <ul style="list-style-type: none"> Add \$.75 to the Bookseller, Lead Bookseller or Senior Bookseller minimum starting rate, if manager has less than 2 years of service. 	Changes

SUBJECT	UPDATE	CHANGE OR ADDITION
Wage Plan: Status and Hour Changes (Formerly Wage Plan: Promotions, Demotions, Hour Changes and Status Changes) <i>continued</i>	<ul style="list-style-type: none"> • Add \$.50 for every full year of service to the Bookseller, Lead Bookseller or Senior Bookseller minimum starting rate, up to the maximum, if manager has 2 or more years of service. • Experience noted at time of hire will be added to the rate. • Discuss the status change and pay rate with the District Manager. • Present the status change and increase/decrease to the bookseller. • Enter the status change through bninside. • If the status change includes a transfer to another store, forward the bookseller's personnel file to the new store. <p>Hour Changes</p> <ul style="list-style-type: none"> • Changes to a bookseller's scheduled hours, below 32 hours, does not affect their pay rate. • Changes to a Lead or Senior Bookseller's scheduled hours, above 35 hours, does not affect their pay rate. • Seasonal or temporary booksellers who change to regular status receive a \$.25 increase, provided they have worked 90 days and were hired after September 30, 2001. • When a seasonal or temporary bookseller changes to regular status, the experience noted at time of hire will be applied. 	
Wage Plan: Store Staffing Matrix	<ul style="list-style-type: none"> • Staffing Matrix Guide (B&N) has been updated. 	Change
Wage Plans: Transfers	<ul style="list-style-type: none"> • All references to "Wage Plan: Promotions, Demotions, Hour Changes and Status Changes" changed to "Wage Plan: Status and Hour Changes". 	Change
We Listen	<p>Best Practice</p> <ul style="list-style-type: none"> • Support, promote and encourage booksellers to actively utilize <i>We Listen</i>. <p>Guidelines</p> <ul style="list-style-type: none"> • Booksellers may contact their District Manager, Regional Director or VP, Director of Stores directly with any <i>We Listen</i> issue. <p>We Listen Poster</p> <ul style="list-style-type: none"> • The poster includes the following information: <ul style="list-style-type: none"> • District Manager, Regional Director and VP, Director of Stores's address, telephone numbers (office, cell, voice mail and fax) and email address. <p>Your Role</p> <ul style="list-style-type: none"> • Ensure all booksellers are aware of our <i>We Listen</i> culture and educate them on how to communicate their issues. 	Changes
Workplace Injuries	The entire section has been revised. Please review carefully.	Changes



STORE MANAGER'S HR ENCYCLOPEDIA

Introduction

The key to solving any human resource issue is to treat booksellers fairly, honestly and with respect. This Encyclopedia sets you on a path to do just that. It is not intended to be an all-inclusive step-by-step instruction book, for no book can provide you with all of the answers to all of your questions. Rather, it should be used as a resource, along with the next level of management, to address questions and concerns which arise in the course of day-to-day operations.

When policies change, it is the responsibility of the Human Resources Department to communicate these changes promptly. As well, it is incumbent upon store management to communicate and apply these policies consistently throughout your store.

The policies and procedures outlined in the Store Manager's HR Encyclopedia supersede all other Human Resources policies and procedures that have been issued.

TABLE OF CONTENTS

AMERICANS WITH DISABILITIES ACT (ADA).....	1
ATTENDANCE AND TARDINESS.....	3
BENEFIT CONTINUATION (COBRA).....	5
BENEFIT ELIGIBILITY.....	7
BENEFIT ENROLLMENT.....	9
BEREAVEMENT.....	11
BOOK LOAN PROGRAM.....	13
BOOKSELLER CLASSIFICATION.....	15
BOOKSELLER DISCOUNT.....	17
BREAKS AND MEAL PERIODS.....	19
COMPANY PROPERTY.....	21
COMPETENCY MODEL.....	23
CONFIDENTIALITY.....	25
CONFLICT OF INTEREST.....	27
DENTAL COVERAGE.....	29
DIRECT DEPOSIT.....	31
DISABILITY: LONG-TERM.....	33
DISABILITY: SHORT-TERM.....	35
DRESS CODE.....	39
DRUG-FREE WORKPLACE.....	41
ELECTRONIC COMMUNICATIONS STANDARDS.....	43
EMPLOYEE COMPLAINT PROCEDURES FOR ACCOUNTING & AUDIT MATTERS.....	45
EMPLOYEE RELATIONS.....	47
EMPLOYMENT AT WILL.....	49
EMPLOYMENT OF RELATIVES.....	51
FAMILY AND MEDICAL LEAVE.....	53
401(K) SAVINGS PLAN.....	55
GOAL DEVELOPMENT PLAN (GDP).....	57
HARASSMENT.....	59
HOLIDAY PAY.....	63
INJURY AND ILLNESS PREVENTION PROGRAM.....	65
INTERVIEWING.....	67

TABLE OF CONTENTS

SOLICITATION AND DISTRIBUTION	145
STORE CLOSING.....	147
TALENT MAPPING PROCESS.....	149
THIRD PARTY HARASSMENT.....	151
TIMEKEEPING.....	153
TRANSPORTATION BENEFITS.....	155
TUITION ASSISTANCE.....	157
UNEMPLOYMENT CLAIMS.....	159
UNIONS.....	161
VACATION PAY.....	163
WAGE PLAN: HIRING PAY RATES.....	165
WAGE PLAN: STATUS AND HOUR CHANGES.....	167
WAGE PLAN: STORE STAFFING MATRIX.....	169
WAGE PLAN: TRANSFERS.....	171
WE LISTEN.....	175
WORKPLACE INJURIES.....	177

BEST PRACTICES



Hire, promote and retain the most qualified booksellers regardless of disability, and allow full access to job opportunities and facilities to persons with disabilities by providing reasonable accommodations.

CORE KNOWLEDGE

Americans with Disabilities Act (ADA) Law

- It is illegal to discriminate against a qualified candidate or current bookseller with a disability who can perform the essential functions of the job with or without reasonable accommodation.
- Essential functions are tasks that comprise the major portion of a job's requirements, as defined in a *job description*.

Definition of Disability

- A person is considered to have a disability under ADA if he or she has a physical or mental impairment which limits a major life activity (i.e., walking, sleeping, seeing, hearing, touching, learning, etc.).

Examples of Disabilities

The following list, while not all inclusive, identifies some commonly encountered medical conditions that ADA may cover, if medical condition results in an impairment that limits a major life activity.

- Alcoholism
- Asthma
- Bi-polar Disorder
- Epilepsy
- Hearing Impairment
- Hypoglycemia

Reasonable Accommodations

- We are obligated to make reasonable accommodations to booksellers, candidates or customers, unless doing so would impose an undue hardship.
- Examples of reasonable accommodations include, but are not limited to:
 - Modified work schedules
 - Job restructuring
 - Acquisition or modification of equipment or devices
 - Interpreters
 - Service pets
- Partner with your District Manager when considering reasonable accommodation requests.

Drug and Alcohol Abuse

- ADA does not protect booksellers who engage in the use of illegal drugs or alcohol on company premises.
- However, ADA may protect booksellers or employment candidates who are enrolled in or who have completed a rehabilitation program. In these cases, partner with your District Manager or Human Resources to determine a course of action.

BEST PRACTICES



All booksellers are important to our success and are relied on to be ready to work and on time.

CORE KNOWLEDGE

Guidelines

- Booksellers who cannot report to work must call the Manager-on-Duty prior to the beginning of his or her scheduled start time on each day of absence.

Job Abandonment

- A bookseller abandons his or her job after:
 - Being absent without notifying the Manager-on-Duty for 3 consecutive scheduled shifts.
 - Leaving the work premises during working hours without the permission of the Manager-on-Duty.
- In case of job abandonment, consider the bookseller to have resigned effective the last day he or she actually worked.

YOUR ROLE

- Communicate to booksellers the importance of consistently working the scheduled shift, so our customers are provided with optimal service.
- Make booksellers aware that excessive absenteeism or tardiness may be subject to corrective action.

When a Bookseller is Absent

- Partner with your District Manager when handling attendance and tardiness issues.
- Prior to separation, make an attempt to contact a bookseller who has been absent for 3 consecutive shifts without notifying a Manager-on-Duty of the absences.

REFERENCE TOOLS

Bookseller Handbook
Learning Library

BEST PRACTICES



Benefit continuation information is provided to covered booksellers when they separate from employment, or when an individual is no longer eligible for medical or dental coverage.

CORE KNOWLEDGE

- Coverage under our benefit programs for the bookseller and his or her enrolled dependents ends on the last day of employment or when the bookseller's classification changes and the bookseller is no longer eligible to participate in the benefit plans.
- Medical coverage and dental coverage can be continued under COBRA.
- Employee life insurance coverage (but not Family life insurance coverage) can be converted to an individual policy.

COBRA Continuation

- Continuation of medical and dental coverage is available through COBRA to booksellers and/or their eligible dependents for up to 18 months when:
 - Bookseller's employment terminates for any reason other than gross misconduct.
 - Bookseller classification changes from full-time to part-time (refer to *benefit eligibility*).
- The bookseller pays the full cost of coverage continuation, plus an administrative charge of up to 2% of the premium's cost.
- COBRA notification and cost information is sent from the Benefits Department to eligible booksellers after the separation or classification change is entered on binside.

Termination of COBRA Coverage

- Coverage ends on the earliest of the following:
 - The applicable 18 months of continuation coverage ends.
 - The cost of continued coverage is not paid on or before the date it is due.
 - The bookseller or dependent becomes entitled to Medicare coverage after the qualifying event (coverage ends for that individual only).
 - The bookseller or dependent becomes covered under another group health or dental plan after the qualifying event (coverage ends for that individual only).
 - The plan terminates for all booksellers.

YOUR ROLE

- Support this process by promptly reporting separations and reclassifications via binside.

REFERENCE TOOLS

*Bookseller Benefits
Learning Library*

BEST PRACTICES



Company-paid and optional benefit programs are offered to booksellers based on uniform eligibility requirements.

CORE KNOWLEDGE

Group Insurance and Savings Programs

Benefit	Full-Time Booksellers Scheduled 30 or more hours per Week	Part-Time Booksellers Scheduled 20-29 hours per Week	Part-time Booksellers Scheduled under 20 hours per Week, Temporary and Seasonal
<u>Medical Coverage</u> <u>Dental Coverage</u>	After 60 days continuous eligible service. May enroll self and eligible dependents; see "Eligible Dependents" below	After 1 year continuous eligible service May enroll self only	Not Applicable
<u>Employee and Family Life and AD&D Insurance</u>	After 60 days continuous service and at least age 18. May enroll self and/or eligible dependents; see "Eligible Dependents" below	After 1 year continuous eligible service and at least age 18 May enroll self and/or eligible dependents; see "Eligible Dependents" below	Not Applicable
Business Travel Insurance	1st day of employment	Not Applicable	
Short-term <u>Disability</u> (includes paid <u>Maternity Leave</u>)	Hourly: after 6 months continuous eligible service Exempt: 1st day of employment	As defined by state laws in California, Hawaii, New Jersey, New York and Rhode Island.	
Long-term <u>Disability</u>	After 60 days continuous eligible service, with annual salary of \$10,000 or more	Not Applicable	
<u>401(k) Savings Plan</u>	Bookseller must be 21 and complete 1 year of service of at least 1000 hours. Enrollment for newly eligible booksellers is quarterly.		
<u>Workers' Compensation</u>	1st day of employment		

Paid Time Off Programs

Benefit	Full-Time Booksellers Scheduled 30 or more hours per Week	Part-Time Booksellers Scheduled 20-29 hours per Week	Part-time Booksellers Scheduled under 20 hours per Week, Temporary and Seasonal
<u>Bereavement</u>	1st day of employment		Not Applicable
<u>Holiday Pay</u>	1st day of employment		Not Applicable
<u>Jury Duty</u>	1st day of employment		
<u>Personal Days</u>	After 6 months continuous eligible service		Not Applicable
<u>Sick Days</u>	Hourly: after 6 months continuous eligible service Exempt: 1st day of employment		Not Applicable
<u>Vacation Pay</u>	After 6 months continuous eligible service		Not Applicable

BEST PRACTICES



The opportunity to enroll in optional benefit plans is offered to booksellers as they become eligible for plan participation.

CORE KNOWLEDGE

- The Store Manager is responsible for communicating *benefit eligibility* at the time of booksellers' hire or when a bookseller's classification changes in a way affecting benefit eligibility.
- Ensure that all benefit eligible booksellers complete the Beneficiary Designation section of the New Hire Data Form.
- Direct booksellers to call HR Access (800-799-5335) to enroll or waive benefits. They can call HR Access before their eligibility date or within their first 31 days of eligibility.
- HR Access Worksheets and Contribution Rate Summary can be found under the Reference tab on bninside and in *Benefits in Brief* in the New Hire Kit.
- Booksellers may also enroll or make certain permitted changes to current enrollment during the annual open enrollment period.

Enrollment Process for New Hire

Benefit	New Hire Enrollment Process
<u>Medical Coverage</u> <u>Dental Coverage</u>	Full-time: During orientation, instruct bookseller to complete the Benefits Enrollment Worksheet and call HR Access. Domestic Partner: Benefits Department will contact bookseller to complete an Affidavit of Domestic Partnership after domestic partner is enrolled via HR Access. Part-time: Benefits Department will contact booksellers via store mail when they become eligible.
<u>Employee and Family Life and AD&D Insurance</u> Business Travel Insurance	Enrollment is automatic for company-paid life employee insurance coverage and business travel insurance. Full-time: During orientation, instruct bookseller to complete the Benefits Enrollment Worksheet and call HR Access to enroll for Supplemental Life and AD&D Insurance and/or for Family Life and AD&D Insurance. Part-time: Benefits Department will contact booksellers via store mail when they become eligible.
Long-term <u>Disability</u>	Full-time: During orientation, instruct bookseller to complete the Benefits Enrollment Worksheet and call HR Access.
<u>401(k) Savings Plan</u>	Enrollment packets sent to home address of newly eligible booksellers by Fidelity each quarter. Bookseller may enroll by contacting Fidelity at www.401k.com or 800-421-3844.
<u>Transportation Benefits</u>	Direct interested bookseller to contact WageWorks at www.wageworks.com or 877-924-3967.

Enrollment Process for Change in Status

Benefit	Change to Full-time Status Enrollment Process
<u>Medical Coverage</u> <u>Dental Coverage</u>	Instruct bookseller to complete the Benefits Enrollment Worksheet and call HR Access. Domestic Partner: Benefits Department will contact bookseller to complete an Affidavit of Domestic Partnership after domestic partner is enrolled via HR Access.
<u>Life and AD&D Insurance</u> Business Travel Insurance	Enrollment is automatic for company-paid employee life insurance. Instruct bookseller to call HR Access to enroll for Supplemental and/or Family Life and AD&D Insurance. Enrollment for business travel insurance is automatic.
Long-term <u>Disability</u>	Instruct bookseller to call HR Access.

BEST PRACTICES



Full-time booksellers and eligible part-time booksellers are provided time off with pay when the death of a family member occurs.

CORE KNOWLEDGE

Eligibility

- Full-time booksellers and part-time booksellers scheduled to work at least 20 hours per week on their first day of employment.

Benefit Provided

- Booksellers may be paid a maximum of 3 days.
- When the funeral is over 250 miles from a bookseller's home, he or she may be paid a maximum of 5 days.

Family Members Include

Family Members		Family Members of Domestic Partner
Brother-in-Law	Mother-in-Law	Child
Child	Parent	Grandchild
Daughter-in-Law	Sibling	Grandparent
Domestic Partner	Sister-in-Law	Parent
Father-in-Law	Son-in-Law	Sibling
Grandchild	Spouse	
Grandparent	Spouse's Grandparent	
Member of immediate household		

Guidelines

- You may request a floral arrangement or donation to the charity of the family's choice through the HR Service Center (800-799-5335). Charities with political affiliations are not acceptable.
- Booksellers can use personal days and/or vacation days to extend the bereavement period.

YOUR ROLE

Memorial Donations

- If requesting a floral arrangement or charitable donation, call the HR Service Center (800-799-5335) and provide the following:
 - Bookseller's name.
 - Date of memorial service.
 - Name and relationship of the deceased.
 - Name, address and telephone number of the funeral home or charity.

BEREAVEMENT

Determining Bookseller Pay

- Refer to brinside for the number of hours the bookseller is regularly scheduled to work.
- Enter the bereavement hours into your timekeeping system based on the following chart.

Scheduled Hours	Hours to Pay Per Day
20 – 24.75	4
25 – 29.75	5
30 – 34.75	6
35 – 39.75	7
40	8

REFERENCE TOOLS

Bookseller Handbook

Learning Library

Store Systems Encyclopedia

BENEFIT ENROLLMENT

Status Change that Increases Benefit Eligibility—Enrollment Period

From	To	Enrollment Period
Temporary, Seasonal, or Part-time under 20 hours per week	Full-time	60 days from effective date of reclassification
Part-time 20 or more hours per week less than one year of service	Full-time	The earlier of (1) 60 days from effective date of reclassification or (2) 31 days from the bookseller's one-year anniversary
Part-time 20 or more hours per week, more than one year of service	Full-time	31 days from effective date of reclassification to enroll dependents for medical and dental coverage and to enroll for long-term disability coverage (if minimum earnings requirement is met).

Qualified Family Status Changes

- Includes marriage, divorce, birth or adoption of a child, beginning or ending of a domestic partnership, or change in spouse's or domestic partner's employment which affects coverage.
- Request must be made within 31 days of the event.
- Supporting documentation is required.

Benefit	Permitted Enrollment Changes
<u>Medical Coverage</u> <u>Dental Coverage</u>	May change enrollment elections between annual enrollment periods only when there is a qualified family status change. Contact the Benefits Department within 31 days of the event to obtain change form.
<u>Employee and Family Life and AD&D Insurance</u>	May enroll self and/or new dependents between annual enrollment periods when there is a qualified family status change. Contact the Benefits Department within 31 days of the event to obtain change form.

Annual Enrollment Period and Late Enrollment

- Annual enrollment period is held in January, with coverage changes becoming effective February 1st.

Benefit	Permitted Enrollment Changes
<u>Medical Coverage</u> <u>Dental Coverage</u>	Annual Enrollment: Bookseller may enroll self and/or eligible dependents.
<u>Employee and Family Life and AD&D Insurance</u>	Annual Enrollment: Bookseller enrolled for Supplemental Life and AD&D Insurance can increase coverage by one salary multiple. Children may be enrolled. Late Enrollment: Bookseller may enroll self for Supplemental Life and AD&D insurance and/or spouse or domestic partner for Family Life and AD&D insurance by providing medical evidence of good health. Insurance company approval is required.
Long-term <u>Disability</u>	Late Enrollment: Medical evidence of good health is required and bookseller may enroll only with insurance company approval.
<u>401(k) Savings Plan</u>	Once eligible, bookseller may enroll at any time by contacting Fidelity at www.401k.com or 800-421-3844.

REFERENCE TOOLS

Benefits in Brief
bninside
Bookseller Benefits
Bookseller Handbook
Learning Library



Section 1: Introduction and Purpose of the Report

Section 2: Methodology

Section 2.1: Data Collection and Analysis

Section 3: Results

Section 3.1: Key Findings

Section 4: Discussion

Section 4.1: Interpretation of Results

Section 5: Conclusion

Section 5.1: Summary and Recommendations

Section 6: Appendix

Section 6.1: Additional Data



All information contained in this document is confidential and should be kept as such.

CONFIDENTIAL

MEMORANDUM

To: [Name] (Recipient)
From: [Name] (Sender)
Subject: [Subject]

BACKGROUND

The purpose of this memorandum is to inform you of the results of the recent performance evaluation. The evaluation was conducted by the Human Resources Department and the results are as follows:

PERFORMANCE

Your performance has been consistently strong and you have demonstrated a high level of commitment and dedication. Your contributions to the organization have been significant and you have exceeded expectations in several key areas.

RECOMMENDATIONS

Based on your performance, it is recommended that you continue to focus on your strengths and areas of excellence. It is also recommended that you continue to seek opportunities for professional development and growth.

CONCLUSION

Thank you for your continued dedication and hard work. We are confident that you will continue to make valuable contributions to the organization.

AMERICANS WITH DISABILITIES ACT (ADA)

ADA Posters

- New posters automatically ship to stores when State or Federal laws change.
- Order replacement posters by emailing Store Supplies/Signs.

YOUR ROLE

- Comply with all ADA federal laws.
- Ensure the management team is educated on ADA law.
- Partner with your District Manager or Human Resources when a job responsibility cannot be performed due to a disability or when considering accommodation requests.

Current Booksellers

- If a bookseller becomes disabled while working in your store and cannot continue to perform his or her current job responsibilities, an accommodation may be necessary. Partner with your District Manager in this situation.

Employment Candidates

- Review the *job description* before interviewing candidates.
- Focus questions on whether the candidate can perform the job responsibilities.
- If a candidate notifies you that he or she has a disability, determine what skills the candidate can perform and what reasonable accommodation is necessary for the candidate to perform the essential functions of the job.
- If you can accommodate the candidate, and he or she is qualified, then hire him or her.
- Partner with your District Manager if you do not believe you can accommodate the candidate, prior to declining to make a job offer.

Cashwrap and Aisles

- Keep the cashwrap area and aisles throughout the store free from barriers that might impede access for customers and booksellers with disabilities.
- Aisles must be 36 inches wide to accommodate wheelchair access.

ADA Posters

- Post provisions of the ADA in the stockroom or breakroom.

REFERENCE TOOLS

Bookseller Handbook

Learning Library

Operations Encyclopedia

101 Introduction and Organization of the Handbook

102 About the Editors

103 About the Contributors

104 About the Reviewers

105 About the Illustrations

106 About the Tables

107 About the References

108 About the Index

109 About the Appendixes

110 About the Glossary

111 About the Bibliography

112 About the Bibliography

113 About the Bibliography

114 About the Bibliography

115 About the Bibliography

116 About the Bibliography

117 About the Bibliography

118 About the Bibliography

119 About the Bibliography

120 About the Bibliography

TABLE OF CONTENTS

JOB DESCRIPTIONS	71
JOB OFFERS	73
JURY DUTY	75
LIFE AND AD&D INSURANCE	77
MATERNITY LEAVE.....	79
MEDICAL COVERAGE	81
MILITARY LEAVE	83
MINORS	85
NEW HIRE PAPERWORK.....	89
ORIENTATION.....	95
OVERTIME.....	97
PAYDAY, PAYCHECKS AND DEDUCTIONS.....	99
PAYMENT FOR HOURS WORKED	101
PAYMENT OF FINAL WAGES	103
PERFORMANCE DEVELOPMENT	105
PERFORMANCE REVIEWS.....	107
PERSONAL BELONGINGS.....	109
PERSONAL DATA CHANGES.....	111
PERSONAL DAYS.....	113
PERSONAL LEAVE.....	115
RECORD KEEPING AND FILE ACCESS	117
RECRUITING.....	119
REFERENCE CHECKS.....	121
REFERENCES AND EMPLOYMENT VERIFICATIONS	123
REHIRES AND CONTINUOUS SERVICE.....	125
RETIREMENT PLAN	127
SAFETY.....	129
SALARY ADVANCES	131
SCHEDULING	133
SEPARATION: INVOLUNTARY.....	135
SEPARATION: VOLUNTARY	137
SEVERE WEATHER PAY	139
SICK DAYS.....	141
SMOKE FREE WORKPLACE.....	143



Barnes & Noble, Inc.
Copyright © August, 2004

JOB DESCRIPTIONS—BARNES & NOBLE

UPDATE	CHANGE OR ADDITION
The revised Store Manager and Community Relations Manager job descriptions have been updated. All other job descriptions are being revised and will be released upon completion.	Changes

COMPETENCY MODEL

UPDATE	CHANGE OR ADDITION
<ul style="list-style-type: none"> • The Competency Model was released earlier this year. • This tab is new to the Encyclopedia. 	Addition

BEST PRACTICES



Booksellers are offered the opportunity to borrow hardcover books in order to increase product knowledge and enhance customer service.

CORE KNOWLEDGE

Guidelines

- All booksellers are eligible.
- Booksellers may borrow 1 hardcover book at a time for 14 days.
- Booksellers must return books in saleable condition. If not, the bookseller is required to pay for the book, and future borrowing privileges are forfeited.
- Items not available to borrow:
 - Audio Tapes
 - CDs/Cassettes
 - DVDs
 - Games
 - Gift Products
 - Magazines
 - Paperbacks
 - Videos

YOUR ROLE

- Complete the Employee Book Loan Log.
- Remove the book's cover and place in a file or safe.
- When returned, complete the Employee Book Loan Log, replace the book cover and return it to stock.
- Upon a bookseller's separation of employment, obtain any book on loan or payment for the book.

REFERENCE TOOLS

Learning Library
Operations Encyclopedia

BEST PRACTICES



Classify booksellers based on the job requirements of the position as well as the number of hours regularly scheduled to work in a week.

CORE KNOWLEDGE

Fair Labor Standards Act

- The Fair Labor Standards Act (FLSA) regulates minimum wage, exempt versus non-exempt status, overtime pay and child labor.
- Hourly booksellers are considered covered by the FLSA on the basis of their job responsibilities.

Hourly Bookseller Classification

- Classification is according to the number of hours regularly scheduled to work in a week.
 - Full-time – regularly scheduled to work 30 or more hours per week.
 - Part-time – regularly scheduled to work less than 30 hours per week.
 - Temporary – hired for a specific period of time with a specific beginning and ending date.
 - Seasonal – hired in anticipation of returning for irregular intervals during the year and remains on the payroll.

Hourly Bookseller Scheduling

- Booksellers – schedule for 32 hours or less.
- Lead or Senior Booksellers – schedule for 35 hours or more.
- B. Dalton Assistant Store Managers and Barnes & Noble Receiving and Music Managers are full-time positions requiring a 40-hour work week.

Exempt Booksellers

- Are exempt from the FLSA and do not receive paid overtime.
- Are classified as full-time and require a minimum of 40 hours.
- May be required to work more than their scheduled hours during peak business demands without additional compensation.

YOUR ROLE

- Maintain accurate bookseller records by entering new information on bninside each time a bookseller's classification changes.
- Ensure scheduled hours accurately reflect hours worked.

Status Changes

- Partner with your District Manager prior to making any involuntary or storewide status changes.
- Ensure all booksellers are notified of the change in status prior to entering the change on bninside.
- Explain how the change in status affects benefit plan participation and pay rate.
- Advise booksellers changing to a benefit-eligible position to call HR Access (800-799-5335) to make enrollment elections.

BEST PRACTICES



Discounts on merchandise are offered to all booksellers.

CORE KNOWLEDGE

Guidelines

- Discounts apply to purchases made by booksellers for:
 - Their own use
 - Their legal dependents, spouse or domestic partner
 - Bona fide gifts
- Roommates, siblings, parents and extended family members and friends are not eligible.
- Seasonal booksellers are eligible when they are working.
- Booksellers must purchase food products prior to consumption.
- Most discounts are off the full list price. Bargain books are off the bargain price.
- Booksellers sign up at <http://shop.barnesandnoble.com/account/getBANum.asp> for a BarnesandNoble.com (bn.com) discount. Use your assigned number as a Barnes & Noble Member number when ordering books.

Discount Chart

Locations	Item	Discount
Barnes & Noble	Books	30%
B. Dalton Bookseller	Prepared foods from the Café	50%
Bookstop/Bookstar	Café Retail Coffees and Teas	30%
Charlesbank	Café Gift Items	30%
Doubleday Book Shops	All Godiva Items	30%
ink newsstand	Magazines	30%
	CDs, VHS and DVDs	20%
	Other Retail Items (excluding newspapers)	30%
Location	Item	Discount
Barnes&Noble.com	Same as Barnes & Noble Membership Program.	5%
Locations	Item	Discount
Babbage's	All Items Except New Games Systems	15%
FuncoLand	New Games Systems	0%
Gamestop		
Planet X		
Software Etc.		
SuperSoftware		

Limitations

- Discounts are not available at:
 - Barnes & Noble Bookstores, Inc. (College)
- Discounts are not applicable to:
 - Drink refills in the Café
 - Fees (including shipping fees, gift wrap, B&N Member Program Member fees, etc.)
 - Gift Cards
 - Newspapers
 - Ship-to-Home Orders

BEST PRACTICES



Schedule breaks and meal periods for booksellers based on the hours worked during each shift.

CORE KNOWLEDGE

Guidelines

- Schedule breaks and meal periods in accordance with company guidelines and federal and state laws.
- Booksellers must take break and meal periods, which may not be combined.
- Breaks are paid time. Meal periods are unpaid time.
- The Store Manager may decide whether to schedule half hour meal periods or one hour meals. Scheduling must be consistent.
- Occasionally, when business needs require a bookseller to remain on the premises and on-call during a meal period, the bookseller must be paid for that time.
- Booksellers may eat and/or drink only in the breakroom (B&N) or stockroom (B. Dalton).
- Consumption of food, beverage and chewing gum by booksellers is not permitted on the selling floor at any time.

Scheduling Breaks and Meal Period Chart

- Calculate breaks and meal periods based on paid hours. (For example, a shift from 11:00 a.m. – 7:00 p.m. is 8 scheduled hours but less than 8 hours of paid time because meal periods are not paid. It falls in the “From 5 to 7 hours 59 minutes” category in the chart below.)

Paid Hours	Meal Period (Unpaid)	Break Period (Paid)
Less than 4 hours	None	None
From 4 to 4 hours 59 minutes	None	One 15-minute break
From 5 to 7 hours 59 minutes	One Meal	One 15-minute break
8 hours or more	One Meal	Two 15-minute breaks

Break and Meal Period Guidelines for Specific States

- California

Paid Hours	Meal Period (Unpaid)	Break Period (Paid)
Less than 3 hours	None	None
From 3 hours to 5 hours	None	One 10-minute break
More than 5 to 6 hours	One Meal	One 10-minute break
More than 6 hours to 10 hours	One Meal	Two 10-minute breaks
10 hours or more	Two Meals	Three 10-minute breaks

- Nevada

Paid Hours	Meal Period (Unpaid)	Break Period (Paid)
Less than 4 hours	None	None
From 4 hours to 4 hours 59 minutes	None	One 10-minute break
From 5 hours to 6 hours 59 minutes	One Meal	One 10-minute break
From 7 hours to 7 hours 59 minutes	One Meal	Two 10-minute breaks
8 hours or more	One Meal	Two 15-minute breaks

BEST PRACTICES



Booksellers are provided with company owned property for use in the performance of their jobs.

CORE KNOWLEDGE

Examples of Company Property

- Aprons
- Books on loan
- Calculators
- Equipment
- Keys
- Locks (B&N)
- Name badges
- Salary, travel or relocation advances
- Supplies
- Training materials and/or encyclopedias

Guidelines

- Booksellers must return company property on their last day of employment. Wages cannot be withheld if property is not returned.
- However, booksellers must repay salary, travel or relocation advances upon separation through either payroll deductions from payment of final wages or by personal check.

YOUR ROLE

- Collect company property from each bookseller on his or her last day of employment.

REFERENCE TOOLS

Learning Library

BEST PRACTICES



We use our Competency Model to define the specific knowledge, skills and abilities required to be successful in our company by outlining for booksellers “what *right* looks like.” Effective Store Managers actively coach these competencies in their booksellers and model these behaviors at all times.

CORE KNOWLEDGE

Overview

- The Competency Model is comprised of competencies - a collection of skills, knowledge and abilities necessary for performance.
- Our competencies were created by:
 - Reviewing descriptions of capabilities in job descriptions and hiring processes.
 - Surveying people in the roles and their managers about behaviors that are expected.
 - Studying best performers in the different roles for best practices.
 - Interviewing executives about future requirements.
 - Researching and benchmarking with other companies about competencies they have identified to be successful.
- Our competencies are organized in four groups. Each group identifies the behaviors and skills individual booksellers and managers must demonstrate for each competency within a specific job level.
- The four competency groups are:

Leadership Competence

- Leading With Vision & Purpose
- Developing Talent
- Strategic Thinking
- Building Teams & Partnerships
- Communications Expertise

Financial & Operational Competence

- Driving Sales
- Financial Acumen
- Operational Execution
- Recruiting & Staffing
- Managing Performance

Cultural Competence

- Championing Our Values
- Bookselling & Industry Knowledge
- Customer Focus

Personal Competence

- Accountability
- Decision Quality
- Commitment to Ongoing Learning
- Acting with Integrity & Trust

BEST PRACTICES



Information concerning the operations of our Company and all personal information regarding our booksellers is confidential.

CORE KNOWLEDGE

Proprietary Information

- Treat all information regarding the Company confidentially.
- Confidential information must only be shared with those who are authorized to receive the information.
- Booksellers who disclose confidential business information will be subject to disciplinary action, up to and including separation of employment. This applies even if the bookseller does not actually benefit from the disclosed information.
- Do not release or otherwise use confidential information acquired by virtue of your position or employment with the Company for your or another person's or company's gain.

Personnel Information

- Treat all information regarding booksellers confidentially.
- Booksellers who disclose confidential information will be subject to disciplinary action, up to and including separation of employment. This applies even if the bookseller does not actually benefit from the disclosed information.
- Do not publicly disclose information that is included in a bookseller's personnel file unless authorized by law. If so, contact the HR Service Center (800-799-5335) prior to releasing any information.

Requests for Information

- Refer requests for Company information to your District Manager or Regional Director.
- Handle public relations issues (i.e., media, in-store photographs, etc.) as outlined in the *Public Relations* section of the *Operations Encyclopedia*.
- Direct bookseller references and inquiries to the HR Service Center.

Public Relations

- Managers are responsible for presenting the store and the Company in an accurate and positive manner to the general public; responding to inquiries from the public, including customers, media, and other groups or individuals in an honest and timely manner; and protecting confidential information such as sales, strategic plans, and personnel information.

YOUR ROLE

- Be sure booksellers understand and comply with the confidentiality policy.
- Let the requesting party know that you will research the availability of the information and respond back to them.
- Partner with your District Manager or Regional Director. Once a decision has been made, contact the requesting party and either provide them with the information or refuse the request.

BEST PRACTICES



Avoid any relationships or activities that conflict with the interests of the company.

CORE KNOWLEDGE

Gifts and Favors

- Use discretion in accepting gifts, loans, favors, promises, or things of value, directly or indirectly, if the intention is to influence your job. A good rule of thumb is not to accept anything valued over \$50.
- Booksellers may accept any award publicly presented in recognition of public service.

Incompatible Employment

- We respect the rights of booksellers to engage in activities outside of their employment.
- Avoid situations which could present a conflict of interest or adversely affect the bookseller's ability to meet the Company's work requirements.

Contracts

- Managers shall not enter into any contract involving services or property with a bookseller or with a business in which a bookseller has interest.

YOUR ROLE

Handling a Conflict of Interest Issue

- Partner with your District Manager to determine if a conflict of interest has occurred and to determine a course of action.
- Ensure that your booksellers are not assigned other activities outside of his or her job description.

REFERENCE TOOLS

Learning Library

BEST PRACTICES



Competitive dental coverage that provides access to a preferred provider network is offered to eligible booksellers.

CORE KNOWLEDGE

Eligibility

- Full-time booksellers following 60 days of continuous eligible employment.
- Part-time booksellers scheduled to work 20 or more hours per week following one year of continuous eligible employment.
- Dependents of full-time booksellers:
 - Spouse.
 - Children under the age of 19.
 - Children between the ages of 19 and 25 as long as they are full-time students.
 - Domestic Partner of a full-time bookseller (refer to benefit eligibility).

Enrollment

- Booksellers enroll for dental coverage through HR Access. (Refer to benefit enrollment for details.)

Benefit Provided

- Benefits are provided through the MetLife Preferred Dentist Program.
- The *Bookseller Benefits* book contains detailed information about plan benefits.
- Booksellers can choose any dentist, but benefits are higher and participant out-of-pocket costs are lower when network dentists are used, as shown below.

	Using Network Providers	Using Non-network Providers
Calendar Year Deductible	\$50 per person and \$150 per family; applies to Basic and Major Services.	
Plan Benefits:		
Preventive Care	100% of negotiated fee	100% of reasonable & customary charges
Basic Services	80% of negotiated fee	70% of reasonable & customary charges
Major Services	50% of negotiated fee	50% of reasonable & customary charges
Orthodontia	50% of negotiated fee for children up to age 19	50% of reasonable & customary charges for children up to age 19
Maximum Benefits		
Calendar Year	\$1500 per person	\$1000 per person
Lifetime	\$1500 per person for orthodontia	\$1000 per person for orthodontia

Filing Dental Claims

- Maintain a supply of Dental Expense Claim Forms in your store.
- When network providers are used, the provider will usually submit the claim on the bookseller's behalf.
- If a non-network provider was used, instruct the bookseller to complete a Dental Expense Claim Form.
- Mail the Claim Form to: MetLife Dental Claims
P.O. Box 981282
El Paso, TX 79998-1282
- MetLife service representatives can be contacted at 800-942-0854.

BEST PRACTICES



Booksellers are offered the option to have their paycheck directly deposited into their bank account.

CORE KNOWLEDGE

Guidelines

- Deposits may be made to a bookseller's checking and/or savings account.
- The bookseller must supply routing and account numbers to set-up a direct deposit.
- The first pay period following an initial set-up, and/or any subsequent change, is a "test run" to ensure the accuracy of account information. Booksellers will receive a normal paycheck during this time period.
- Subsequent paychecks are deposited as specified.
- Booksellers receive a statement indicating where deposits were made.
- Booksellers can initiate, change or cancel direct deposit through HR Access (800-799-5335).

YOUR ROLE

- Encourage your booksellers to enroll in direct deposit through HR Access.

REFERENCE TOOLS

Bookseller Handbook
Learning Library
Store Systems Encyclopedia

BEST PRACTICES



All eligible booksellers are offered the opportunity to purchase long-term disability coverage.

CORE KNOWLEDGE

Eligibility

- Full-time booksellers following 60 days of continuous eligible employment, if annual salary is \$10,000 or more.

Enrollment

- Booksellers enroll for long-term disability coverage through HR Access. (Refer to [benefit enrollment](#) for details.)
- Contribution rates are based on the bookseller's age.

Benefit Provided

- 60% of covered monthly earnings offset by other income replacement benefits.
- Refer questions about long-term disability to the Benefits Department (800-799-5335).

REFERENCE TOOLS

Benefits in Brief
Bookseller Benefits
Bookseller Handbook
Learning Library

BEST PRACTICES



Full-time booksellers are provided with short-term disability benefits as a temporary source of income during absence due to illness or non-occupational injury.

CORE KNOWLEDGE

Eligibility

- Full-time hourly booksellers following 6 months continuous eligible service.
- Exempt booksellers on their first day of employment.
- Part-time booksellers as defined by state laws in California, Hawaii, New Jersey, New York and Rhode Island.

Benefit Provided

- Full-time Hourly Booksellers: 60% of average wage beginning on the 7th consecutive workday of an approved absence continuing for up to 22 weeks in a 52-week period. The first 6 days are paid as sick days. If there are no sick days remaining, days can be paid as vacation days or personal days.
- Exempt Booksellers: 100% salary continuation for up to 22 weeks in a 52-week period.
- The 22-week period includes any time taken under Workers' Compensation.

Benefit Payment Guidelines

- The Benefits Department (800-799-5335) handles questions concerning short-term disability.
- The period a bookseller receives short-term disability benefits counts toward federal family and medical leave in most states.
- The HR Service Center mails paychecks to the store.

Disability Verification

- The Benefits Department will request monthly attending physician's statements to support the length of absence.
- The Company reserves the right to verify a bookseller's disability through an independent medical examination.
- Booksellers cannot go out on or return from leave without appropriate medical documentation, and must contact their store manager prior to returning to work.

Specific State Requirements

- Booksellers in the states listed below must file for disability benefits with the state.

State	Eligibility	Waiting Period	Where to File	Benefit Amount	Maximum Duration
California	Employed in California	7 days	Employment Development Department	Based upon earnings in "Base Period"	52 weeks
Hawaii	14 weeks of any employment in which the bookseller worked at least 20 hours & earned at least \$400 in the 4 calendar quarters preceding the first day of disability.	7 consecutive calendar days	Benefit Services of Hawaii, Inc. (a Division of HMSA)	58% of average weekly wage rounded to the next higher dollar. Maximum is determined by the state.	26 weeks in any 52-week period.

REFERENCE TOOLS

Bookseller Benefits

Bookseller Handbook

Learning Library

Store Systems Encyclopedia

BEST PRACTICES

The dress and grooming of booksellers should reflect our bookselling culture and the local community standards.

CORE KNOWLEDGE

Guidelines

- Good judgment, reflective of the local community and consideration of the business environment in which we work are the guiding principles for dress.
- Smoking, chewing gum, eating or drinking on the sales floor or at the cashwrap or Customer Service Desk is not permitted.
- Name badges (with first name) are to be worn at all times, so booksellers can be easily identified to customers.
- Personal cell phones and pagers should not be brought onto the sales floor during a scheduled shift.

Acceptable Attire

- Men: slacks, khakis, collared shirts or sweaters.
- Women: Dresses, skirts, slacks and appropriate shirts or sweaters.
- Jeans may only be worn in the receiving, backroom and office areas.
- B. Dalton and Ink booksellers must wear aprons.
- Closed-toe shoes must be worn. (Due to safety and health reasons, sandals are not permitted.)
- Athletic shoes may be worn in the receiving, backroom and office areas.
- Socks or hosiery must be worn. Accommodations may be made for warm weather.

Acceptable Café Attire

- Name badge.
- Solid white or black shirts/blouses (no casual t-shirts), with tail tucked in.
- Black pants or skirt.
- Barnes & Noble apron.
- Closed-toe shoes (due to safety and health reasons, sandals are not permitted).
- Barnes & Noble Café hat or hair restraint, if required by local Health Department.

YOUR ROLE

- Ensure booksellers project a professional image to customers and vendors that is consistent with local community standards and our reputation as the premier bookseller.
- Ensure booksellers wear a name badge while working on the sales floor.

BEST PRACTICES



Provide a safe, healthy and productive workplace that is free of illegal drugs, narcotics and alcohol.

CORE KNOWLEDGE

Guidelines for Alcohol and Drug-Free Environment

- The use, possession, sale, transfer or being under the influence of any illegal drugs or alcoholic beverages of any kind on company premises or during working hours (including breaks and meals), will result in disciplinary action up to and including separation.

Guidelines for Booksellers with a Chemical Dependency

- The Company supports the prompt identification and constructive counseling of booksellers who misuse drugs or alcohol but have not violated the Alcohol and Drug-Free Environment policy, and where appropriate, the Company will attempt to direct such booksellers toward professional rehabilitation.
- A leave of absence may be granted to a bookseller who is diagnosed as having a chemical dependency in order to receive treatment, but has not violated the Alcohol and Drug-Free Environment policy.
- A bookseller with a chemical dependency may not return to work unless he or she presents a release from treatment statement from the treatment facility.

YOUR ROLE

Assisting with an Individual Problem

- When you believe a bookseller presents a danger to or might alienate customers or co-workers or cannot perform his or her assigned duties:
 - Promptly investigate the situation.
 - Partner with your District Manager or Regional Director.
 - Upon authorization, suspend the bookseller.
 - Complete a performance development plan to document the suspension.
 - Notify the HR Service Center (800-799-5335) of the suspension.

Returning to Work

- Forward return to work releases to the Benefits Department in the store mail.

REFERENCE TOOLS

Bookseller Handbook
Learning Library

BEST PRACTICES



Our computers and computer systems, including the intranet, internet, email and voicemail systems are intended for authorized, job related purposes only.

CORE KNOWLEDGE

Guidelines

- Information in our electronic communications system is confidential.
- The Company's policies against discrimination and *harassment* of any kind in the workplace and with respect to *solicitation and distribution* apply in full force to the use of the computer system.
- The Company retains unrestricted access to, and reserves the right to retrieve and review, all documents, internet or email communications or other information contained or stored in the Company computer system.
- Forward questions regarding the appropriateness of communications to the Human Resources Department.

Software Usage

- The Company is legally responsible for all software installed on company personal computers and will ensure strict adherence to software vendors' license agreements.
- Booksellers should not install any software, including screen savers or games, brought in from home or purchased privately and should not copy software from one PC to another.

Passwords

- Booksellers must have their own passwords.
- Do not share passwords.
- Booksellers are responsible for any misuse of passwords.
- Passwords should be a combination of letters and numbers.
- Do not use an obvious password (e.g., name of a month).
- Change passwords monthly.

Email

- Use email for company business, the performance of work-related duties, and professional training and education.
- Examples of activities that could result in disciplinary action, up to and including *separation* from the Company:
 - Forwarding or originating objectionable materials such as chain letters, offensive graphics or images, obscene, discriminatory, or otherwise inappropriate messages.
 - Transmitting email regarding personal matters.
 - Forging the identity of a user or machine in an electronic communication.
 - Attempting to monitor or tamper with another user's electronic communication or reading, copying, changing or deleting another user's file or software without appropriate direction or an explicit agreement of the owner/user.

EMPLOYEE COMPLAINT PROCEDURES FOR ACCOUNTING & AUDIT MATTERS

BEST PRACTICES



To ensure that any employee of Barnes & Noble, Inc. (the "Company") may submit a good faith complaint regarding accounting, internal accounting controls, or auditing matters ("Accounting Matters") without fear of dismissal or retaliation of any kind. The Company is committed to achieving compliance with all applicable securities laws and regulations, accounting standards, accounting controls and audit practices. The Company's Audit Committee ("The Audit Committee") will oversee treatment of employee concerns in this area.

CORE KNOWLEDGE

Guidelines

- Ensure that any employee can submit a good faith complaint regarding accounting and auditing matters.
- The Company's Audit Committee will oversee treatment of employee concerns in this area.
- The Audit Committee has established procedures for receipt, retention and treatment of complaints.
- The Audit Committee has established procedures for maintaining confidential, anonymous submission by employees of concerns.

Complaint Procedures

- Employees with concerns regarding Accounting Matters may report their concerns to the Chief Financial Officer of the Company.
- Employees may forward complaints on a confidential or anonymous basis to the Chief Financial Officer through email, the Loss & Fraud Prevention hotline or regular mail:
Auditcomm@bn.com
1-800-328-8247
- Upon receipt of a complaint, the Chief Financial Officer will:
 - Determine whether the complaint actually pertains to Accounting Matters.
 - When possible, acknowledge receipt of the complaint to the sender.
- The Audit Committee will be provided a copy of all complaints pertaining to Accounting Matters, and such complaints will be reviewed under Audit Committee direction and oversight by the Chief Financial Officer, the internal auditor or such persons as the Audit Committee determines to be appropriate.
 - The Audit Committee reserves the right, in its sole discretion, to take over the investigation of any complaint.
 - Confidentiality will be maintained to the fullest extent possible, consistent with the need to conduct and adequate review.
- Prompt and appropriate corrective action will be taken when and as warranted in the judgement of the Audit Committee.
- The Company will not discharge, demote, suspend, threaten, harass or in any manner discriminate against any employee in the terms and conditions of employment based upon any lawful actions of such employee with good faith reporting of complaints regarding Accounting Matters or otherwise as specified in Section 806 of the Sarbanes-Oxley Act of 2002.

BEST PRACTICES



Provide an atmosphere which encourages mutual respect and trust, in which all booksellers are treated with fairness, dignity and respect.

CORE KNOWLEDGE

Guidelines

- We are an Equal Opportunity Employer and we do not discriminate against nor do we tolerate harassment of any bookseller, applicant or customer because of race, ancestry, color, religion, sex, national origin, age, disability, sexual orientation, creed, citizenship status or any non-job or non-business related factors. Complying with this policy is an obligation of all managers, supervisors and employees, but the policy does not create any contractual rights for any individual employee.
- This policy applies to all matters of employment, including but not limited to recruitment, selection, placement, transfer, promotion, training and development, corrective action, demotion and separation from employment.
- The Company complies with all federal, state and local laws, which prohibit discrimination.

We Listen Policy

- We Listen encourages booksellers to communicate to the store management team any suggestions and concerns, or to seek advice or clarify policy.
- Booksellers may contact their District Manager, Regional Director or Chief Operating Officer directly with any We Listen issue.
 - Booksellers may go to any of these individuals when an issue has not been satisfactorily resolved in the store, or when the Store Manager is personally involved and the bookseller has reason to believe an issue cannot be viewed objectively in the store.
- Booksellers who have questions about benefits, payroll or paid-time off should contact the HR Service Center.
- Contact the Loss Prevention Hotline with security related issues.
- Display We Listen posters in the breakroom. The poster includes the following information:
 - District Manager, Regional Director and Chief Operating Officer's address, telephone numbers (office, cell, voice mail and fax) and email address.
 - We Listen email: welisten@bn.com.
 - We Listen toll-free number: 1-877-welistn (1-877-935-4786).
 - HR Service Center: 1-800-799-5335.
 - Loss Prevention Hotline: 1-800-382-8247.

Religious Accommodations

- We are required to make a reasonable accommodation for a bookseller's or candidate's religious observances or practices, unless doing so would create an undue hardship.
- Modifying a bookseller's work schedule may be considered a reasonable religious accommodation (refer to scheduling).
- Partner with your District Manager or Human Resources if a bookseller or candidate indicates he or she cannot perform a job responsibility or cannot work an assigned schedule due to religious reasons.

BEST PRACTICES



Employment at our company is not contracted for any specific length of time.

CORE KNOWLEDGE

Guidelines

- The provisions in our Encyclopedias and Handbooks do not constitute an employment contract nor any form of legal contract, and may be changed unilaterally by Barnes & Noble, Inc.
- Neither you nor any other representative of the Company has the authority to enter into any contractual agreement of employment for a specific period of time on behalf of the Company, or to make any promise or representation that limits the Company's rights as an "at will" employer.

YOUR ROLE

- Do not enter into any written contract with a bookseller at any time, or any oral agreement regarding the length of employment or circumstances in which the Company can terminate employment.
- Ensure that booksellers sign the Barnes & Noble, Inc. Acknowledgment Form as part of their new hire paperwork.

REFERENCE TOOLS

Bookseller Handbook
Learning Library
New Hire Kit

EMPLOYMENT OF RELATIVES

BEST PRACTICES



To ensure impartial supervision of all booksellers, we do not employ relatives in situations where one relative directly supervises another in a store, district or region.

CORE KNOWLEDGE

Guidelines

- Relatives are welcome to apply for employment with the Company.
- Restrictions on the employment of relatives are for the purpose of avoiding any conflicts of interest and ensuring positive bookseller relationships.
- This applies to new hires from outside the Company and transfers/promotions within the Company.
- Partner with your District Manager on potential conflict issues.

Relatives Include

- Spouse
- Domestic Partner
- Parent
- Child
- Sibling
- Anyone with whom you have a personal relationship that projects the presence or appearance of favoritism into the supervisory relationship.

YOUR ROLE

- Ensure all managers are educated on and understand our employment of relatives guidelines.
- Partner with your District Manager or Human Resources when a conflict occurs.

REFERENCE TOOLS

Bookseller Handbook
Learning Library

BEST PRACTICES



Booksellers who are unable to work due to illness, or who need to care for a newborn or adopted child, a sick child or close family member with a serious health condition, may be granted an unpaid leave of up to 12 weeks in a 12-month period.

CORE KNOWLEDGE

Eligibility

- After 1 year of continuous service during which at least 1,250 hours were worked. (Refer to benefit eligibility for details.)

Benefit Provided

- Up to 12 weeks unpaid leave in a 12-consecutive-month period.
- At the time of request, the 12-month period is measured by looking backward 12 months to determine how many weeks have been used.
- Longer unpaid family leaves may be mandated in the following states.

State	Leave Provisions
California	Up to 4 months of pregnancy disability may be granted in addition to 12 weeks of unpaid leave. Paid family leave for up to six weeks to care for a seriously ill child, spouse, parent, domestic partner, or to bond with a new minor child may also be provided.
Connecticut	16 weeks in 24 months.
Washington, D.C.	16 weeks in 24 months.
New Jersey	12 weeks family leave in 24 months; in addition to any other medical leave.
Ohio	After a 2-week waiting period, 6 weeks in a 52 week period, of which 4 weeks are paid at 70% of regular weekly wage.
Rhode Island	13 weeks in 24 months.

Guidelines

- Request must be in writing and submitted to the Store Manager 30 days prior to the leave.
- Call the Benefits Department for an FMLA Certificate to be completed by the treating physician.
- If an emergency situation prevents prior notice, partner with your District Manager or the Benefits Department.
- Store management requests require District Manager approval.
- Eligible full-time booksellers may be entitled to short-term disability benefits if unable to work due to their own illness.
- Time granted for the following counts toward the 12 weeks of family and medical leave period.
 - Maternity leave
 - Short-term disability
 - Workers' Compensation (workplace injuries)
- Booksellers are billed for payment of normal payroll deduction amounts to maintain medical, dental, life insurance and long-term disability coverage.
- Booksellers on a leave of absence in April or October should receive a performance review within 30 days of returning to work. Merit increases are retroactive to their date of return.

BEST PRACTICES



Eligible booksellers are offered the opportunity to save for the future through before-tax payroll deductions and receive company matching contributions through the 401(k) Savings Plan.

CORE KNOWLEDGE

Eligibility

- Booksellers who:
 - Are at least 21 years of age.
 - Have completed one year of continuous service.
 - Have worked 1,000 hours in that year.

Benefit Provided

- Bookseller can contribute on a before-tax basis from 1% to 25% of earnings.
- Company matches 100% of the first 3% in before-tax contributions and 50% of the next 2% for a 4% total. Contributions are invested in the Barnes & Noble Company Stock Fund.
- Distributions from other qualified plans may be rolled over into the Company's plan, even if the bookseller is not yet eligible for the Savings Plan.
- All bookseller contributions are 100% vested, (i.e., the bookseller is entitled to receive the value of those contributions if he or she leaves Barnes & Noble employment.)
- Company contributions made after 1999 are 100% vested.
- Company contributions made before 2000 are vested in 25% steps starting after 2 years of service of at least 1000 hours each. After 5 years of service of at least 1000 hours each, these company contributions are fully vested.

Enrollment

- Enrollment packets are sent to the home address of newly eligible booksellers by Fidelity each quarter. Once eligible, booksellers may enroll at any time.
- Booksellers can enroll by logging on to Fidelity NetBenefits at www.401k.com or by calling the Fidelity Retirement Benefits Line at 800-421-3844.
- Once enrolled, booksellers may contact Fidelity, the plan's recordkeeper, at 800-421-3844 or www.401k.com to check account balances and initiate transactions

Investment Options

- The Company offers the following investment funds, each entailing a different degree of risk.
 - Fidelity Managed Income Portfolio
 - Fidelity U.S. Bond Index Fund
 - Fidelity Puritan Fund
 - Fidelity Equity-Income Fund
 - Fidelity Growth & Income Portfolio
 - Spartan U.S. Equity Index Fund
 - Fidelity Growth Company Fund
 - Fidelity Magellan Fund
 - Fidelity Small Cap Stocks Fund
 - Fidelity Value Fund
 - Fidelity Diversified International Fund
 - Fidelity Freedom Income Fund

BEST PRACTICES



Use the Goal Development Plan as a tool to update a manager's progress and clarify expectations so each manager is fully aware of what is expected of them.

CORE KNOWLEDGE

Guidelines

- Meet with each manager to review progress of fiscal year goals, 6 months after the annual *performance reviews*.
- Complete a Goal Development Plan (GDP) with the manager.
- Before sitting down to write the GDP with the manager, have some clear ideas of what you want to say.

YOUR ROLE

Goal Development Plan (Six-Month Update)

- Discuss progress and determine what revisions (if any) are necessary.
- Together, complete a Goal Development Plan to update the manager's progress and clarify expectations so each manager is fully aware of what is expected of them for the remainder of the fiscal year.
- Include an action plan and target dates for accomplishing the remaining goals.
- Ask the manager to reiterate his or her understanding of how to achieve the goals.
- Ask how you can provide better support in reaching these goals. Discuss the resources and/or help needed for achievement.

REFERENCE TOOLS

Learning Library

BEST PRACTICES



To ensure that every bookseller is treated with dignity and respect, harassment of any kind is strictly prohibited, whether it is committed by supervisory or non-supervisory personnel.

CORE KNOWLEDGE

Guidelines

- Treat every bookseller with dignity and respect.
- Any form of harassment, which violates federal, state or local law, including, but not limited to an individual's race, religion, color, sex, sexual orientation, national origin, ancestry, citizenship status, marital status, pregnancy, age, medical condition or disability is a violation of this policy and will be treated as a disciplinary matter.
- This policy applies to all terms and conditions of employment, including hiring, placement, job assignments, promotion, discipline, termination, layoff, recall, transfer, leave of absence, benefits, compensation and training.
- Be sensitive and considerate of the feelings of others. Each person has a different perception of what is offensive.
- We do not tolerate third party harassment.

Definition of Harassment

- Harassment means verbal, physical conduct or showing visual material that tends to belittle and/or provoke. This includes "jokes" and derogatory remarks.
- Sexual harassment includes, but may not be limited to unwelcome sexual advances, suggestions or demands for sexual favors, graphic comments about an individual's body, sexually degrading comments or jokes, inappropriate touching, or the display of sexually suggestive objects, materials or posters.
- Examples include verbal or physical conduct of a sexual or otherwise offensive nature where:
 - Submission to such conduct is made either explicitly or implicitly a term or condition of employment.
 - Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual; or
 - Such conduct has the purpose or effect of unreasonably creating an intimidating, hostile or offensive working environment.
- Any harassing or discriminatory conduct, including but not limited to the foregoing examples, will not be tolerated and will result in appropriate disciplinary action up to and including dismissal. This may also lead to personal, legal and financial liability for an individual found to have committed harassing or discriminatory conduct.

Complaint Procedure

- Booksellers who believe they have been subjected to or affected by any harassing or discriminatory conduct should report such conduct to the Store Manager.
 - Conduct a thorough and confidential investigation of the matter.
 - Take appropriate action with the supervision and approval of your District Manager.
- If a bookseller feels a discussion with the Store Manager is not appropriate or a bookseller reports a claim of harassment to the Store Manager and the conduct continues, the bookseller should report the matter directly to the District Manager, Regional Director, or to

Harassment Training for New Managers

- Conduct training within six months using the Learning Library.
- In addition to the current bookseller training, include a discussion on:
 - Treating all complaints seriously and confidentially.
 - Management responsibility in ensuring immediate and appropriate action is taken.
 - Strategies to prevent sexual harassment in the workplace.

Massachusetts and Rhode Island

- Have specific state training requirements to follow.
- Contact the District Manager for state information.

REFERENCE TOOLS

Bookseller Handbook

Learning Library

New Hire Kit

BEST PRACTICES



Eligible booksellers will receive paid time off for the observance of 6 company-designated holidays.

CORE KNOWLEDGE

Eligibility

- Full-time and part-time booksellers scheduled to work at least 20 hours per week are eligible for holiday pay upon their date of hire.
- Booksellers must be actively employed and work the week of the holiday (or be on vacation) to receive holiday pay.
- Booksellers on short-term disability or on an unpaid leave of absence are not eligible for holiday pay.

Benefit Provided

- Company Holidays: New Year's Day
Memorial Day
Independence Day
Labor Day
Thanksgiving Day
Christmas Day
- Booksellers cannot be required to use the holiday as his or her regularly scheduled day off.

Pay for Booksellers Working on a Holiday

- Hourly: in addition to holiday pay, booksellers are paid 1½ times their hourly rate for hours worked on the holiday.
- Exempt: receive their normal pay whether or not they work the holiday. Can schedule another day off within 30 days if they worked on the holiday.
- Some states require overtime pay for hours worked on additional state holidays.

YOUR ROLE

- Enter hours worked on the holiday into your timekeeping system. Do not include these hours in overtime calculations for the week.
- Holiday hours are automatically paid based on scheduled hours as recorded on binside. It is not necessary to enter these hours into your timekeeping system.

Scheduled Hours	Hours to Pay
20 – 24.75	4
25 – 29.75	5
30 – 34.75	6
35 – 39.75	7
40	8

BEST PRACTICES



Implement a system for identifying and evaluating workplace hazards/methods and procedures for correcting hazards, including periodic inspections.

CORE KNOWLEDGE

Store Manager Guidelines

- Provide an orientation on safety and safety training.
- Provide a method for booksellers to communicate safety issues, without fear of reprisal.
- Keep records in accordance with OSHA guidelines.
- Report all bookseller injuries as required (*workplace injuries*).

OSHA Reporting and Inquiries

- Risk Management compiles required OSHA logs.
- Direct telephone calls or letters from OSHA to Risk Management (212-633-3373 or 212-633-3423).
- You may provide a copy of this policy to an OSHA inspector who visits the store unannounced, as long as the inspector provides proper identification. Notify Risk Management of the visit.

YOUR ROLE

Identifying and Correcting Safety Hazards

- Identify hazards on a daily basis and take steps to correct them.
- Partner with your District Manager or Risk Management for assistance in resolving any safety deficiencies which cannot be easily resolved within the store.
- Review required safety audits performed by your District Manager or Regional Loss Prevention Manager during their visits.
 - Discuss any safety issues or concerns which were found as a result of the audit.
 - Provide copies of the audit to your District Manager and Risk Management.

New Hire Safety Orientation

- Review safety policies and procedures, including, but not limited to:
 - How to recognize and avoid potential job hazards involved with lifting.
 - Proper use of ladders.
 - Attending to floor hazards.
 - Fire prevention.

BEST PRACTICES



Hire the most qualified candidate for the position, based on evaluation and comparison of occupational qualifications.

CORE KNOWLEDGE

Equal Opportunity Employer

- We are an Equal Opportunity Employer committed to diversity in the workplace and we recruit, select, and hire based on job related criteria, not on the basis of race, religion, color, sex, sexual orientation, national origin, ancestry, marital status, pregnancy, age, medical condition, disability or veteran status.

At-will Employer

- Do not enter into any type of contractual employment agreement, verbal or non-verbal.

Employment Application Guidelines

- Each candidate must complete an Application for Employment.
- Provide an application to anyone who wishes to apply for a job, even if there are no open positions at the time.
- If you choose to interview walk-in candidates, make sure you are consistent and interview all walk-in candidates at the time of application, or a date in the near future.
- Do not substitute resumes and/or cover letters for an Application for Employment. Once a candidate completes an application, attach the resume and/or cover letter to it.
- Do not make notes on the application. You may request that the applicant fill in missing information.
- Ensure applicants sign and date the Application for Employment.
- Retain applications for a minimum of 12 months, or longer if state law requires. Call HR Service Center to verify your state's requirements.

Job Related Questions

- Ask questions that relate to the person's ability to do the job.
- Do not ask non-job related or personal questions during the interview. They may be construed as discriminatory.
- Do not ask questions about race, religion, color, sex, sexual orientation, national origin, ancestry, marital status, pregnancy, age, medical condition, disability or veteran status.
- Refer to the *Behavioral Interview Guide* for specific questions for the interview process.

YOUR ROLE

Identifying Candidates

- Review the job descriptions for the position, identifying the specific skills and abilities that are required for the position.
- Review Competency Model to identify expectations and behaviors required to succeed.

Equal Opportunity Guidelines		
QUESTIONS YOU MAY ASK	SUBJECT	QUESTIONS YOU CANNOT ASK
Inquiry into applicant's military experience in the Armed Forces of the United States or in a State Militia. Inquiry into applicant's service in a particular branch of United States Armed Forces: Army, Navy, etc.	MILITARY	Inquiry into applicant's general military experience. Have you ever served in the armed forces of another country?
Inquiry into applicant's membership in organizations which the applicant considers relevant to his or her ability to perform the job.	ORGANIZATIONS	List all clubs, societies and lodges to which you belong.
Have you ever been convicted of a crime (non-traffic related)? Give details.	ARREST RECORD	Have you ever been arrested?
	LANGUAGE	What is your native language? Inquiry into how applicant acquired ability to read, write or speak a foreign language.
These are the hours you will be working. Are you able to work those hours?	TRANSPORTATION	How will you get to work? Do you own a car?
As part of our pre-screening process, we conduct a full background check. Is there anything you feel we should discuss?	FINANCES	What is the name of your bank? Do you have outstanding loans? Have you ever had your wages garnished or declared bankruptcy?
	PHOTOGRAPH	Requirement or option that applicant affix a photograph to employment form at any time before hiring.
Inquiry into applicant's academic, vocational or professional education and the public and private schools attended.	EDUCATION	
Inquiry into work experience.	EXPERIENCE	
Part of the job description involves shelving books. Can you meet this job requirement?	ABILITY TO DO JOB REQUIREMENTS	Do you have a disability? Do you have a bad back?

Conducting the Interview

- The immediate supervisor of the open position conducts the interview.
- The store manager should second interview all candidates.
 - Put the candidate at ease.
 - Open the interview.
 - Review candidates background.
 - Gather behavioral examples.
 - Provide information.
 - Close the interview.

Identify the Best Candidate

- Evaluate each candidate using the Interview Evaluation Form and job related criteria.
- Complete two reference checks on the candidate prior to making a job offers.
- Notify all candidates about the outcome of their interview (refer to job offers).

BEST PRACTICES



Job descriptions are provided to all booksellers to enable each bookseller to perform and develop their skills and provide optimal customer service.

CORE KNOWLEDGE

Guidelines

- The Salary Matrix includes wage guidelines for each job description.

Barnes & Noble Approved Job Titles

Assistant Store Manager	Lead Café Server
Bookseller	Lead Music Seller
Café Manager	Lead Receiver
Café Server	Maintenance Clerk
Community Relations Manager	Music Manager
Department Manager	Music Seller
District Manager	Receiver
Head Cashier	Receiving Manager
Intern Manager	Special Bookseller
Lead Bookseller	Store Manager
Lead Bookseller Newsstand	

- Although Intern Manager and Special Bookseller do not have specific job descriptions, these job titles are available for use with District Manager approval.

B. Dalton Approved Job Titles

Assistant Store Manager	Receiver
Bookseller	Senior Bookseller
District Manager	Store Manager

- Stores over \$1.8 million are eligible for a Receiver position, with District Manager approval.
- Senior Booksellers must work 35 hours or more each week.
- Stores under \$600,000 may have one Senior Bookseller who works under 35 hours per week, with District Manager and Regional Director approval.

YOUR ROLE

- When interviewing candidates, use the job description as a basis for evaluating whether the candidate can perform the responsibilities of the position.
- Provide new hires with their job description as part of their orientation.
- Re-issue job descriptions as they are updated.

BEST PRACTICES

Job offers are based on job related criteria only.

CORE KNOWLEDGE**Guidelines**

- Refer to wage plan: hiring pay rates for wage guidelines when making a job offer.
- Barnes & Noble job offers can only be made by the Store Manager or Assistant Store Managers.
- B. Dalton job offers can only be made by the Store Manager.
- When hiring manager level candidates, verbal authorization from your District Manager is required before offering the candidate a position.

YOUR ROLE**Making the Offer**

- Make sure the offer made is in accordance with our wage plan.
- Obtain verbal sign-off from your District Manager.
- Gather the information you need to make the offer, including:
 - Position offered
 - Starting date and time
 - Starting wage
 - Training plan
- Communicate the offer to the candidate.
 - Ask if he or she has additional questions about the position or the Company.
 - Provide the candidate with the opportunity to respond while extending the offer or allow him or her a maximum of 24 hours to consider the offer.
- If a candidate declines the offer, retain his or her application in the store files for a minimum of 1 year.

When a Candidate Accepts

- Determine a start date and schedule orientation.
- Ask him or her to bring I-9 information to the orientation. (Refer to the back of the I-9 form for a list of documents.) Emphasize I-9 documents will be necessary prior to starting position.
- Review the dress code with the candidate.
- Provide him or her with the store name.

Notifying Candidates not Selected

- Notify the other candidates who were interviewed but not selected via telephone within 3 days.
- Explain that the position was filled with a candidate whose experience matches more closely to the position requirements.
- Tell the candidate that his or her application will remain on file for one year for consideration of future opportunities..

BEST PRACTICES



All booksellers are permitted to take paid time off to serve as a juror.

CORE KNOWLEDGE

Eligibility

- All booksellers are eligible.
- The Store Manager can ask a bookseller to request a delay if the jury duty period will create a hardship in the store.

Jury Duty Guidelines

- Booksellers must provide proof of jury duty appearance.
- Booksellers are expected to report to work if a recess is called on a day when they are scheduled to work.

Pay Guidelines

- Compensate booksellers at their regular rate of pay for normally scheduled hours, not to exceed 8 jury duty hours in a day or 40 hours in a week.
- Payment received from the court (but not court reimbursed mileage) will be deducted from the bookseller's next available paycheck.

YOUR ROLE

- Retain the summons in the bookseller's personnel file.
- Enter jury duty hours into your timekeeping system.
- Mail pay vouchers for court payments to the HR Service Center in the store mail.

REFERENCE TOOLS

Bookseller Handbook

Learning Library

Store Systems Encyclopedia

BEST PRACTICES



The Company provides life insurance, accidental death and dismemberment (AD&D) insurance and business travel insurance to all eligible booksellers. Eligible booksellers can also enroll for supplemental life insurance and/or family life insurance.

CORE KNOWLEDGE

Eligibility

- Full-time booksellers are eligible for Business Travel Insurance on date of employment and for life insurance following 60 days of continuous eligible employment.
- Part-time booksellers scheduled to work 20 or more hours per week following one year of continuous eligible employment are eligible for life insurance.
- Bookseller must be at least age 18.

Enrollment

- Eligible booksellers are automatically enrolled for Company-paid Life and Business Travel coverage. Booksellers enroll for supplemental life insurance coverage through HR Access. (Refer to [*benefit enrollment*](#) for details.)

Benefit Provided

- Life Insurance: 1 times annual salary to a \$250,000 maximum, rounded to the next higher multiple of \$1,000.
- Accidental Death & Dismemberment (AD&D Insurance): 1 times annual salary to a \$250,000 maximum, rounded to the next higher multiple of \$1,000.
- Business Travel Insurance: 3 times annual salary to a \$250,000 maximum.

Supplemental Insurance

- Booksellers may purchase Supplemental Life and AD&D insurance equal to 1, 2 or 3 times their salary, to a maximum of \$750,000.
- Contribution rates are based on the bookseller's age.

Family Life Insurance

- Booksellers may purchase family life insurance coverage of \$10,000, \$20,000 or \$30,000 for their legal spouse or domestic partner.
- Contribution rates are based on the bookseller's age.
- Coverage of \$5,000 or \$10,000 may be purchased for eligible children age 14 days up to 19 years of age (age 25 if a full-time student).

REFERENCE TOOLS

Benefits in Brief
Bookseller Benefits
Bookseller Handbook
Learning Library

BEST PRACTICES



Paid maternity leave is provided to eligible full-time booksellers who will be absent due to childbirth.

CORE KNOWLEDGE

Eligibility

- Full-time hourly booksellers following 6 months of continuous eligible employment.
- Exempt booksellers from date of hire.
- Part-time booksellers may be eligible for unpaid leave through family and medical leave.

Benefit Provided

- Maternity is treated like any other disability. (Refer to disability: short-term.)
- Benefits are payable for the period the bookseller is certified by a physician to be disabled. Generally, this includes the period of time prior to the due date when the physician certifies the bookseller disabled and a 6-week period immediately following the birth date (8 weeks for a cesarean section).
- In general, the total time granted may not exceed 12 weeks unless the bookseller remains disabled. Partner with the Benefits Department (800-799-5335) if additional leave time is requested.

Return to Work Guidelines:

- A physician's statement releasing the bookseller to return to work is required.
- Reinstate bookseller to her original position. If it became necessary to fill the vacated position offer the bookseller an equivalent one with equivalent pay, benefits and employment terms.
- If a bookseller refuses the equivalent position or fails to return at the expiration of the leave, she is considered to have resigned as of the last day of approved leave.
- Contact the Benefits Department (800-799-5335) for return to work guidance.

YOUR ROLE

- Encourage the bookseller to call the Benefits Department early in her pregnancy to discuss benefits coverage and enrolling the newborn.
- Place the bookseller on leave of absence through bninside.
- Where applicable, the Benefits Department will request documentation in support of the leave prior to approving maternity leave.
- When the bookseller returns to work, enter the date through bninside.

REFERENCE TOOLS

Bookseller Handbook
Learning Library
Store Systems Encyclopedia

BEST PRACTICES



Competitive medical coverage that provides access to a preferred provider network is offered to eligible booksellers.

CORE KNOWLEDGE

Eligibility

- Full-time booksellers following 60 days of continuous eligible employment.
- Part-time booksellers scheduled to work 20 or more hours per week following one year of continuous eligible employment.
- Dependents of full-time booksellers:
 - Spouse
 - Children under the age of 19
 - Children between the ages of 19 and 25 as long as they are full-time students
 - Domestic Partner (refer to *benefit eligibility*)

Enrollment

- Booksellers enroll for medical coverage through HR Access. (Refer to *benefit enrollment* for details.)

Benefit Provided

- Benefits are provided through the United Healthcare (UHC) Options PPO.
- The *Bookseller Benefits* book contains detailed information about plan benefits.
- Medical coverage and the prescription drug program are integrated. UHC is the main contact for all medical claims processing.
- Booksellers can choose their health care provider, but benefits are higher and participant out-of-pocket costs are lower when network providers are used, as shown below.

	Using Network Providers	Using Non-network Providers	When Living Outside Network Service Area
Calendar Year Deductible	\$200 per person \$400 per family	\$300 per person \$600 per family	\$200 per person \$400 per family
Plan Benefit for Most Expenses	90% of negotiated fee	70% of reasonable and customary charge	80% of reasonable and customary charge
Annual Out-of-Pocket Maximum	\$1,000 per person \$2,000 per family	\$2,000 per person \$4,000 per family	\$1,000 per person \$2,000 per family
Lifetime Maximum	\$1,000,000 per person		

BEST PRACTICES



Unpaid military leave is provided to active members of the National Guard, Air National Guard or any reserve organization of the Armed Services when they are summoned to military service.

CORE KNOWLEDGE

Eligibility

- All booksellers (refer to [benefit eligibility](#) for details).

Military Leave Includes

- Annual training period.
- Continuous term of military service of up to 5 years.

Guidelines

- Request must be in writing and submitted to the Store Manager 30 days prior to the leave.
- Request must include the date expected to return to work and a copy of the military orders.
- If a voluntary military leave would impose a hardship on store operations it may be possible to defer or deny the leave. Contact the Benefits Department.
- Extensions will be granted only if the bookseller's tour of duty is extended by the military.
- Medical and dental [benefit continuation](#) is available through COBRA for leaves of more than 31 days.

Return to Work

- Booksellers on military leave for their annual training period or for less than 31 days are generally expected to report to work on their next regularly scheduled workday after allowing for travel time and an 8 hour rest period.
- Booksellers on military leave for more than 30 days have more time before they must report their availability to work. In general, booksellers on leave for 31 to 180 days must report within 14 days of the end of their military service. Booksellers on leave for more than 180 days are expected to report within 90 days of the end of their military service.
- Booksellers who report to work on a timely basis must be returned to the position he or she had before the leave.
- Partner with your District Manager and the Benefits Department when returning a bookseller from a military leave of more than 30 days.

YOUR ROLE

- Mail a copy of the military orders to the Benefits Department in the store mail.
- Place a copy of the military orders in the bookseller's personnel file.
- Place the bookseller on leave of absence through bninside.
- When the bookseller returns from leave, enter the date through bninside.

BEST PRACTICES



Employ minors age 16 and 17 in compliance with state regulations. Do not employ minors under the age of 16, even if it is legal to do so in a specific state.

CORE KNOWLEDGE

State and Federal Regulations

- Many states restrict the number of hours and time of day a minor may work.
- Do not schedule or allow minors to work over the allocated hours/days determined by the Department of Labor in each state. The Department of Labor imposes stiff fines for violations of the law.
- The Employment of Minors chart indicates state scheduling requirements.
- Due to federal regulations, minors are not permitted to use freight elevators or compacting machines.

Work Permit Requirements

- Minors age 16 and 17 must present a work permit before being allowed to work in most states. The last column on the chart below indicates state permit requirements.
- Retain the work permit or proof of age in the bookseller's personnel file.
- Proof of age can be a work permit or a copy of a driver's license or birth certificate.
- A work permit may be issued by school officials or the Department of Labor.

YOUR ROLE

- Do not hire anyone under the age of 16.
- Know your state guidelines and schedule minors accordingly.

EMPLOYMENT OF MINORS BY STATE							
State	School in Session			School not in Session			Work Permit
	Max. Hours	Permitted Time of Day	Max. Days Per Week	Max. Hours	Permitted Time of Day	Max. Days Per Week	
Alabama	NA	5 a.m. – 10 p.m.	NA	NA	NA	NA	Yes
Alaska	NA	NA	6	NA	NA	6	Yes
Arizona	NA	NA	NA	NA	NA	NA	No
Arkansas	Daily: 10 hours Weekly: 54 hours	6 a.m. – 11 p.m.	6	Daily: 10 hours Weekly: 54 hours	6 a.m. – 11 p.m.	6	Yes
California	Daily: 4 hours Weekly: 48 hours	5 a.m. – 10 p.m.	NA	Daily: 8 hours Weekly: 48 hours	5 a.m. – 12:30 a.m.	NA	Yes
Colorado	Daily: 8 hours Weekly: 40 hours	NA	NA	Daily: 8 hours Weekly: 40 hours	NA	NA	Age Certificate
Connecticut	Daily: 6 hours (Mon-Thurs) 8 hours (Fri-Sun) Weekly: 32 hours	6 a.m. – 10 p.m. (Mon-Thurs.) 6 a.m. – 11 p.m. (Fri-Sun.)	6	Daily: 8 hours Weekly: 48 hours	6 a.m. – 11 p.m.	6	Proof of Age Required

MINORS

EMPLOYMENT OF MINORS BY STATE

State	School in Session			School not in Session			Work Permit
	Max. Hours	Permitted Time of Day	Max. Days Per Week	Max. Hours	Permitted Time of Day	Max. Days Per Week	
Delaware	Daily: A combination of work and school hours cannot exceed 12 hours	NA	NA	NA	NA	NA	Yes
District of Columbia	Daily: 8 hours Weekly: 48 hours	6 a.m. – 10 p.m.	6	Daily: 8 hours Weekly: 48 hours	6 a.m. – 10 p.m.	6	Yes
Florida	Daily: 8 hours Weekly: 30 hours	6:30 a.m.- 11 p.m.	6	NA	NA	6	Proof of Age Required
Georgia	NA	NA	NA	NA	NA	NA	Proof of Age Required
Hawaii	NA	NA	NA	NA	NA	NA	Yes
Idaho	Daily: 9 hours Weekly: 54 hours (Age 16 only)	6 a.m. – 9 p.m. (Age 16 only)	NA	NA	NA	NA	No
Illinois	NA	NA	NA	NA	NA	NA	No
Indiana	Daily: 8 hours Weekly: 30 hours May work up to 40 hours with written permission from parent.	6 a.m.- 11:30 p.m. with written permission from minor's parent	6	Daily: 9 hours Weekly: 48 hours	6 a.m. – 12 a.m. (if written permission from parent is on file)	6	Yes
Iowa	NA	NA	NA	NA	NA	NA	No
Kansas	NA	NA	NA	NA	NA	NA	No
Kentucky	Daily: 6 hours (Mon. – Fri.) Daily: 8 hours (Sat. – Sun.) Weekly: 30 hours	6 a.m. – 10:30 p.m. (Sun. – Thurs.) 6 a.m. – 1 a.m. (Fri. – Sat.)	NA	Daily: 8 hours	6 a.m. – 1 a.m.	NA	Certificate of Age
Louisiana	NA	5 a.m – 11 p.m.	NA	NA	5 a.m. – 12 a.m.	NA	Yes
Maine	Daily: 4 hours (Mon. – Thurs.) Daily: 8 hours (Fri.) Daily: 10 hours (Sat. – Sun.) Weekly: 20 hours	7 a.m. – 10 p.m. (Sun. – Thurs.) 5 a.m. – 12 a.m. (Fri. – Sat.)	6	Daily: 10 hours Weekly: 50 hours	5 a.m. – 12 a.m.	6	No
Maryland	Daily: a combination of work & school hours cannot exceed 12 hours. There must be an 8-hour break between work periods	NA	NA	Daily: There must be an 8-hour break between work periods.	NA	NA	Yes
Massachusetts	Daily: 9 hours Weekly: 48 hours	6 a.m. - 10 p.m. (Sun. – Thurs.) 6 a.m. - 12 a.m. (Fri – Sat)	6	Daily: 9 hours Weekly: 48 hours	NA	6	Yes
Michigan	Daily: 10 hours Weekly: 48 Hours	6 a.m. – 10:30 p.m.	6	Daily: 10 hours Weekly: 48 Hours	6 a.m. – 11:30 p.m.	6	Yes

REFERENCE TOOLS

Bookseller Handbook
Learning Library
Store Systems Encyclopedia

2000 1999 1998

1997

1996 1995 1994 1993 1992 1991 1990 1989 1988 1987 1986 1985 1984 1983 1982 1981 1980 1979 1978 1977 1976 1975 1974 1973 1972 1971 1970 1969 1968 1967 1966 1965 1964 1963 1962 1961 1960 1959 1958 1957 1956 1955 1954 1953 1952 1951 1950 1949 1948 1947 1946 1945 1944 1943 1942 1941 1940 1939 1938 1937 1936 1935 1934 1933 1932 1931 1930 1929 1928 1927 1926 1925 1924 1923 1922 1921 1920 1919 1918 1917 1916 1915 1914 1913 1912 1911 1910 1909 1908 1907 1906 1905 1904 1903 1902 1901 1900

1999

1998

1997 1996 1995 1994 1993 1992 1991 1990 1989 1988 1987 1986 1985 1984 1983 1982 1981 1980 1979 1978 1977 1976 1975 1974 1973 1972 1971 1970 1969 1968 1967 1966 1965 1964 1963 1962 1961 1960 1959 1958 1957 1956 1955 1954 1953 1952 1951 1950 1949 1948 1947 1946 1945 1944 1943 1942 1941 1940 1939 1938 1937 1936 1935 1934 1933 1932 1931 1930 1929 1928 1927 1926 1925 1924 1923 1922 1921 1920 1919 1918 1917 1916 1915 1914 1913 1912 1911 1910 1909 1908 1907 1906 1905 1904 1903 1902 1901 1900

1999

1998 1997 1996 1995 1994 1993 1992 1991 1990 1989 1988 1987 1986 1985 1984 1983 1982 1981 1980 1979 1978 1977 1976 1975 1974 1973 1972 1971 1970 1969 1968 1967 1966 1965 1964 1963 1962 1961 1960 1959 1958 1957 1956 1955 1954 1953 1952 1951 1950 1949 1948 1947 1946 1945 1944 1943 1942 1941 1940 1939 1938 1937 1936 1935 1934 1933 1932 1931 1930 1929 1928 1927 1926 1925 1924 1923 1922 1921 1920 1919 1918 1917 1916 1915 1914 1913 1912 1911 1910 1909 1908 1907 1906 1905 1904 1903 1902 1901 1900

1999

1998 1997 1996 1995 1994 1993 1992 1991 1990 1989 1988 1987 1986 1985 1984 1983 1982 1981 1980 1979 1978 1977 1976 1975 1974 1973 1972 1971 1970 1969 1968 1967 1966 1965 1964 1963 1962 1961 1960 1959 1958 1957 1956 1955 1954 1953 1952 1951 1950 1949 1948 1947 1946 1945 1944 1943 1942 1941 1940 1939 1938 1937 1936 1935 1934 1933 1932 1931 1930 1929 1928 1927 1926 1925 1924 1923 1922 1921 1920 1919 1918 1917 1916 1915 1914 1913 1912 1911 1910 1909 1908 1907 1906 1905 1904 1903 1902 1901 1900

1999

1998 1997 1996 1995 1994 1993 1992 1991 1990 1989 1988 1987 1986 1985 1984 1983 1982 1981 1980 1979 1978 1977 1976 1975 1974 1973 1972 1971 1970 1969 1968 1967 1966 1965 1964 1963 1962 1961 1960 1959 1958 1957 1956 1955 1954 1953 1952 1951 1950 1949 1948 1947 1946 1945 1944 1943 1942 1941 1940 1939 1938 1937 1936 1935 1934 1933 1932 1931 1930 1929 1928 1927 1926 1925 1924 1923 1922 1921 1920 1919 1918 1917 1916 1915 1914 1913 1912 1911 1910 1909 1908 1907 1906 1905 1904 1903 1902 1901 1900

MEDICAL COVERAGE

- The plan covers a wide range of healthcare expenses, including:

Preventive Care	Annual physical exam for adults and children Annual well-woman exam Related screening tests
Well Baby/Child Care	Routine checkups, including immunizations for babies and children through age 6
Prescription Drug Program	Prescriptions filled at participating pharmacies with a co-pay of \$10 per generic and \$25 per brand name prescription for up to a 30 day supply. Prescriptions filled by mail with a co-pay of \$20 per generic and \$50 per brand name prescription for a 90 day supply.
Vision Care	Eye exams for fitting glasses with a \$10 co-pay at participating providers. Eye exams for contacts with a \$25 co-pay at participating providers (including a follow-up exam). Discounts on eyewear purchases. Participating providers available through www.colemanagedvision.com or at 800-799-0259.

- Booksellers who enroll for medical coverage and whose home address is within the PPO service area receive ID cards indicating "United Healthcare Options PPO" in the upper right corner.
- Enrolled booksellers whose home address is outside of the PPO service area receive ID cards indicating "United Healthcare Managed Indemnity."

Filing Medical Claims

- Maintain a supply of Medical Expense Claim Forms in your store.
- When network providers are used, the provider will usually submit the claim on the bookseller's behalf.
- If a non-network provider was used, instruct the bookseller to complete a Medical Expense Claim Form.
- Mail the Claim Form to: United Healthcare
P.O. Box 740800
Atlanta, GA 30374-0800
- United Healthcare service representatives can be contacted at 866-755-2651.

REFERENCE TOOLS

Benefits in Brief
Bookseller Benefits
Bookseller Handbook
Learning Library



1. The number of students in the class is 30. The number of students who are members of the school sports team is 15. How many students are not members of the school sports team?

2. The number of students in the class is 30. The number of students who are members of the school sports team is 15. How many students are not members of the school sports team?

- A) 15
- B) 10
- C) 5
- D) 20

3. The number of students in the class is 30. The number of students who are members of the school sports team is 15. How many students are not members of the school sports team?

- A) 15
- B) 10
- C) 5
- D) 20

4. The number of students in the class is 30. The number of students who are members of the school sports team is 15. How many students are not members of the school sports team?

- A) 15
- B) 10
- C) 5
- D) 20

5. The number of students in the class is 30. The number of students who are members of the school sports team is 15. How many students are not members of the school sports team?

- A) 15
- B) 10
- C) 5
- D) 20

6. The number of students in the class is 30. The number of students who are members of the school sports team is 15. How many students are not members of the school sports team?

- A) 15
- B) 10
- C) 5
- D) 20



The Director-General of the World Health Organization has the honor to acknowledge the receipt of your letter of the 15th October 1977, in which you refer to the WHO's work in the field of mental health.

20th November 1977

Dear Sir,

I am pleased to inform you that the WHO is currently engaged in a study of mental health in the developing countries. The study is being carried out in cooperation with the World Bank and the United Nations Development Programme. The results of the study will be published in a report which will be available to you in due course.

Yours faithfully,

Director-General
World Health Organization
Geneva, Switzerland

Very truly yours,

The Director-General of the World Health Organization has the honor to acknowledge the receipt of your letter of the 15th October 1977, in which you refer to the WHO's work in the field of mental health.

Yours faithfully,

Director-General
World Health Organization
Geneva, Switzerland

Very truly yours,

The Director-General of the World Health Organization has the honor to acknowledge the receipt of your letter of the 15th October 1977, in which you refer to the WHO's work in the field of mental health.

Yours faithfully,

Director-General
World Health Organization
Geneva, Switzerland



NOTICE TO JURORS

YOUR OATH

- You are sworn to do justice for the State of Florida.
- You are sworn to follow the instructions of the judge.
- You are sworn to follow the law.

YOUR OBLIGATIONS

- You must attend court on the date and time specified.
- You must bring your own transportation.
- You must bring your own lunch.

YOUR RIGHTS

- You have the right to be heard by the jury.
- You have the right to ask questions of the witnesses.
- You have the right to ask questions of the judge.

YOUR ROLE

- You must listen to the evidence.
- You must discuss the evidence with the other jurors.
- You must reach a verdict.

YOUR VERDICT

After you have heard all the evidence and discussed it with the other jurors, you will reach a verdict. The verdict is your decision about the facts of the case and the law that applies to those facts.

REFERENCE TOOLS

Learning Library



10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

10/10/2017 10:10:10

REFERENCE TOOLS

Learning Library

Job Title	Job Description
...	...
...	...
...	...
...	...
...	...
...	...
...	...
...	...
...	...
...	...

Job Title	Job Description
...	...
...	...

REFERENCE TOOLS

Behavioral Interview Guide Learning Library

EXAMPLES

Interview Evaluation Form

INTERVIEW EVALUATION	
Theresa Herman Candidate's Name	June 18, 2002 Date
Don Sims Interviewer's Name	11:00 am Time
<p>1. Put the applicant at ease by engaging in brief, casual conversation (1-2 minutes).</p> <p>2. Ask questions from the application regarding work schedule, salary expectations, frequent job changes, etc.</p> <p>Comments: Tom indicated he is flexible with his work schedule. He prefers Monday, Tuesday, Thursday and Saturday but can work anytime day & all evenings but Wednesday night (due to volunteer commitment). He would like to work for a company where he has opportunities for a career path.</p> <p>3. Customer Service</p> <p>From work experience:</p> <ul style="list-style-type: none"> How was customer service defined in your current/ former position? Describe a situation in which you provided excellent customer service. What was the result? Tell me about a time that you were involved in a situation with an upset customer. How did you handle it? <p>From customer experience:</p> <ul style="list-style-type: none"> Describe a time when you received excellent (or poor) customer service. What customer service do you expect in a bookstore? <p>Comments: The reason he chose retail as a career is he enjoys working with others. He described two different times when he took special actions to satisfy customer's history, posture and facial expression to reinforce his attitude.</p> <p>4. Work Experience</p> <p>Describe your responsibilities in your most recent job.</p> <ul style="list-style-type: none"> What were your major strengths and duties? Why did you leave? Why are you considering leaving? Describe your supervisor. How would your supervisor describe your performance? <p>If you prefer work experience:</p> <ul style="list-style-type: none"> Describe your education experience (course of study, favorite subjects, teachers, awards, etc.). What were your major accomplishments? How would you describe yourself as a student? In what activities/ activities you involved in school? <p>ABC Books - location stated.</p>	

<p>5. Perception of Job</p> <ul style="list-style-type: none"> What is your perception of the job of being a Bookstore here? What hours are you available to work? Sometimes you may be called to work an short notice. How will you handle that? Why are you interested in working here? <p>Comments: He has always been an avid reader and would like to work in an environment he enjoys. Worked weekends & evenings at ABC Books and indicated he has no problem continuing.</p>
<p>6. Accomplishments/Achievements</p> <ul style="list-style-type: none"> Describe a goal you set for yourself. How did you achieve it? What were the results? Describe yourself. Why will you make a great Bookstore? Nobody's perfect. What would you like to change/improve about yourself? <p>Comments: Would like to establish a career with us and work toward a position in management.</p>
<p>7. Close the Interview.</p> <p>If interested in the applicant:</p> <ul style="list-style-type: none"> Encourage the applicant to ask questions of their own. Review the Bookstore's job description. Review a typical work schedule. Provide information about the Company (employee discount, etc.) Tell when and how you will contact the applicant. <p>If not interested in the applicant:</p> <ul style="list-style-type: none"> Thank the applicant for taking time out of their day to speak with you. Tell when and how you will contact the applicant. Remember... Always leave the applicant with a positive impression. Applicants are also customers. <p>8. Evaluate the applicant immediately.</p> <p>Tom is enthusiastic and his knowledge of history, science, & biography genres would be a great asset. May make offer pending other interviews.</p> <p>Job offered on _____ or _____ Notification posted sent on _____</p>

INTERVIEWING

Interview Preparation

- Review the current Applications for Employment to select appropriate candidates.
- Create a list of open-ended and job-related questions from the *Behavioral Interview Guide*.
- Review the Equal Opportunity Guidelines chart on the next pages for examples of questions that may and may not be asked during an interview.

Equal Opportunity Guidelines		
QUESTIONS YOU MAY ASK	SUBJECT	QUESTIONS YOU CANNOT ASK
Have you ever worked for this company under a different name? Is there any additional information relative to change of an assumed name or nickname necessary to enable a check on your work record? If yes, explain.	NAME	Original name of an applicant whose name has been changed by a court order or otherwise. Maiden name of a married woman. Father's surname. If you have ever worked under another name. State name and dates.
Applicant's place of residence. How long have you been a resident of this state or city?	ADDRESS OR DURATION OF RESIDENCE	Do you rent or own your place of residence? Does anyone else reside there with you?
	BIRTHPLACE	Birthplace of applicant. Birthplace of applicant's parents, spouse or other close relative.
Are you over 18 years of age? If not, state your age.	AGE	How old are you? What is your date of birth?
	RACE OR COLOR	Complexion or color of skin. Coloring.
	RELIGION OR CREED	Inquiry into applicant's religious denomination, religious affiliations, church parish, pastor or religious holidays observed. Applicant may not be told "This is a (Catholic, Protestant or Jewish) organization."
	NATIONAL ORIGIN	Inquiry into applicant's lineage, ancestry, national origin, descent, parentage or nationality. Nationality of applicant's parents or spouse. What is your native tongue?
Are you legally authorized to work in the United States?	CITIZENSHIP	Of what country are you a citizen? Whether an applicant is naturalized or a native-born citizen; the date when the applicant acquired citizenship. Requirement that applicant produce naturalization papers.
	MARITAL STATUS	Are you married, single, divorced, separated or widowed? Name or other information about your spouse. Where does your spouse work?
	CHILDREN	Do you have any children? How old are they? Who will care for them while you are working?
Names of applicant's relatives, other than a spouse, already employed by this Company.	RELATIVES	Names, addresses, number or other information concerning applicant's spouse, children or other relatives not employed by the Company.

INJURY AND ILLNESS PREVENTION PROGRAM

- On the bookseller's first day, review the following policies:
 - *Safety* section of this *Encyclopedia* and the *Bookseller Handbook*.
 - *Operations Encyclopedia* sections:
 - *Accidents – Booksellers*
 - *Bomb Threats*
 - *Earthquakes*
 - *Emergency Closings*
 - *Fire*
 - *Loss of Power*
 - *Robbery*
 - *Safety and Security*
- In keeping with our *We Listen* policy, encourage booksellers to alert store management of any safety hazards or potential safety hazards immediately and without fear of reprisal.
- Point out the Loss Prevention Hotline number (800-328-8247) so booksellers may anonymously communicate store safety issues.

Store Safety Communications

Periodically, discuss store safety issues with your management team. Suggested topics to address include:

- Accidents that occurred and how they could have been prevented.
- Potential hazards (loose floor or missing floor tiles, overloaded shelves, variations in floor surfaces, fixtures young children can climb, and escalators that do not automatically shut down if something is caught) and plans to correct them.
- Housekeeping deficiencies and plans for correction.
- Emergency evacuation review, including fire extinguisher use and location of fire alarm pull stations.
- Review of safety training and accident reporting procedures.
- Loss Prevention requirements for upcoming special events.
- Store air quality, in particular addressing any complaints.
- Review of no smoking policy and guidelines.
- Parking lot issues such as repairs, lighting, availability of spaces, bookseller safety going to cars, snow and ice removal, and landscaping.

Stores with a Café

- Provide all newly hired Café Servers with the same training newly hired booksellers receive.
- Review the *Safety* section of the *Café Encyclopedia* with the new hire.
- Inform the new hire that the Café maintains Material Safety Data Sheets (MSDS) in a file and they are accessible to him or her for review at any time.

REFERENCE TOOLS

Café Encyclopedia
Learning Library
Operations Encyclopedia

HOLIDAY PAY

REFERENCE TOOLS

- Bookseller Handbook
- Learning Library
- Store Systems Encyclopedia

...and
... ..
... ..
... ..

... ..
... ..
... ..

... ..

... ..
... ..
... ..

HARASSMENT

the Director of Human Resources, who will take all appropriate steps, including commencing or continuing an investigation.

- All internal complaints will be investigated promptly and with discretion. At the conclusion of an investigation, appropriate remedial or disciplinary action will be taken where appropriate. No bookseller will suffer retaliation or intimidation as a result of using this internal complaint procedure.
- In order to allow the Company to prevent unlawful harassing or discriminatory conduct, it is essential that booksellers use this complaint procedure and that the Company receives information about every instance of such conduct. Accordingly, every bookseller should understand that he or she can always report any unlawful harassing or discriminatory conduct.

YOUR ROLE

- Provide an environment that encourages respect for each other.
- Ensure that your booksellers understand our policy.
- Ensure all newly hired booksellers read, sign and receive a copy of the No Discrimination and No Harassment Policy included in their new hire paperwork.
- Treat harassment complaints seriously and confidentially.

Investigating a Complaint

- Partner with your District Manager to determine the course of action.
- Conduct a confidential investigation, talking to all parties involved and documenting the conversations.
- Provide the bookseller who is the subject of the complaint the opportunity to give his or her side of the story. If this bookseller requests that a co-worker be present during this discussion, determine the following:
 - Ask the bookseller who he or she would like present and verify that the individual is a co-worker.
 - Determine the co-worker's availability.
 - Advise the bookseller that you will get back to him or her with the next step.
 - Partner with your District Manager or Human Resources for further direction, prior to continuing the conversation.
- If the complaint is found to have merit, take appropriate corrective measures, up to and including termination of the offending party.
- Follow up to ensure that the harassment does not occur again, and that no bookseller suffers retaliation or intimidation as a result of reporting a harassment incident.
- If the complaint appears to be a misunderstanding, make sure each party understands our policy.

Harassment Training for New Booksellers

- Conduct training as part of new hire orientation. Include a discussion on:
 - Illegality of harassment.
 - Definition of harassment.
 - Specific examples of what may be perceived as harassment.
 - Internal procedures for voicing a complaint, including the name, address and telephone number of the contact person.
 - Courses of corrective action which we use in the event that harassment has occurred.
 - Protection against retaliation.

GOAL DEVELOPMENT PLAN (GDP)

EXAMPLES

Goal Development Plan

BARNES & NOBLE, INC. GOAL DEVELOPMENT PLAN		
Function/Dept. Department Manager	Name Diane Smith	Date Completed 8/3/02
Location 1981	Reviewer's Name Bert Lewis	
<ul style="list-style-type: none"> Review the job description to identify performance strengths and areas of further development needed to improve current performance and/or potential for advancement. Be sure to include the agreed upon action steps and target dates necessary for successful achievement. 		
<p align="center">Performance Strengths/Management Skills</p> <ul style="list-style-type: none"> Practices & reinforces our customer service standards. AsMOO follows all open & close policies and standards. Maintains merchandising & shelving organization in accordance with the VSM. Identifies stock opportunities & communicates to store management. 		
Areas to be Developed		
Development Area	Action Plan	Target Date
Coaching/Counseling/ Performance Development Process	<p>Review Learning Library, Bookseller Level 3, Booklet Two, "Managing Performance", and the related Practical Application. Also review Performance Development section from the Human Resources Encyclopedia.</p> <p>Provide coaching/counseling for Booksellers and develop action plan to address performance issues, utilizing skills and knowledge gained from the Learning Library and Human Resources Encyclopedia. Partner with ASM or SM on all Bookseller or Lead Bookseller performance concerns and action plans prior to executing.</p>	<p>Within 14 days</p> <p>Over next 90 days. Will review progress at the end of 90-day period.</p>
Signature & Date		Reviewer's Signature & Date

401(k) SAVINGS PLAN

- Fidelity Freedom 2000 Fund
- Fidelity Freedom 2010 Fund
- Fidelity Freedom 2020 Fund
- Fidelity Freedom 2030 Fund
- An outline of each Fund is included in the enrollment materials.

401(k) Savings Plan Distribution

- After separation, Fidelity sends a distribution package to the bookseller's home address.
- Packets contain information about distribution options.
 - Accounts less than \$5000: Booksellers may rollover money to an individual retirement account or other qualified plan, or receive a lump-sum distribution on which 20% federal tax withholding will be taken.
 - Accounts of \$5000 or more: Booksellers may keep the account in the savings plan until age 65, rollover the money to an individual retirement account or other qualified plan, or take a lump-sum distribution on which 20% federal tax withholding will be taken.
- Booksellers are entitled to the value of their contributions and the vested portion of the company contributions to their account.

YOUR ROLE

- Encourage plan participation.
- Check eligibility through bninside.

REFERENCE TOOLS

Bookseller Benefits

Bookseller Handbook

FAMILY AND MEDICAL LEAVE

Return to Work

- Reinstatement bookseller to his or her original position. If it became necessary to fill the vacated position, offer an equivalent position with equivalent pay, benefits and employment terms.
- If a bookseller refuses the equivalent position or fails to return at the expiration of the leave, he or she is considered to have resigned as of the last day of approved leave.
- Contact the Benefits Department (800-799-5335) for return to work guidance.

YOUR ROLE

Placing a Bookseller on Leave

- Review leave request with your District Manager.
- Contact the Benefits Department (800-799-5335) for instructions for leaves to take care of a sick child or family member.
- Where applicable, the Benefits Department will request documentation in support of the leave prior to approving family and medical leave.
- Enter the leave of absence through bninside.

Return to Work

- When the bookseller returns to work, enter the date through bninside.
- Call the Benefits Department (800-799-5335) for guidance if a bookseller does not return to work.

REFERENCE TOOLS

Bookseller Handbook

Learning Library

Store Systems Encyclopedia



THE DEPARTMENT OF LABOUR HAS THE HONOUR TO ANNOUNCE THAT THE FOLLOWING PERSONS HAVE BEEN APPOINTED TO THE FOLLOWING POSITIONS:

APPOINTMENTS

- 1. Mr. [Name] to the position of [Title]
- 2. Ms. [Name] to the position of [Title]
- 3. Mr. [Name] to the position of [Title]
- 4. Ms. [Name] to the position of [Title]
- 5. Mr. [Name] to the position of [Title]
- 6. Ms. [Name] to the position of [Title]
- 7. Mr. [Name] to the position of [Title]
- 8. Ms. [Name] to the position of [Title]
- 9. Mr. [Name] to the position of [Title]
- 10. Ms. [Name] to the position of [Title]

RETIRES

- 1. Mr. [Name] has retired from the service of the Department of Labour.
- 2. Ms. [Name] has retired from the service of the Department of Labour.
- 3. Mr. [Name] has retired from the service of the Department of Labour.
- 4. Ms. [Name] has retired from the service of the Department of Labour.
- 5. Mr. [Name] has retired from the service of the Department of Labour.
- 6. Ms. [Name] has retired from the service of the Department of Labour.
- 7. Mr. [Name] has retired from the service of the Department of Labour.
- 8. Ms. [Name] has retired from the service of the Department of Labour.
- 9. Mr. [Name] has retired from the service of the Department of Labour.
- 10. Ms. [Name] has retired from the service of the Department of Labour.

DEPARTURES

- 1. Mr. [Name] has departed from the service of the Department of Labour.
- 2. Ms. [Name] has departed from the service of the Department of Labour.
- 3. Mr. [Name] has departed from the service of the Department of Labour.
- 4. Ms. [Name] has departed from the service of the Department of Labour.
- 5. Mr. [Name] has departed from the service of the Department of Labour.
- 6. Ms. [Name] has departed from the service of the Department of Labour.
- 7. Mr. [Name] has departed from the service of the Department of Labour.
- 8. Ms. [Name] has departed from the service of the Department of Labour.
- 9. Mr. [Name] has departed from the service of the Department of Labour.
- 10. Ms. [Name] has departed from the service of the Department of Labour.

RETIRES

[Additional text or details regarding retirements]

EMPLOYMENT OF MINORS BY STATE

State	School in Session			School not in Session			Work Permit
	Max. Hours	Permitted Time of Day	Max. Days Per Week	Max. Hours	Permitted Time of Day	Max. Days Per Week	
Minnesota	NA	5 a.m. - 11 p.m. With written permission from parent may begin work at 4:30 a.m. or work until 11:30 p.m.	NA	NA	NA	NA	Proof of Age Required
Mississippi	NA	NA	NA	NA	NA	NA	No
Missouri	NA	NA	NA	NA	NA	NA	Yes
Montana	NA	NA	NA	NA	NA	NA	Yes
Nebraska	NA	NA	NA	NA	NA	NA	No
Nevada	NA	NA	NA	NA	NA	NA	Yes
New Hampshire	Daily: 10 hours Weekly: 30 hours	Cannot work after 8 p.m. more than 2 nights per week.	6	Daily: 10 hours Weekly: 48 hours	Cannot work after 8 p.m. more than 2 nights per week.	6	Written Permission from Parent
New Jersey	Daily: 8 hours Weekly: 40 hours	6 a.m. - 11 p.m.	6	Daily: 8 hours Weekly: 40 hours	6 a.m. - 11 p.m.	6	Yes
New Mexico	NA	NA	NA	NA	NA	NA	No
New York	Daily: 4 hours (Mon. - Thurs.) Daily: 8 hours (Fri. - Sun.) Weekly: 28 hours	6 a.m. - 10 p.m. May work until 12 a.m. on night preceding school day with written permission from parent	6	Daily: 8 hours Weekly: 48 hours	6 a.m. - 12 a.m.	6	Yes
North Carolina	NA	5 a.m. - 11 p.m.	NA	NA	NA	NA	Yes
North Dakota	NA	NA	NA	NA	NA	NA	No
Ohio	NA	7 a.m. - 11 p.m. May start at 6 a.m. if not employed past 8 p.m. the preceding night.	NA	NA	NA	NA	Yes
Oklahoma	NA	NA	NA	NA	NA	NA	No
Oregon	Weekly: 44 hours	NA	NA	Weekly: 44 hours	NA	NA	Yes
Pennsylvania	Daily: 8 hours Weekly: 28 hours	6 a.m. - 12 a.m. May work until 1 a.m. on Friday & Sat.	NA	Daily: 8 hours Weekly: 44 hours	6 a.m. - 1 a.m.	6	Yes
Rhode Island	Daily: 9 hours Weekly: 48 hours	6 a.m. - 11:30 p.m. May work until 1:30 a.m. if evening does not precede a school day	NA	Daily: 9 hours Weekly: 48 hours	6 a.m. - 1:30 a.m.	NA	Yes
South Carolina	NA	NA	NA	NA	NA	NA	No

BEST PRACTICES



Ensure that each bookseller completes all paperwork on his or her first day of employment.

CORE KNOWLEDGE

New Hire Kit Contents

- Orientation Checklist
- New Hire Data Form
- W-4 Form
- I-9 Form
- Benefits Enrollment Worksheet for HR Access (2 copies)
- No Discrimination and No Harassment Policy (2 copies)
- *Bookseller Handbook*
- *Benefits in Brief*
- File Jacket

I-9 Requirements

- All employers are legally required to verify the employment eligibility of every new hire, using the I-9 form.
 - Do not schedule booksellers who refuse to complete the I-9 form or cannot provide proper identification.
 - Separate any bookseller who fails to provide proper I-9 documentation, as defined on the back of the form, within 3 days of employment.
 - If a bookseller claims he or she has lost or misplaced I-9 documentation, a replacement receipt is acceptable for up to 21 days.
- If a bookseller provides documentation that requires re-verification (i.e., work authorization or work visa) ensure that he or she provides updated documentation of their employment eligibility on or before the expiration date.

Personnel Files

- Maintain the accuracy and confidentiality of active bookseller records.
- Record keeping and file access outlines documents to retain as well as restrictions for review.
- Do not remove personnel files from the store.

YOUR ROLE

- Ask the bookseller to complete and sign the New Hire Data Form.
- Review the Benefits Enrollment Worksheet for HR Access with benefits-eligible booksellers. Ask the bookseller to sign the worksheet and give him or her a copy.
- Complete the I-9 Form.
 - Verify identification is original and not expired.
 - Enter the identification presented on the I-9 Form.
 - Ask the bookseller to sign and date the form.
 - Sign and date the form.
- Instruct the bookseller to complete the W-4 Form and any state required tax forms.

EXAMPLES

Application for Employment Side A

BARNES & NOBLE BOOKSELLERS

APPLICATION FOR EMPLOYMENT
We Are An Equal Opportunity Employer
Committed To Diversity In The Workplace

PERSONAL DATA

NAME: MATTHEW LAST NAME: HAJDEN TITLE: BOOKSELLER

STREET ADDRESS: 670 E. 72nd STREET, NEW YORK, NY 10021

PHONE: 212-555-1234 CELL: 212-555-4444 FAX: 212-555-1234

PLACEMENT INFORMATION

POSITION: BOOKSELLER FULL TIME PART TIME SEASONAL

START DATE: NEGOTIABLE 2 WEEKS Company Determined

EDUCATION RECORD

SCHOOL NAME	DEGREE	DATE	GRADES
<u>NASSAU COMMUNITY COLLEGE</u>	<u>ASSOCIATE</u>	<u>4.5</u>	<u>3.2</u>
<u>W.C. MEEHAN HIGH SCHOOL</u>	<u>GRADUATE</u>	<u>40</u>	

Other education: Reading, Internet

Side B

EMPLOYMENT HISTORY

1. ABC Books 12/01-04/04 BOOKSELLER
125 5th Avenue, New York, NY
CUSTOMER SERVICE, SHIRTING AND STYLING BOOKS

2. SCOOPS ICE CREAM SHOP 04/04-06/04 SERVER
300 W 57th Street, New York, NY
CUSTOMER SERVICE, INVENTORY, CASHIERING

3. PAUL MARTIN STORE MANAGER 06/04-08/04 2
905 N 55th Street, New York, NY

4. BRENDA JONES STORE MANAGER 08/04-10/04 2
23 89th Avenue, New York, NY

EDUCATIONAL REFERENCES

NAME: Paul Martin TITLE: Store Manager ADDRESS: 905 N 55th Street, New York, NY

NAME: Brenda Jones TITLE: Store Manager ADDRESS: 23 89th Avenue, New York, NY

Matthew Hajden 5/28/02

Orientation Checklist

Matthew Hajden 601 6/10/02

Bookseller Name: State 7 Date of Hire: 6/10/02

Orientation Checklist

Check all of the applicable boxes upon completion. If actions are not applicable to a bookseller based on his or her status or other factors, cross all the box.

Have the new hire complete all paperwork including:

- Application
- New Hire Data Form
- W-4
- State tax forms (if applicable)
- Job Form
- New Discrimination and Harassment Policy

Provide orientation information such as:

- Bookseller Handbook
- HR Access Benefit Enrollment Worksheet
- Benefits in Brief and Contribution Rate Summary
- Bookseller's Staff Book
- A store tour
- Introduce new hire to the store staff and/or department
- A copy of the job description go over the new hire's job description and outline their responsibilities and priorities
- A name tag
- An apron (if applicable)
- Telephone procedures
- The store address
- The store telephone number
- The store hours
- The store fax number

Review:

- Mission statement / Customer Service Statement / Employee Relations Philosophy
- "We Listen" policy
- No Discrimination and Harassment Policy
- Benefits (Medical, Dental, Life and LTD Insurance, 401k Plan) and accounts
- HR Access for benefits enrollment, pay time off balances, direct deposit, W-4 changes and address changes
- Vacation policy
- Payroll (Days)
- Sick days
- Company holidays
- Where the new hire should go to with questions
- Customer service practices
- The store's organization, clearly including assistant store managers, and department managers
- Emergency procedures, emergency telephone numbers, fire extinguisher location(s), escape routes, and first aid procedures
- Security measures (alarms, door locks, etc.)
- Store opening and closing procedures as applicable
- Training programs
- Timeclock procedures
- Scheduled working hours, breaks, and requests for special favors
- Conduct standards
- Dress code
- Allow time for questions

Matthew Hajden Thomas Harris

Employee Signature 6/10/02 6/10/02

Date Date

New Hire Data

NEW HIRE DATA

TO BE COMPLETED BY BOOKSELLER

DATE OF BIRTH: 4/16/04 STORE: 1701

LAST NAME: Hajden FIRST NAME: Matthew SOCIAL SECURITY: 111-00-3333

ADDRESS: 670 E. 72nd Street

CITY: New York City STATE: NY ZIP: 10021

PHONE: 212-555-1234 DATE OF HIRE: 06/10/02

MARRIAGE STATUS: M S D W

Yes No

None Adverse Job None Substantial

IN THE EVENT OF AN EMERGENCY CONTACT

NAME: Robin Hajden PHONE: _____

ADDRESS: same as above ADDRESS: _____

DAYTIME PHONE: 212-555-1234 FAX HOME PHONE: _____

EVENING PHONE: 212-555-1234 EMPLOYER PHONE: _____

EMERGENCY BENEFIT PLAN - GROUP TERM LIFE, ACCIDENTAL DEATH AND DISMEMBERMENT

Do not enroll. Enroll later upon my birth. Do not enroll upon my death. Do not enroll upon my death and my primary and secondary beneficiaries under the plan.

EMERGENCY BENEFIT PLAN - HEALTH BENEFIT PLAN

NAME: Robin Hajden HEALTH BENEFIT PLAN: _____

MARITAL STATUS: Married SOCIAL SECURITY: _____

NEW HIRE #: 122-00-3355 SOCIAL SECURITY: _____

ADDRESS: 670 E. 72nd Street ADDRESS: _____

TO BE COMPLETED BY MANAGER

EMPLOYER SIGNATURE: Matthew Hajden 4/16/04

DATE: _____

62749-01-0000-0000-0000-0000-0000-0000

No Discrimination and No Harassment Policy

Barnes & Noble Inc.

NO DISCRIMINATION AND NO HARASSMENT POLICY

Barnes & Noble values all of its bookshelves. We treat every bookshelf fairly with dignity and respect, and expect that all employees extend the same consideration to each other. We provide employees with a work environment free from unlawful discrimination or harassment.

The Company prohibits harassing or discriminatory conduct in the workplace, whether based upon sex, color, age, national origin, religion, disability, sexual orientation or any other unlawful basis, including sexual harassment, regardless of whether it is committed by supervisory or non-supervisory personnel. This policy applies to all terms and conditions of employment, including hiring, placement, job assignments, promotion, discipline, termination, layoff, recall, transfer, leave of absence, benefits, compensation and training.

Sexual Harassment

Specifically, no supervisor or manager shall abuse his or her position or authority by threatening or intimidating that an employee's acceptance or rejection of sexual advances will in any way affect decisions by the Company regarding aspects of the employee's employment. For example, the Company prohibits:

1. Unwanted sexual advances;
2. Requests for sexual favors; and
3. All other verbal or physical conduct of a sexual or otherwise offensive nature when:
 - Submission to such is made either explicitly or implicitly a term or condition of employment;
 - Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the individual; or
 - Such conduct has the purpose or effect of unreasonably creating an intimidating, hostile or offensive working environment.

Any harassing or discriminatory conduct, including but not limited to the foregoing examples, will not be tolerated and will result in appropriate disciplinary action up to and including dismissal. Such conduct may also lead to personal legal and financial liability for an individual found to have committed it.

Complaint Procedure

If you believe you have been subjected to or affected by any such harassing or discriminatory conduct, you should report such conduct to your manager if your manager is not the source of the conduct. Your manager will conduct a thorough and confidential investigation of the matter and take appropriate action with the supervision and approval of your District Manager.

If you believe that a discussion with your manager is not appropriate, you may report to your manager. If you believe that a discussion with your manager has not worked, you should report the matter directly to your District Manager, Regional Director, or to the Vice President, Human Resources, who will take all appropriate steps, including counseling or counseling as appropriate.

All internal complaints will be investigated promptly and with discretion. At the conclusion of an investigation, appropriate remedial or disciplinary action will be taken where the allegations are verified. No employee will suffer retaliation or discrimination as a result of using the internal complaint procedure.

In order to allow the Company to prevent unlawful harassing or discriminatory conduct, it is essential that employees use the Complaint Procedure and that the Company receive information about every instance of such conduct. Accordingly, every employee should understand that he or she can always report unlawful harassing or discriminatory conduct.

Employee Acknowledgment

You are asked to sign and give a copy of this Policy Statement to confirm that you have received and understood this Policy.

MATTHEW HAUSEN
EMPLOYEE NAME (Please Print)

Matthew Hausen
Signature

Date: 6/16/22

For California State Only:

The California Department of Fair Employment and Housing may also investigate and process complaints of harassment. Employees are subject to penalties and remedies available that may include injunctions, fees, attorneys' fees, reinstatement, back pay and damages. To contact the local office of the Department of Fair Employment and Housing, consult the local telephone directory under the "State Government" office.

BARNES.COM

BEST PRACTICES



Provide all booksellers with an orientation on their first day of employment.

CORE KNOWLEDGE

- The Store Manager or Assistant Store Manager must present the first day's training and orientation.

YOUR ROLE

- Review the *job description* with the bookseller.
- Present the bookseller with:
 - Name badge
 - Lock or lock combination (B&N)
 - Aprons (B&N Café, B. Dalton and ink newsstand)
- Give the bookseller a *Bookseller Handbook* and review the following topics:
 - Customer service
 - Company history
 - Company organization
 - In-store training
 - Rate of pay, pay periods and the date the bookseller will receive his or her first paycheck
 - *We Listen*
 - Employee discount policy
 - Work schedule
 - Meal and break periods
 - Reporting absences (calling in sick)
 - Cash handling and loss prevention including shoplifting, and the bookseller's role in safeguarding loss of merchandise and money
- Assist the bookseller in completing the Store Information page.
- Ask him or her to read and sign the Barnes & Noble, Inc. Bookseller Handbook Acknowledgement Form.
- Remove the signed Barnes & Noble, Inc. Bookseller Handbook Acknowledgement Form from the handbook and place it in the bookseller's personnel file.
- Review the following with the bookseller:
 - *Injury and Illness Prevention Program*
 - Bookseller book loan program
 - Stripped book policy
- Show the bookseller:
 - How to use your timekeeping system to punch in and out
 - Where to place personal property (i.e., purses, etc.).
- Conduct *harassment* training.
- Answer all questions the bookseller may have.
- Introduce the Learning Library and begin the bookseller's training.

BEST PRACTICES

Pay hourly booksellers 1½ times their hourly rate for all hours worked in excess of 40 per week.

CORE KNOWLEDGE**Fair Labor Standards Act (FLSA)**

- FLSA establishes which positions are salaried and which positions are hourly.
- Hourly booksellers are covered by FLSA on the basis of their job responsibilities.

Guidelines

- Pay all hourly booksellers overtime in accordance with company guidelines and federal and state laws.
- Altering punches to avoid paying overtime is a violation of federal law. This includes overtime which is not approved by a manager.
- Giving booksellers time off at a later date in lieu of paying overtime is a violation of federal law.
- Do not include the following hours in overtime calculations.
 - Holiday
 - Hours worked on a holiday
 - Personal time
 - Sick time
 - Sunday premium (as mandated by state law)
 - Vacation

Hourly Booksellers

- Pay booksellers who are paid on an hourly basis 1½ times their hourly rate for all hours worked in excess of 40 per week. (Refer to exceptions on the following page.)
- Pay hourly Receiving, Music Managers and certain Community Relations Managers 1 ½ times their hourly rate for all hours worked in excess of 40 per week.
- Pay B. Dalton hourly Assistant Store Managers 1½ times their hourly rate for all hours worked in excess of 40 per week, even though their salaries are expressed in annual terms.
- If a bookseller works before or after scheduled hours (regardless of whether or not approved to do so), the time must be recorded as hours worked and the bookseller must be paid for these hours.

BEST PRACTICES



Distribute paychecks, including direct deposit notifications on Friday.

CORE KNOWLEDGE

Paycheck Guidelines

- Direct deposit funds are available on Friday.
- Paychecks arrive via store mail.
- Only managers are authorized to open the store mail.
- Paychecks detail compensation, less authorized deductions. They also indicate current year earnings, taxes, and deductions paid to date.
- We cash Barnes & Noble Inc. paychecks in our stores on payday provided there are sufficient funds and it does not interfere with customer transactions.
- Do not:
 - Withhold monies from the change fund or a bank deposit, or delay a bank deposit to accumulate funds for cashing paychecks.
 - Cash paychecks from other companies.
 - Cash bookseller's personal checks.

Pay Periods

- Hourly positions are paid every Friday for the prior week's hours worked (Sunday through Saturday).
- Exempt booksellers are paid bi-weekly (every other Friday) for the previous week worked and the current week, therefore, they are paid up-to-date.

Deductions

- Deductions are based on federal and state requirements and individual participation in company benefit programs.
- Deductions include but are not limited to:
 - Federal, state and local taxes based on a person's work location and number of exemptions.
 - FICA (social security) set by government legislation.
 - 401(k) Savings Plan.
 - State disability.
 - Medical, dental, LTD and Supplemental Life Insurance.
 - Garnishments based on legal notices.

YOUR ROLE

- Review the weekly payroll link on brinside for accuracy, including overtime calculations.
- Place the paychecks in the safe until distribution.
- Distribute paychecks on Friday.
- Contact the HR Service Center (800-799-5335) to arrange for salary advances if paychecks have not arrived by 1:00 EST on Friday.

BEST PRACTICES



Pay booksellers for all hours worked.

CORE KNOWLEDGE

Work Week

- Our normal work week, for payroll purposes, is Sunday through Saturday.
- Work hours are based on the hours the store is open for business and the time needed to prepare the store for opening and closing.
- Work hours vary and change depending on unusual work loads and fluctuating business demands.

Guidelines for Determining Hours Worked for Hourly Booksellers

- All hours worked in the performance of job duties including:
 - Time spent working for the Company, time the bookseller is required to be at the place of work or on duty, or time spent waiting in the work area for work to be made available.
 - Time spent on the store's or company's behalf during regular scheduled working hours.
 - Travel time between stores for company business. This does not include travel between home and work.
- Time spent receiving medical care immediately following a work related injury.
 - Include this time as time worked even if this results in overtime.
- Time spent for follow-up care that can only be scheduled during working hours.
 - Schedule follow-up treatment for work related injuries outside work hours whenever possible.
 - If care must be scheduled during work hours, the bookseller must be paid for this time away from work.
- Break periods.
- Time spent attending store meetings.

Payment Guidelines for Hourly Booksellers

- Booksellers can not work "off the clock."
- If a bookseller works before or after scheduled hours, even though the bookseller has not been specifically requested to do so the time must be recorded as hours worked, and the bookseller must be paid for these hours.
- Altering punches which prevent a bookseller from being paid for any hours worked is a violation of Federal labor laws and is cause for separation of employment.
- Booksellers may not adjust their own timecards under any circumstances.
- Pay overtime based on federal and state regulations.
- Meal periods are unpaid (breaks and meal periods).
- If a bookseller works in another store, coordinate his or her hours with the other Store Manager so that overtime is compensated correctly. Do not temporarily transfer the bookseller.

PAYMENT OF FINAL WAGES

BEST PRACTICES



Make final payment of wages in accordance with company policy which abides by all federal and state laws.

CORE KNOWLEDGE

Guidelines

- Call the HR Service Center (800-799-5335):
 - For salaried separations to stop automatic payroll checks and to report any vacation and personal days taken.
 - In states requiring immediate payment of final wages, to determine the payment amount in advance of separation.
- The chart below details when a separated bookseller will receive his or her final wages based on the type of separation.

Payment for Final Wages		
State	Involuntary Separation	Voluntary Separation
Alabama	No provision	No provision
Alaska	Within 3 working days of termination	Within 3 working days of termination
Arizona	End of next regular payday or within 3 working days, whichever is earlier	Next regular payday
Arkansas	Within 7 days	No provision
California	Immediately, including vacation pay	Immediately, including vacation pay
Colorado	Immediately	Next regular payday
Connecticut	Immediately	Next regular payday
Delaware	Next regular payday	Next regular payday
Washington DC	Next working day	Next payday or within 7 days, whichever is earlier
Florida	No provision	No provision
Georgia	No provision	No provision
Hawaii	Immediately	Next regular payday; if notice is given then immediately
Idaho	Next regular payday or within 10 days, whichever is earlier	Next regular payday or within 10 days, whichever is earlier
Illinois	Immediate, if possible, otherwise next payday	At separation if possible, otherwise next payday
Indiana	Next regular payday	Next regular payday
Iowa	Next regular payday	No provision
Kansas	Next regular payday	Next regular payday
Kentucky	Next regular payday or within 14 days, whichever occurs later	Next regular payday or within 14 days, whichever occurs later
Louisiana	Next regular payday	Next regular payday
Maine	Next regular payday or within 2 weeks of demand, whichever is earlier	Next regular payday or within 2 weeks of demand, whichever is earlier
Maryland	Next regular payday	Next regular payday
Massachusetts	Immediately, including vacation pay	Next regular payday
Michigan	Next regular payday	Next regular payday
Minnesota	On demand	Next regular payday; not to exceed 20 days from last day worked
Mississippi	No provision	No provision
Missouri	Immediate	No provision
Montana	Immediately	Next regular paycheck or within 15 days, whichever is earlier
Nebraska	Earlier of 2 weeks or next regular payday	No provision

BEST PRACTICES



Use early identification and constructive communication to help booksellers improve in those areas where performance has been below standard or conduct has been unacceptable.

CORE KNOWLEDGE

Guidelines

- Counsel the bookseller to make him or her aware of the problem early and to help improve performance.
- Document all conversations with the bookseller.
- Conduct conversations concerning performance issues in private.
- Maintain the confidentiality of all conversations.
- Some behavior may warrant immediate dismissal or separation.
- Do not use demotions as a solution to a performance problem.

YOUR ROLE

Verbal Counseling

- Promptly identify and discuss the source of the problem.
- Establish steps and a timeline to improve performance.
- Re-train, practice and reinforce standards.
- Document the conversation.
- Follow up on the discussion.
 - If performance improves, review the improvement with the bookseller and thank him or her for the effort.
 - If unclear whether or not a bookseller is performing below standard or is violating a company policy or procedure, investigate the situation further.
 - Provide the bookseller with the opportunity to give his or her side of the story.
 - If a bookseller requests that a co-worker be present during this discussion, determine the following:
 - Ask the bookseller who he or she would like present and verify that the individual is a co-worker.
 - Determine the co-worker's availability.
 - Advise the bookseller that you will get back to him or her with the next step.
 - Partner with your District Manager or Human Resources for further direction, prior to continuing the conversation.
 - Once the conversation and investigation is complete, present a Performance Development Plan (PDP), if warranted.

Writing a Performance Development Plan

- Explain the performance problem and the impact on the store.
 - Be specific. Include dates, activity not performed to standards, results and people involved.
 - Focus on specific behaviors, not personality traits.
- Prepare an action plan that includes specific actions to take and dates to accomplish.
- Consider your own responsibility to help improve performance, including what steps you will take and the date to accomplish.
- List the follow up date for review of progress.

BEST PRACTICES



Conduct an annual performance review so booksellers will have a clear understanding of how they performed throughout the year.

CORE KNOWLEDGE

Overview

- Performance reviews provide booksellers with an opportunity to recognize accomplishments and identify performance development areas.
- All hourly booksellers are reviewed in October. Hourly booksellers hired on or after July 1st of each year, will be reviewed in October of the following year.
- All managers are reviewed annually in April.
- Human Resources will issue a review packet containing performance review documents and guidelines prior to the annual review period.
- Booksellers on a leave of absence should be reviewed within 30 days of returning to work. Their increase will be retroactive to the date of return.

Pay Guidelines for Hourly Booksellers

- Meets Standards – \$.50 per hour increase, until the bookseller reaches the maximum pay rate for the position, then \$.25 per year each year thereafter.
- Exceeds Standards – \$.75 per hour increase, until the bookseller reaches the maximum pay rate for the position; then \$.50 per hour for each year thereafter.
- Seasonal Booksellers – \$.25 per hour increase for a meets standards rating.
- Not at Standards – no increase.
- Increases are based on performance review and date of hire:
 - Booksellers hired November-June are eligible for \$.25 per hour in October, and another \$.25 per hour on their anniversary date.
 - After that time, they are eligible for \$.50 per hour each October, providing they "Meet Standards."

Pay Guidelines for Exempt and Hourly Managers

- Increases are based on performance review and date of hire.
- Managers hired between:
 - April – June receive 12/12 (100% increase).
 - July – September receive 9/12 (75% increase).
 - October – December receive 6/12 (50% increase).
 - January – March are eligible for review in April of the following year.
 - Promotions from manager to manager positions, between January and March, first receive a merit increase based on the previous job and pay scale, then the appropriate promotional increase.

BEST PRACTICES



Encourage booksellers to secure their personal belongings.

CORE KNOWLEDGE

Guidelines

- It is the bookseller's responsibility to secure his or her personal belongings.
- Personal items are not to be stored at the cashwrap.

Lockers and Inspection (B&N and select B. Dalton)

- Lockers are the only place where personal items can be stored.
- The Company provides locks.
- Booksellers may not bring a separate lock.
- Lockers are company property and may be inspected by management.

Bag Inspection

- Although it is not a standard practice, it may become necessary in extreme circumstances to perform bag checks and locker checks in our stores.

YOUR ROLE

- Designate a specific area for booksellers to keep personal items.
- Ensure your booksellers are aware that the Company is not responsible for the loss of personal belongings. Suggest that items of value not be brought to work.

REFERENCE TOOLS

Learning Library

BEST PRACTICES



Maintain accurate records on all booksellers.

CORE KNOWLEDGE

Guidelines

- All booksellers are responsible for ensuring timely updates of any changes to personal data.
- Personal information changes include:
 - Legal name
 - Address
 - Home telephone number
 - Marital status
 - Corrections to information entered incorrectly

YOUR ROLE

- Instruct the bookseller to call HR Access (800-799-5335) to update address and home telephone number.
- The store manager should process name changes after obtaining proof of the official name change and a copy of the new social security card indicating the name change.
 - A new W-4 form with the name change should be filled out and maintained in the personnel file.
- Update all other personal information through bninside.

REFERENCE TOOLS

Bookseller Handbook
Learning Library
Store Systems Encyclopedia

BEST PRACTICES



Paid time off is provided to eligible booksellers when needed for personal reasons.

CORE KNOWLEDGE

Eligibility

- Full-time and part-time booksellers scheduled to work at least 20 hours per week are eligible for paid personal days after 6 months continuous eligible service. (Refer to [benefit eligibility](#) for details.)

Benefit Provided

- 1 day in the first anniversary year.
- 2 days in each subsequent anniversary year.
- A day is defined as one-fifth of the bookseller's weekly scheduled hours as indicated on bninside.

Anniversary Years

- Period begins on the date the bookseller enters an eligible position and ends one year later (for example, a bookseller hired in an eligible position on May 1st has an anniversary year from May 1st to April 30th).
- Anniversary years run from January 1st through December 31st for those who entered an eligible position prior to July 1, 1998.

Personal Day Guidelines

- Booksellers must submit requests to the Store Manager 2 weeks in advance.
- Personal days may:
 - Be taken only in the year earned.
 - Not be held over or accumulated from year to year.
 - Not be paid to a bookseller in lieu of taking the day off.
- Time taken, time available and eligibility dates are available through bninside.
- Booksellers may call HR Access (800-799-5335) to check paid time off balances and anniversary dates.
- Store Manager's track time taken for exempt booksellers, and the District Manager's track time taken for Store Managers on HR Tools.

YOUR ROLE

- Enter non-exempt personal hours in BookMaster.
- Enter exempt personal days on bninside under the link 'Exempt Paid Time Off Detail'. In order to ensure accurate information on HR Tools and HR Access, it is important that personal time taken is recorded timely.
- Review time taken, time available and eligibility for booksellers through bninside.

BEST PRACTICES



Personal leaves of absence may be provided to booksellers who require unpaid time away from work due to personal circumstances.

CORE KNOWLEDGE

Eligibility

- All booksellers are eligible from date of employment. (Refer to [benefit eligibility](#) for details.)

Benefit Provided

- Unpaid leave for up to 30 days, provided it does not impact store productivity.

Guidelines

- Request must be in writing and submitted to the Store Manager 30 days prior to the leave and should indicate the reason for the leave and the expected date to return to work.
- Requests may not be related to school, other employment, vacation or other travel for pleasure.
- Management requests for leave require District Manager approval.
- Booksellers are billed for payment of normal payroll deduction amounts to maintain medical, dental, life insurance and long-term disability coverage.
- Booksellers on a leave of absence in April or October should receive a [performance review](#) within 30 days of returning to work. Merit increases are retroactive to their date of return.
- Contact the Benefits Department (800-799-5335) if the leave is requested to care for a sick child or family member.

Return to Work

- Reinstate bookseller to his or her original position or an equivalent one with equivalent pay, benefits and employment terms.
- If a bookseller refuses the equivalent position or fails to return at the expiration of the leave, he or she is considered to have resigned as of the last day of approved leave.
- Contact the Benefits Department (800-799-5335) for return to work guidance.

YOUR ROLE

- Encourage booksellers to use [vacation](#) and [personal days](#) first.
- Place the leave request in the bookseller's personnel file.
- Place the bookseller on leave of absence through brinside.
- When the bookseller returns from leave, enter the date through brinside.

REFERENCE TOOLS

Bookseller Handbook
Learning Library
Store Systems Encyclopedia

BEST PRACTICES



Maintain complete, accurate and confidential employment records for every active bookseller.

CORE KNOWLEDGE

Guidelines

- In compliance with governmental record keeping and reporting requirements, keep a personnel file on every active bookseller.
- Keep files in a locked drawer. Keep Assistant Store Manager files in a separate locked drawer.
- Improper maintenance and failure to respect a bookseller's right to privacy may expose the Company to legal liability.
- Direct questions to the HR Service Center (800-799-5335).
- Do not remove personnel files from the store.

Medical Documentation

- Medical documentation is personal and confidential information.
- Forward medical documentation in support of a bookseller's leave of absence to the Benefits Department.
- Maintain medical documentation separately from the bookseller's personnel file, in a confidential location if you choose to keep a copy of the documentation.
- Upon return from a leave or upon separation, mail medical documentation to the Benefits Department.

Personnel File Contents

- Barnes & Noble, Inc. Handbook Acknowledgment Form (signed)
- Employment Application and Resume
- Goal Development Plans (GDP)
- I-9 Form
- Interview Evaluation Form
- Jury Duty Notices
- Learning Library Learning Path
- New Hire Data Form
- No Discrimination and No Harassment Policy (signed)
- Original W-4 Forms
- Performance Development Plans (PDP) and accompanying bookseller comments
- Performance Reviews and accompanying bookseller comments
- Telephone Reference Check
- Tuition Assistance Applications
- Work Permits

Store File Access

- Review of a bookseller's personnel file is restricted to management personnel who have a legitimate reason to review information in the file.
- Booksellers may view their file in a private area of the store in the presence of a management member only after partnering with your District Manager or the HR Service Center.

BEST PRACTICES

Recruit on a consistent basis to source qualified candidates for current and potential open positions in store.

CORE KNOWLEDGE**Guidelines**

- Internal candidates should be considered the first resource.
- Develop a "bench" of qualified external candidates to fill open positions in a timely manner.
- We do not use employment agencies.

Recommended Recruiting Methods

- Applications on File
- Cold Calling
- Customers
- Holiday Referral Program (guidelines are issued annually)
- HotJobs.com (B&N in partnership with District Manager)
- In-store Recruiting Signs
- Job Fairs
- Local Community Newspapers
- Mall Events and Management
- Networking
- Other Big, Specialty Retailers
- Postings at Local and Community Colleges
- Referrals
- State Job Services and Unemployment Offices
- Walk-ins

YOUR ROLE

- Use all available recruiting methods to identify potential candidates to interview.
- Be sure a recruiting sign is placed in the store at all times.
 - Use the "Now Hiring" sign when there are positions currently available.
 - Use the "More Books, More Perspectives, More Opportunities" sign when there are no positions available but accepting applications.
- Walk the mall or center on a continual basis. Observe stores for customer service, cleanliness and presentation to identify individuals as potential candidates.

REFERENCE TOOLS

Learning Library

BEST PRACTICES



Complete two previous employment references (occupational preferred) prior to extending an offer of employment to a candidate.

CORE KNOWLEDGE

Type of References

- Occupational – contact previous employers to verify work related information. Relatives are not acceptable occupational references.

YOUR ROLE

- Using the Application for Employment, complete a Telephone Reference Check.
- Call the candidate's former company.
 - Try to speak with the candidate's supervisor, or human resource representative.
 - Make sure the individual knows the candidate personally. If not, ask to speak to the line supervisor, group leader, or someone who knows the candidate.
 - Identify yourself, your position and the candidate's name.
 - Confirm job dates, job title, wage/salary and reason for leaving.
 - Thank the reference for his or her assistance.
- Review the Telephone Reference Check form to determine if the candidate's previous experience and recommendations match the position being sought.
- If hired, place the Telephone Reference Check in the bookseller's personnel file.
- If not hired, staple the Telephone Reference Check to the Application for Employment and retain in the store files.

REFERENCE TOOLS

Learning Library
Operations Encyclopedia

REFERENCES AND EMPLOYMENT VERIFICATIONS

BEST PRACTICES



Protect the confidentiality of all employment records.

CORE KNOWLEDGE

Guidelines

- Do not give references on current or former booksellers. Refer all inquiries to the HR Service Center.
- We have a neutral reference policy regarding any inquiries by outside parties. We confirm dates of employment and job title.
- The HR Service Center (800-799-5335) handles the following:
 - Requests for information from outside the Company.
 - Documents requiring verification of wages (i.e., mortgage applications, credit card applications, rental agreements, etc.).
 - Documents mandating, by subpoena, summons, etc., the reduction of wages (i.e., garnishments).
 - Requests for personnel file information from outside the Company, including current and former booksellers.
 - Legal documents.

Unemployment Inquiries

Fax immediately to UCeXpressSM (866-229-1325) and mail to: UCeXpressSM
10101 Woodfield Lane
St. Louis, MO 63132

- Refer booksellers questioning the status of their unemployment claim to the state unemployment office, not to UCeXpress.

YOUR ROLE

- Protect the confidentiality of all employment records.
- Ensure personal and/or employment information of current or former booksellers is not released by anyone working in the store.
- Immediately forward any documents to the HR Service Center in the store mail.
- Direct bookseller references and inquiries to the HR Service Center.
- Handle public relations issues (i.e., media, in-store photographs, etc.) as outlined in the *Public Relations* section of the *Operations Encyclopedia*.

REFERENCE TOOLS

Bookseller Handbook
Learning Library
Operations Encyclopedia

BEST PRACTICES



Consider booksellers who leave the employ of the Company on good terms eligible for rehire.

CORE KNOWLEDGE

Rehire Guidelines

- The Company grants continuous service to booksellers who are reinstated within 90 days of their separation date.
- Follow all hiring procedures, including reference checks and new hire paperwork, for rehires.
- Benefits for booksellers rehired within 90 days at the same status are reinstated upon return. Instruct the bookseller to contact the Benefits Department to verify benefits reinstatement.
- Booksellers rehired within two years should receive wage credit for their prior bookselling experience with the Company.

Continuous Service Guidelines

- We grant continuous service credit to booksellers who leave Barnes & Noble Inc. or a subsidiary or affiliate if they are reinstated within 90 days of their separation.
- Booksellers who transfer to another division, subsidiary, or affiliate will not sustain a break in service.
- Booksellers on approved leave of absence will not sustain a break in service.

YOUR ROLE

- Call the HR Service Center (800-799-5335) to verify you can rehire the individual.
- Complete new hire paperwork.
- Enter the bookseller information into bninside.

REFERENCE TOOLS

Bookseller Handbook

Learning Library

Store Systems Encyclopedia

BEST PRACTICES



We provide retirement benefits to booksellers who were participants in the Retirement Plan on December 31, 1999 and who meet certain requirements.

CORE KNOWLEDGE

- The retirement plan was frozen on December 31, 1999.
- There are no new participants after the above date.
- Participants become vested in their accrued benefit after completion of 5 years of service of at least 1,000 hours each.
- Booksellers who were plan participants on December 31, 1999 were provided with a statement of their accrued retirement plan benefit.
- Contact the Benefits Department (800-799-5335) for Retirement Plan information.



Company, which has been the object of the Company in good faith and to the

CLASSIFICATION

The Company is a corporation organized under the laws of the State of New York. It is a public utility company, and its business is to furnish electric energy to the public. The Company is a member of the Public Service Commission, and its rates are subject to the control of that body. The Company is a member of the Federal Reserve System, and its deposits are insured by the Federal Deposit Insurance Corporation. The Company is a member of the New York State Bar Association, and its officers and directors are members of that association.

The Company is a member of the Public Service Commission, and its rates are subject to the control of that body. The Company is a member of the Federal Reserve System, and its deposits are insured by the Federal Deposit Insurance Corporation. The Company is a member of the New York State Bar Association, and its officers and directors are members of that association.

CLASSIFICATION

The Company is a member of the Public Service Commission, and its rates are subject to the control of that body. The Company is a member of the Federal Reserve System, and its deposits are insured by the Federal Deposit Insurance Corporation. The Company is a member of the New York State Bar Association, and its officers and directors are members of that association.

CLASSIFICATION

The Company is a member of the Public Service Commission, and its rates are subject to the control of that body. The Company is a member of the Federal Reserve System, and its deposits are insured by the Federal Deposit Insurance Corporation. The Company is a member of the New York State Bar Association, and its officers and directors are members of that association.

1997-1998

Department of the Treasury

Form 990

Part III Research and Development Expenses
1. Total research and development expenses:
2. Total research and development expenses:
3. Total research and development expenses:
4. Total research and development expenses:
5. Total research and development expenses:
6. Total research and development expenses:
7. Total research and development expenses:
8. Total research and development expenses:
9. Total research and development expenses:
10. Total research and development expenses:

Part IV Other Information
1. Total research and development expenses:
2. Total research and development expenses:
3. Total research and development expenses:
4. Total research and development expenses:
5. Total research and development expenses:
6. Total research and development expenses:
7. Total research and development expenses:
8. Total research and development expenses:
9. Total research and development expenses:
10. Total research and development expenses:

Part V Other Information

1. Total research and development expenses:
2. Total research and development expenses:
3. Total research and development expenses:
4. Total research and development expenses:
5. Total research and development expenses:
6. Total research and development expenses:
7. Total research and development expenses:
8. Total research and development expenses:
9. Total research and development expenses:
10. Total research and development expenses:

Part VI Other Information

1. Total research and development expenses:
2. Total research and development expenses:
3. Total research and development expenses:
4. Total research and development expenses:
5. Total research and development expenses:
6. Total research and development expenses:
7. Total research and development expenses:
8. Total research and development expenses:
9. Total research and development expenses:
10. Total research and development expenses:

REFERENCE CHECKS

EXAMPLES

Telephone Reference Check

Telephone Reference Check	
<small>Complete for final candidates. Enter name and title of contact at each company. Confirm application date. Obtain job information and rate contact (1-Good, 2-Fair, 3-Poor). DO NOT write on application. Include the form with your file paperwork and send to HR Service Center.</small>	
Candidate Name: <u>Thomas Herman</u>	
COMPANY #1 <u>Macy's</u>	DATE: <u>June 15, 2001</u>
CONTACT: <u>Ronald Parker</u>	TITLE: <u>Store Manager</u>
Confirm Application: Job Date? yes no Wages? yes no Reason for Leaving? yes no	
Punctuality? <u>1</u> 2 3 Integrity? <u>2</u> 2 3 Interpersonal Skills? <u>1</u> 2 3 Job Performance? <u>2</u> 3	
Comments: <u>Tom knows SM, so spoke freely to him. Mentioned that Tom was a skilled salesman whom customers asked for and missed.</u>	
COMPANY #1 <u>Eddie Bauer</u>	DATE: <u>June 16, 2001</u>
CONTACT: <u>Pamela Jones</u>	TITLE: <u>Personel Manager</u>
Confirm Application: Job Date? yes no Wages? yes no Reason for Leaving? yes no	
Punctuality? 1 2 3 Integrity? 1 2 3 Interpersonal Skills? 1 2 3 Job Performance? 1 2 3	
Comments: <u>Confirmed job title and dates of employment.</u>	
COMPANY #3 _____	DATE: _____
CONTACT: _____	TITLE: _____

RECORD KEEPING AND FILE ACCESS

- Current booksellers may request a copy of their file by contacting the HR Service Center in writing.

Requests for Information

- Refer external requests for information to the HR Service Center (800-799-5335).
- Unauthorized disclosure of personnel file information will result in disciplinary action up to and including separation from employment.

YOUR ROLE

- Maintain a personnel file in the store for every active bookseller.
- Ensure the accuracy and confidentiality of all employment files.
- Upon transfer, forward a bookseller's personnel file jacket to the new location.
- Upon separation, forward the bookseller's personnel file jacket to the HR Service Center. (Make sure the file jacket includes all GDPs, PDPs and Performance Reviews.)

REFERENCE TOOLS

Learning Library
Operations Encyclopedia



The following information is provided for your reference. It is not intended to constitute an offer of any financial product or service.

GENERAL INFORMATION

Product Name

The product is a financial instrument designed to provide a steady stream of income over a period of 10 years.

Key Features

The product offers a fixed rate of return and is subject to market risk. The principal amount is not guaranteed.

Investment Objectives

The primary objective of the product is to provide a regular income stream. The secondary objective is to preserve the principal amount.

The product is suitable for investors seeking a steady income stream and are willing to accept market risk.

The product is not insured by any government agency and is not guaranteed by the issuer.

The product is subject to the risks of interest rate changes, credit risk, and market volatility. The value of the product may fluctuate significantly.

Additional Information

The product is available in various denominations. The minimum investment is \$1,000. The product is sold through a network of financial advisors.

Important Disclosures

The product is not a deposit and is not insured by the FDIC. The product is not a security and is not regulated by the SEC.

Additional Resources

For more information, please contact your financial advisor or visit our website at www.example.com.

REFERENCE TOOLS

Bookseller Handbook
Learning Library
Store Systems Encyclopedia



Dear [Name],

Thank you for your recent request to update your personal information.

Update Information

- To ensure accuracy, please provide the following information:
- Current address
- Contact number
- Email address
- Date of birth
- Identification number

Next Steps

- Please return the completed form to the HR Department.
- We will process your request as soon as possible.
- If you have any questions, please contact the HR Department.

Thank you

Yours sincerely,
[Signature]
[Name]
[Title]



1941-1942

Department of the Interior, Bureau of Land Management

2000

1. The first section of the act is titled 'General Provisions' and contains the following provisions:

Section 1. The Secretary of the Interior is authorized to acquire, hold, and dispose of land and interests in land for the purposes of the act.

Section 2. The Secretary of the Interior is authorized to acquire, hold, and dispose of land and interests in land for the purposes of the act.

2001

Section 3. The Secretary of the Interior is authorized to acquire, hold, and dispose of land and interests in land for the purposes of the act.

2002

2003

PERFORMANCE REVIEWS

YOUR ROLE

- Ensure the review process is meaningful for all booksellers.
- Give the review process the time and attention it deserves.

Gather information from the past year.

- Review the *job description*, last year's Performance Review, *goal development plans*, *performance development plans*, store statistics, and operating or financial reports.
- Be objective. Separate personality from performance.
- Identify the bookseller's strengths and developmental areas.
- Review management self-evaluation.

Write the review.

- Review the annual review packet containing the review document and completion instructions.
- Rate the overall job performance.
- Review merit increases with the District Manager.
- Obtain appropriate signatures.
- Schedule a time to present the review.

Present the Review

- Outline the purpose of the review.
- Explain the review form, showing the bookseller the sections and general set-up.
- Discuss last year's performance and goals.
- Present the review to the bookseller.
- Review the overall rating.
- Discuss the merit increase.
- Obtain the bookseller's signature on the review form. (If he or she refuses to sign make a note of it on the review form and date the notation.)
- Give the bookseller a copy of the review form.
- Make a record of follow-up actions needed.
- Place original, signed review in the bookseller's personnel file.
- All performance documentation must remain in the personnel file as a company record.

REFERENCE TOOLS

Bookseller Handbook
Learning Library

PERFORMANCE DEVELOPMENT

Presenting a Performance Development Plan

- Schedule a time to talk with the bookseller.
- Deliver the PDP with another manager present. If a bookseller requests that a co-worker be present, acknowledge the request and contact your District Manager or Human Resources for direction.
- Review the PDP with the bookseller.
- Ask the bookseller for ideas on how to solve the problem and add your own.
- Together, finalize an action plan detailing the steps for improving or correcting the problem.
- Express confidence that the bookseller will solve the problem.
- Establish a specific follow-up date.
- Sign the PDP and ask the bookseller to sign it. (If he or she refuses to sign make a note of it on the PDP. Ask the other manager to sign the PDP as a witness.)
- Give a copy of the PDP to the bookseller.
- Place a copy in the bookseller's personnel file.
- Follow up on improved performance by documenting the improvement, reviewing improvement with the bookseller and placing the note in the bookseller's personnel file.
- If performance does not improve, repeat the verbal counseling steps.
- If it is evident that separating the bookseller is a consideration, partner with your District Manager. Complete a PDP documenting the reason for separation.

REFERENCE TOOLS

*Bookseller Handbook
Learning Library*

EXAMPLES

Performance Development Plan

PERFORMANCE DEVELOPMENT PLAN	
Employee: <u>John Flara</u>	Date: <u>July 14, 2002</u>
Position: <u>Bookseller</u>	Location: <u>1881</u>
Performance to be developed: Since June 5, 2002, I've had several conversations with John regarding his excessive absenteeism & the negative impact it is having on his overall performance. I explained to John that frequent absences create operational problems when leaving the store short staffed. As a result, customer service is properly affected in the manner required. In addition, John's book seller responsibilities need to be reassigned to other booksellers causing disruption to the operation of the store. During our conversations, I have explained to John the need for him to arrive for his scheduled shift & to be ready to work on time. John told me his absences were due to car problems & he had no other way of getting to work. At that time, I reminded John that he relies on him to come to work for his scheduled shift & explained that he had to make arrangements to make a hardship on the store store & other booksellers. I encouraged him to find alternative methods of transportation in the event he has car problems in the future. However, on 7/13/02, John called in to say he had car problems & couldn't be in.	
Action steps to be taken by employee for achievement: John needs to maintain an acceptable attendance record by arriving to work for his scheduled shift. Going forward, John needs to have backup transportation readily available in the event future transportation problems arise.	
Action and follow-up date to be accomplished by supervisor: I will continue to monitor his attendance record. In addition, we will discuss possible alternative methods of transportation with John. I will follow up with John on August 14.	
Employee Comments: 	
Employee signature: <u>John Flara</u>	Date: <u>July 14, 2002</u>
Supervisor signature: <u>Mattias Hansen</u>	Date: <u>July 14, 2002</u>

PAYMENT OF FINAL WAGES

Payment for Final Wages		
State	Involuntary Separation	Voluntary Separation
Nevada	Immediately	Within 7 days or next regular payday, whichever is earlier
New Hampshire	Within 72 hours	Next payday; within 72 hours if notice given
New Jersey	Next regular payday	Next regular payday
New Mexico	Within 5 days	Next regular payday
New York	Next regular payday	Next regular payday
North Carolina	Next regular payday	Next regular payday
North Dakota	Next regular payday	Next regular payday
Ohio	No provision	No provision
Oklahoma	Next regular payday	Next regular payday
Oregon	Immediately	Earlier of 5 business days, or regular payday; last day of work if at least 48 hours notice is given, excluding weekends and holidays
Pennsylvania	Next regular payday	Next regular payday
Rhode Island	Next regular payday	Next regular payday
South Carolina	Within 48 hours of next regular payday	Next regular payday
South Dakota	Next regular payday	Next regular payday
Tennessee	Next regular payday	Next regular payday
Texas	Within 6 days	Next regular payday
Utah	Immediately	Next regular payday
Vermont	Within 72 hours	Next regular payday
Virginia	Next regular payday	Next regular payday
Washington	By end of current pay period	By end of current pay period
West Virginia	Within 72 hours	Next regular payday or immediately if one pay period's notice is given
Wisconsin	Next regular payday	Next regular payday
Wyoming	Within 5 working days	Within 5 working days

PAYMENT FOR HOURS WORKED

Minimum Hours

- Booksellers may not be asked to work less than 2 hours a day.
- If you do not have 2 hours of work, the bookseller must be paid for 2 hours if called to work.
- Specific states have additional minimum hour restrictions, as outlined in the chart below.

State	Exception
California	Pay half of regularly scheduled hours at regular rate of pay.
Connecticut	Minimum of 4 hours at regular hourly rate.
District of Columbia	Minimum of 4 hours at regular hourly rate.
Massachusetts	Minimum of 3 hours at regular hourly rate.
New York	Minimum of 4 hours at regular hourly rate.
Rhode Island	Minimum of 3 hours at regular hourly rate. Sundays and on holidays minimum of 4 hours worked at regular hourly rate.

REFERENCE TOOLS

Learning Library
Operations Encyclopedia

PAYDAY, PAYCHECKS AND DEDUCTIONS

Paychecks for Terminated Booksellers

- Contact the person and arrange for pickup of the check.
- If the person cannot be contacted, mail the check to his or her last known address. Use the HR Service Center as the return address.
- Friends or relatives, with signed authorization from the terminated bookseller, may pick up a paycheck.

Replacing Lost Paychecks

- Immediately call the HR Service Center (800-799-5335), who will place a stop payment on the check.
- A replacement check or cash payout will be issued.
- If the check is found after a stop payment, write "void" across the face of the check and forward it to the HR Service Center in the store mail.

REFERENCE TOOLS

Bookseller Handbook

Learning Library

Store Systems Encyclopedia

OVERTIME

State Guidelines

- Certain states have stricter guidelines.

State	Guidelines
Alaska	Pay 1½ times their hourly rate for all hours worked over 8 in a day.
California	Pay 1½ times their hourly rate for all hours worked over 8 in a day and pay double time for all hours worked over 12 in a day.
Massachusetts	Pay booksellers 1½ times their hourly rate for all hours worked on Sundays, the second Monday in October (Columbus Day), and November 11 (Veteran's Day).
Nevada	Pay 1½ times their hourly rate for all hours worked over 8 in a workday. A workday is defined as a period of 24 consecutive hours which begins when the employee begins work.
Rhode Island	Pay booksellers 1½ times their hourly rate for all hours worked on Sundays, the second Monday in October (Columbus Day), November 11 (Veteran's Day) and the second Monday in August (Victory Day).

YOUR ROLE

- Ensure booksellers are compensated for overtime.
- Review the weekly payroll link on brinside to confirm accurate calculation of overtime.

REFERENCE TOOLS

Bookseller Handbook

Learning Library

Store Systems Encyclopedia

REFERENCE TOOLS

*Bookseller Handbook
Learning Library*

EXAMPLES

Barnes & Noble Inc. Bookseller Handbook Acknowledgement Form

**Barnes & Noble Inc. Bookseller Handbook
Acknowledgement Form**

The purpose of this informational handbook is to provide guidelines on some of the major Company policies. The handbook is not intended to and does not constitute a contract. All policies and practices are not covered in this handbook, and the Company may deviate from or change any part of the handbook without prior notice.

I understand that I am free at any time to terminate my employment and am not bound to stay for any definite period of time. I also understand that the Company has made no promise to provide me with employment for any definite period of time and that no contract of employment has been created. I understand that all terms and conditions of employment are subject to change without notice.

My signature below acknowledges that I have received my copy of the handbook and that I have read and fully understand its contents, including our Customer Service Commitment and that I have read and fully understand the acknowledgment form. I also understand that I may address any questions concerning the handbook to my supervisor.

If I am an employee of a store in California, the Injury and Illness Prevention Program has also been explained to me.

Thomas Herman
Printed Employee Name

Thomas Herman
Signature of Employee

6/8/98
Date

Matthew Hayden
Signature of Supervisor

After signing, give to your Store Manager to retain in your personnel file.

EMPLOYEE INFORMATION

Name: _____
 Address: _____
 City: _____ State: _____ Zip: _____
 Telephone: _____
 Social Security Number: _____
 Date of Birth: _____
 Marital Status: _____
 Number of Dependents: _____
 Name of Dependents: _____
 Name of Spouse: _____
 Name of Children: _____
 Name of Other Dependents: _____

EMPLOYMENT INFORMATION

Current Employer: _____
 Position: _____
 Start Date: _____
 Reason for Leaving: _____

EMPLOYEE SIGNATURE

Signature: _____
 Date: _____

EMPLOYER INFORMATION

Name: _____
 Address: _____
 City: _____ State: _____ Zip: _____
 Telephone: _____
 Social Security Number: _____
 Date of Birth: _____
 Marital Status: _____
 Number of Dependents: _____
 Name of Dependents: _____
 Name of Spouse: _____
 Name of Children: _____
 Name of Other Dependents: _____

EMPLOYMENT INFORMATION

Current Employer: _____
 Position: _____
 Start Date: _____
 Reason for Leaving: _____

EMPLOYER SIGNATURE

Signature: _____
 Date: _____

NEW HIRE PAPERWORK

W-4 Tax Form

Form W-4 (2004)

Employer's Withholding Allowance Certificate

2004

1. Name (last, first, and middle) Matthew Hayden 2. Social Security Number 111-00-7233

3. Home address (street and apartment or suite number, city, state, and ZIP code) 640 E. 2nd Street New York, NY 10003

4. Tax status (check one) Single Married, joint return Married, separate returns Head of household

5. Number of dependents 1

6. Date of birth of dependent 01/12/2004

7. Date of birth of dependent 01/12/2004

8. Date of birth of dependent 01/12/2004

9. Date of birth of dependent 01/12/2004

10. Date of birth of dependent 01/12/2004

11. Date of birth of dependent 01/12/2004

12. Date of birth of dependent 01/12/2004

I-9 Form

Employee Eligibility Verification

Name (last, first, and middle) Matthew Hayden Social Security Number 111-00-7233

Address (street and apartment or suite number, city, state, and ZIP code) 640 E. 2nd Street New York, NY 10003

Date of Birth 01/12/2004

Signature Matthew Hayden Date 01/12/2004

Signature of Employer Representative James Hannon Title Store Manager Date 01/12/2004

Signature of Employer Representative James Hannon Title Store Manager Date 01/12/2004

Signature of Employer Representative James Hannon Title Store Manager Date 01/12/2004

Benefits Enrollment Worksheet

BENEFITS ENROLLMENT WORKSHEET FOR FULL-TIME BOOKSELLERS

HR ACCESS 1.800.798.8139

To Store Manager: After reviewing the Benefits in Brief and HR Access, have the bookkeeper sign and date this worksheet. Give the key to the bookkeeper to be available to the employee for questions in using HR Access.

To Bookkeeper: Complete an affidavit (do date from your date of hire). You should enroll for coverage during the 30-day period but can enroll up to 31 days after hire if the date. If you do not enroll during your 30-day eligibility period, an affidavit in Brief or self-administered option enrollment application.

1. Current Benefits in Brief (for review of the plan offered outside your election below):
Call 1.800.798.8139, select "HR ACCESS" (based on the menu menu).
2. Enter your annual salary and date of hire. See Allowance information to enter your coverage election.
3. After each plan election, you will have a review including the contribution required for plan participation. You will also have an opportunity to change your election.
4. Walk in to see the statement "Your election has been verified" within 30 days of your date of hire.

Medical Plan: Enroll for 06/15/2004 Medical Plan, rate 1 To waive coverage, rate 2

Dental Plan: Enroll for 06/15/2004 Dental Plan, rate 1 To waive coverage, rate 2

Supplemental Life Insurance for Yourself: To enroll for 1x annual salary, rate 1 To enroll for 2x annual salary, rate 2 To enroll for 3x annual salary, rate 3 To waive supplemental life insurance, rate 4

Family Life Insurance for Yourself or Domestic Partner: To enroll for \$100,000 of coverage, rate 1 To enroll for \$200,000 of coverage, rate 2 To enroll for \$300,000 of coverage, rate 3

Family Life Insurance for Your Child(ren): To enroll for \$50,000 of coverage, rate 1 To enroll for \$100,000 of coverage, rate 2

Long-term Disability Plan: To enroll for coverage, rate 1 To waive coverage, rate 2

ACKNOWLEDGMENT
I acknowledge that I have received a copy of Benefits in Brief and indicated in any responsibility to enroll in the benefit program within my 30-day eligibility period.

Signature: Matthew Hayden Date: 01/12/2004
Signature: James Hannon Date: 01/12/2004

Enrollment Worksheet for Benefits

Plan	Rate	Plan	Rate	Plan	Rate	Plan	Rate
A	11	B	42	C	81	F	81
D	22	E	42	G	71	H	81
I	22	J	21	K	11	L	81
M	21	N	22	O	72	P	81
Q	32	R	52	S	72	T	81
U	41	V	42	W	81	X	81

Employee: M A T H E W H A Y D E N Social Security Number: 111 00 7233

Dependent Name: JAMES HANNON Social Security Number: 111 00 7233

Dependent Name: JAMES HANNON Social Security Number: 111 00 7233

Dependent Name: JAMES HANNON Social Security Number: 111 00 7233

Dependent Name: JAMES HANNON Social Security Number: 111 00 7233

NEW HIRE PAPERWORK

- When a bookseller claims "exempt" on their W-4 tax form, send a copy of the form to the HR Service Center.
- Call the HR Service Center (800-799-5335) with state and local tax questions.
- Distribute the Bookseller Handbook to the bookseller.
- Review the No Discrimination and No Harassment Policy with the bookseller.
 - Ask the bookseller to sign the policy.
 - Give one copy to the bookseller for his or her records.
- Ask the bookseller if he or she would like to utilize direct deposit.
- Enter the bookseller on bninside.
- If eligible booksellers in your store have access to mass transit services or must pay for work-related parking, provide them with the WageWorks web site and telephone number (www.wageworks.com and 877-924-3967). (Refer to Benefit Eligibility and Transportation Benefits.)
- Place the following documents in the bookseller's personnel file:
 - New Hire Kit
 - Application For Employment
 - Telephone Reference Check
 - Interview Evaluation Form
 - Federal, State and Local Tax Forms
 - Barnes & Noble Inc. Bookseller Handbook Acknowledgement Form (refer to orientation)
- File the personnel file with the bookseller files.
- Begin the bookseller's orientation.

REFERENCE TOOLS

Bookseller Handbook

Learning Library

Store Systems Encyclopedia

MINORS

EMPLOYMENT OF MINORS BY STATE

State	School in Session			School not in Session			Work Permit
	Max. Hours	Permitted Time of Day	Max. Days Per Week	Max. Hours	Permitted Time of Day	Max. Days Per Week	
South Dakota	NA	NA	NA	NA	NA	NA	No
Tennessee	NA	6 a.m. - 10 p.m. (Sun. - Thurs.) May work until 12 a.m. with written consent from parent but may not work between 10 p.m. and 12 a.m. more than 3 times a week.	NA	NA	6 a.m. - 12 a.m.	NA	Proof of Age Required
Texas	NA	NA	NA	NA	NA	NA	Proof of Age Required
Utah	NA	NA	NA	NA	NA	NA	No
Vermont	NA	NA	NA	NA	NA	NA	No
Virginia	NA	NA	NA	NA	NA	NA	No
Washington	Daily: 4 hours Weekly: 20 hours	7 a.m. - 10 p.m. (Sun- Thurs) 7 a.m. - 12 a.m. (Fri - Sat)	6	Daily: 8 hours Weekly: 48 hours	5 a.m. - 12 a.m.	6	Yes
West Virginia	NA	NA	NA	NA	NA	NA	No
Wisconsin	Daily: 5 hours Weekly: 26 hours	7 a.m. - 11 p.m. (Sun- Thurs) 7 a.m. - 12:30a.m. (Fri - Sat)	50	Daily: 8 hours Weekly: 50 hours	5 a.m. - 12:30 a.m.	NA	Yes
Wyoming	NA	NA	NA	NA	NA	NA	Proof of Age Required

REFERENCE TOOLS

Learning Library

BEST PRACTICES



Maintain a safe working and shopping environment that is free of hazards for our booksellers and our customers.

CORE KNOWLEDGE

Guidelines

- Maintain an accurate emergency call list.
- Provide safety training in accordance with the *Injury and Illness Prevention Program*.

YOUR ROLE

Ensuring Store Safety

- Ensure safety and security standards as outlined in the *Operations Encyclopedia*.
- Correct any existing conditions that contribute to an unsafe environment.
- Train booksellers on:
 - Correct and safe operations of all tools and equipment.
 - Correct lifting techniques.
 - Other safety guidelines.
 - Location of the first aid kit, fire extinguishers and fire alarm pull stations.
- Ensure booksellers know to immediately report any injury or accident to the Manager-on-Duty, no matter how insignificant.

Reviewing Store Safety Issues

Periodically, discuss store safety issues with your management team. Suggested topics to address include:

- Accidents that occurred and how they could have been prevented.
- Potential hazards (loose floor or missing floor tiles, overloaded shelves, variations in floor surfaces, fixtures young children can climb, and escalators that do not automatically shut down if something is caught) and plans to correct them.
- Housekeeping deficiencies and plans for correction.
- Emergency evacuation review, including fire extinguisher use and location of fire alarm pull stations.
- Review of safety training and accident reporting procedures.
- Loss Prevention requirements for upcoming special events.
- Store air quality, in particular addressing any complaints.
- Review of no smoking policy and guidelines.
- Parking lot issues such as repairs, lighting, availability of spaces, employee safety going to cars, snow and ice removal, and landscaping.

REFERENCE TOOLS

Bookseller Handbook
Learning Library

BEST PRACTICES



A bookseller may be provided with a salary advance in specific situations.

CORE KNOWLEDGE

Guidelines

- The Manager-on-Duty must obtain authorization from the HR Service Center or District Manager.
- If the HR Service Center is closed, authorize an advance of 75% of the bookseller's gross pay upon District Manager approval.
- Notify the HR Service Center of District Manager authorized advances on the next business day.
- Advances are deducted from the bookseller's next paycheck.
- Uncollected advances are charged to the store.

When Advances May Be Issued

- Paychecks do not arrive by 1:00 p.m. EST Friday.
- State government requires payment of final wages within a specific amount of time.
- Bookseller does not receive a paycheck due to timekeeping or keying error.
- Bookseller's pay was incorrect due to timekeeping or keying error.

YOUR ROLE

- Call the HR Service Center (800-799-5335) and provide:
 - Bookseller's name
 - Social Security Number
 - Rate of pay
 - Number of hours worked by week-ending date
- The HR Service Center will provide the amount to be advanced to the bookseller.
- Complete and sign a Salary Advance Authorization.
- Process the advance through the register.
- Inform the bookseller that the money will be deducted from his or her next paycheck.
- Attach the register receipt to the yellow copy of the Salary Advance Authorization.
- Distribute the Salary Advance Authorization:
 - Pink copy to Sales Audit in the store mail.
 - White copy to the HR Service Center in the store mail.
 - File the yellow copy in the store files.

REFERENCE TOOLS

Learning Library
Store Systems Encyclopedia

BEST PRACTICES



Schedule your booksellers to ensure the critical needs of the business are met.

CORE KNOWLEDGE

Guidelines

- Schedule booksellers within budget parameters and needs of the business.
- Identify the critical needs that must be performed every day and schedule booksellers appropriately to ensure those activities are completed as outlined in the *Workload Planning* section of the *Operations Encyclopedia*.

Management Schedules

- In order for managers to experience operating the store at various times, rotate each manager's schedule to include days, nights, weekends and holidays.
- Barnes & Noble:
 - Base standards in partnership with your District Manager.
- B. Dalton:
 - Management members are required to work 2 nights each week.
 - Rotate Saturdays and Sundays, with 1 weekend off per month for all management members.
 - Opening manager needs to begin his or her shift no more than 1 hour before the store opens.
 - Closing manager needs to end his or her shift no more than 1 hour after the store closes.

Coverage

- A store must operate with a member of management at all times
- A manager must never leave the store without ensuring management coverage. Failure to do so may result in disciplinary action, up to and including, separation.

On-Call System

- Use an on-call system to ensure consistent coverage during key shifts, should the need arise.
- Arrange for one bookseller per shift, per department (books, Café and music), to be "on-call" for work during Priority Days, in the event of sick calls, or unexpected increase in sales.
- On-call booksellers should ideally be those who express an interest in working additional hours.
- Schedule on-call booksellers 30 hours or less for the week they are on-call to avoid overtime.
- Place booksellers on-call a maximum of two shifts per week.
- Do not total more than 40 hours combined in scheduled and on-call shifts for any bookseller.
- Cross-train on-call booksellers in all areas of the store.
- On-call booksellers must call the Manager-on-Duty two hours before the shift begins to determine if they need to work their on-call shift.
- Only the Manager-on-Duty may activate an on-call bookseller.

BEST PRACTICES

Treat separated booksellers with the same respect and dignity as active booksellers.

CORE KNOWLEDGE**Guidelines**

- Partner with your District Manager prior to any involuntary separation.
- Certain types of behavior or actions may warrant immediate dismissal. Refer to the Unacceptable Behavior list below. This list is not all-inclusive.

Suspension

- A bookseller can be suspended when there is compelling evidence that he or she has committed an act that should lead to immediate separation but your District Manager and Regional Director are not available to approve the separation.
 - Compensate booksellers for hours scheduled but not worked during the suspension period if he or she returns to work.
 - When separated, the effective date is the date the bookseller was notified of the suspension.
- Resolve suspension issues as soon as possible but no later than 3 days.

Unacceptable Behavior

- Theft or complicity in the theft of company assets or another bookseller's or a customer's money or property.
- Intentional damage to company property or unauthorized private use of company services, facilities, equipment or resources.
- Refusing direction or instruction of supervisors pertaining to work (insubordination).
- The use, possession, sale, transfer or being under the influence of any unauthorized prescription drugs, illegal drugs or alcoholic beverages of any kind on company premises or during work hours (including *breaks and meals*).
- False or misleading statements, or any falsification or unauthorized alteration of company records or documents, employment applications, payroll records, timekeeping records or schedules.
- Unauthorized use of confidential information acquired by virtue of employment and/or any unauthorized perusal or release of confidential information (e.g., contents of personnel files, wages, company finances, sales information, etc.) to other booksellers or outside parties.
- Unauthorized soliciting for memberships, subscriptions or contributions on company premises in work areas during work hours.
- Unauthorized distribution of non-company advertising material, handbills, posters or written literature of any kind during work hours.
- Discrimination of any kind during work hours.
- Offensive verbal or physical conduct, including but not limited to threatening, coercing, intimidating, sexually harassing or otherwise harassing fellow booksellers or customers.
- Abuse of discount privileges, including the bookseller ringing his or her own transactions.
- Leaving work premises during work time without permission of a supervisor, including walking off the job.
- Failing to report to work for 3 consecutive work days (job abandonment).
- Gambling on company premises or participating in other activities which violate local, state or federal laws.
- "Borrowing" cash or writing an "IOU" for cash amounts from the register or safe.

BEST PRACTICES



Ask that booksellers resigning from the Company provide at least 2 weeks notice prior to leaving.

CORE KNOWLEDGE

Guidelines

- The official last day of employment is the last date worked.
- Booksellers who give 2 weeks notice must be paid for the time worked during the 2 week period.
- If management wants the bookseller to leave prior to the 2 week notice period, the bookseller must be paid for the 2 weeks.

Benefits

- 401(k) Savings Plan – contributions will cease as of the last day worked.
- Bookseller Discount – privileges discontinue as of the last day worked.
- Life Insurance – coverage discontinues as of the last day worked. Coverage may be converted to an individual policy within 31 days of the coverage expiring.
- Long-term Disability – coverage discontinues as of the last day worked.
- Medical and Dental – benefit continuation is available through COBRA.

YOUR ROLE

Accepting a Resignation

- Listen to the bookseller's reason for resigning.
- Determine if there is anything that you can do to retain the bookseller. If the resignation is due to a problem in the store, make every effort to resolve it and retain the bookseller.
- If provided with a resignation letter, place it in the bookseller's personnel file.

On the Bookseller's Last Day

- Discuss the following with the bookseller:
 - Final payment of wages
 - Benefit continuation
 - 401(k) Savings Plan
- Obtain company property
- Obtain any book on loan or payment for book(s) not returned.
- Instruct the bookseller to verify and/or update his or her mailing address via HR Access.
- For exempt booksellers, call the HR Service Center and report vacation and personal days taken.
- Massachusetts stores: provide the bookseller with a "How to File for Unemployment Insurance Benefits" form.
- California stores: provide the bookseller with a "Notice to Employees – Unemployment Insurance Benefits" form.
- Enter the separation in brinside.
- Forward the bookseller's file to the HR Service Center in the store mail.

BEST PRACTICES

In consideration of the safety of our booksellers, make scheduling adjustments for severe weather emergencies.

CORE KNOWLEDGE**Guidelines**

- Adjust payroll to reflect the changes in schedule.
- When conditions permit, contact booksellers and instruct them not to report to work.
- Exempt booksellers are paid regular hours for the day.
- Make decisions to close in partnership with your District Manager.

Hourly Bookseller Pay

Hourly Booksellers	
Full-day Closing	Not paid for the day. They may use personal or vacation time for the day.
Early Closing	Pay booksellers working at the time the decision is made to close for the remainder of their scheduled shift. Booksellers notified prior to their shift are not paid for the day.
Late Openings	Booksellers notified prior to their shift are not paid for the hours missed.
Late Arrivals	Pay booksellers from the time they arrive at work.

REFERENCE TOOLS

Bookseller Handbook
Operations Encyclopedia

BEST PRACTICES

Provide paid sick days to eligible booksellers during periods of absence due to illness or injury.

CORE KNOWLEDGE**Eligibility**

- Hourly: Full-time and part-time booksellers scheduled to work at least 20 hours per week are eligible for paid sick days after 6 months of continuous eligible service. (Refer to benefit eligibility for details.)
- Exempt: First day of employment.

Benefit Provided

- 3 days in the first anniversary year.
- 6 days in each subsequent anniversary year.
- A day is defined as one-fifth of the bookseller's weekly scheduled hours as indicated on bninside.

Anniversary Years

- Period begins on the date the bookseller enters an eligible position and ends one year later (for example, a bookseller hired in an eligible position on May 1st has an anniversary year from May 1st until April 30th).
- Anniversary years run from January 1st through December 31st for those entering an eligible position prior to July 1, 1998.

Guidelines

- Sick days:
 - Must be used for bona fide personal illness or injury.
 - Must be used for any approved sick leave and cannot be saved.
 - May not be held over or accumulated from year to year.
 - May not be paid to a bookseller in lieu of taking the day off.
- Time taken, time available and eligibility dates are available through bninside for hourly booksellers.
- Booksellers may call HR Access (800-799-5335) to check paid time off balances and anniversary dates.
- It is the Store Manager's responsibility to track time off for exempt booksellers.
- It is the District Manager's responsibility to track time off for Store Managers.

YOUR ROLE

- Enter sick hours into your timekeeping system.
- Review time taken, time available and eligibility for hourly booksellers through bninside.

BEST PRACTICES



We are committed to protecting the rights of non-smokers to breathe smoke-free air.

CORE KNOWLEDGE

Guidelines

- Smoking is not permitted in our stores, offices, stockrooms and cafés at anytime.
- This policy applies to booksellers, customers, vendors or any other visitors.
- Booksellers may only smoke in designated smoking areas outside of the store during regularly scheduled breaks or meal periods.
- To allow customers easy access to the store's entrance, booksellers should not congregate in front of the store.
- Smoking anywhere in our stores will result in disciplinary action up to and including separation.

YOUR ROLE

- Ensure booksellers are aware of our smoke-free workplace guidelines.
- Notify booksellers of designated smoking areas outside of the building.
- Post *No-Smoking* signs where applicable in accordance with State law.
- Encourage booksellers to notify you immediately of any smoking violation.

REFERENCE TOOLS

Bookseller Handbook
Learning Library

BEST PRACTICES



The Company prohibits solicitation of any kind (soliciting for participation, membership, subscriptions or payment of money) by one bookseller of another bookseller at all times during the work time of either individual, and on the selling floor during those hours when the store is open for business.

CORE KNOWLEDGE

Solicitation and Distribution Guidelines

- The solicitation and distribution policies apply to all communications on company property, including, but not limited to, communications on the company's computer, email, internet, voice mail and telephone systems.
- Solicitation on company premises by persons or organizations not employed by the Company is prohibited at all times.
- Distribution of literature on Company premises by persons who are not employees is prohibited at all times.
- Booksellers are not permitted to solicit other booksellers for participation, membership, subscriptions or payment of money during working time of either bookseller and/or on the selling floor during store hours.
- Booksellers are not permitted to distribute non-company advertising material, handbills, posters or written literature of any kind during working time. Booksellers also are not permitted to distribute such materials in a work area at any time.
- Soliciting the payment of money or contributions on Company premises is prohibited at all times. (Example include but are not limited to: The sale or distribution of Girl Scout Cookies, raffle tickets, candy bars, Avon, Tupperware, etc.)

Working Time

- Working time includes all times when booksellers are working or are supposed to be working.
- Working time does not include lunch times or breaks.

Work Areas

- The term "work area" applies to all places where booksellers regularly work or conduct business, including areas where customers may transact business with employees.
- Work areas do not include the breakroom or any other area set aside for non-work purposes.

Protests and Picketing

- Refer to the *Protests/Picketing* section of the *Operations Encyclopedia*.

YOUR ROLE

- Inspect bulletin boards, breakrooms, restrooms, receiving areas, etc. and remove any non-job related posters, flyers, etc.
- Notify your District Manager when flyers, handbills, etc. are left in the store.
- Contact your District Manager with questions concerning solicitation and distribution.

BEST PRACTICES



Ensure that all booksellers are treated fairly and their transition to a new position or out of the Company is consistent with our policies.

CORE KNOWLEDGE

Guidelines

- The Company will consider booksellers in good standing for available positions.
- Booksellers will not sustain a break in service or interruption in benefits if they:
 - Transfer immediately to another position.
 - Are separated and rehired within 90 days.
- The Company will offer separation pay to eligible booksellers not placed in other positions.
- Temporary and seasonal booksellers are not eligible for separation pay.

Separation Policy

- To receive separation pay, booksellers must remain employed until the store is vacated or until the effective date on which the Company is separating the bookseller's employment.
- Payment of all separation pay is contingent on the bookseller signing a separation agreement.
- The Company will pay booksellers 1 week of separation pay for each completed year of service, with a maximum of 26 weeks.
 - Separation pay is based on average hours worked in the most recent quarter.
- Booksellers with less than 2 years of service will receive 2 weeks of separation pay.
- Separation pay totaling \$1,500 or less is paid in a lump sum.
- Payments in excess of \$1,500 are made on a weekly or bi-weekly basis, dependent on the bookseller's classification (hourly versus salaried).
- The "separation period" is the time during which a bookseller is receiving separation payments.

Benefits

- 401(k) Savings Plan – contributions will cease as of the last day worked.
- Bookseller Discount – privileges discontinue as of the last day worked.
- Life Insurance – coverage discontinues as of the last day worked. Coverage may be converted to an individual policy within 31 days of the coverage expiring.
- Long-term Disability – coverage discontinues as of the last day worked.
- Medical and Dental – benefit continuation is available through COBRA.
- Unemployment Compensation – separation pay is considered income for unemployment purposes. Instruct booksellers to contact their local unemployment office for details.

YOUR ROLE

- Discuss the following with the bookseller:
 - Final payment of wages.
 - Benefit continuation.
 - 401(k) Savings Plan.
- Obtain company property.

BEST PRACTICES



The most effective Barnes & Noble managers are always looking for and developing new talent. They create opportunities for booksellers to learn and grow and ensure that the company has a steady flow of leaders prepared for key roles. The Talent Mapping Process helps leaders anticipate potential openings, assess the talent of individuals and then create learning plans so they develop the skill and knowledge to grow into those roles. With this process, Barnes & Noble leaders fulfill the promise from the Mission Statement that Barnes & Noble will be “a place where our dedicated booksellers can grow and prosper.”

CORE KNOWLEDGE

The Talent Mapping Process has several key components:

- **Talent Assessment** – Twice a year managers and individuals reporting to them will meet to discuss the individual’s current demonstration of the Barnes & Noble competencies and specifically how they can improve this.
- **Talent Development** – After assessing current demonstration of the Barnes & Noble competencies, the manager and individual create a Learning Plan to support the individual further expanding their competence.
- **District and Regional Talent Views** – Each District Manager will gather Talent Assessment Summaries of their Store Managers and record them on a District Talent Assessment. Then each Regional Director will gather these District Summaries and create a Regional Talent Assessment. These documents will then create a view of talent across Barnes & Noble, including which individuals are ready for additional responsibilities and where there are needs for competency development
- **Talent Planning** – Talent views representing current capabilities will be assessed in context of strategic plans to identify how many new leaders will be needed in the future and for planning how to ensure that these leaders are prepared for these roles.

YOUR ROLE

- Developing Talent is an important competency for every Barnes & Noble leader.
- You will find a five-step process, informational tools, and resources to support and guide you through the talent discovery process with your team.

Step	Action
1	Assess Talent of each team member using competencies and talent assessment form.
2	Meet for Talent Development Conversation to discuss individuals’ career goals and how their strengths and development areas will affect their path to achieving those goals.
3	Create a Learning Plan of short-term and long-term actions to help each individual increase targeted competencies and move toward achieving career goals.
4	Monitor and Support Development Efforts through follow-up, acknowledging progress, and providing next-level learning opportunities when a competency is mastered, or coaching and assistance until the individual demonstrates competence.

BEST PRACTICES



We do not tolerate harassment of any kind toward our booksellers by customers or any outside parties.

CORE KNOWLEDGE

Definition of Harassing Behavior

- Verbal, physical, or visual conduct that tends to belittle and/or provoke and includes jokes and derogatory remarks.
- Sexual harassment in particular, includes but may not be limited to, unwelcome sexual advances, requests, suggestions, demands for sexual favors, graphic comments about an individual's body, sexually degrading comments, unnecessary touching or displaying of sexually suggestive objects, materials, or posters.

Bookseller Complaints

- Booksellers who believe they are being subjected to harassing behavior by a customer or outside party, should politely excuse themselves and notify the Manager-on-Duty of the situation. Under no circumstances should the bookseller personally confront the harassing party.
- The Manager-on-Duty must report such conduct to the Store Manager.
- In order to allow the Company to prevent unlawful harassing or discriminatory conduct, it is essential that booksellers use the complaint procedure outlined below and that the Company receives information about every instance of such conduct.

Complaint Procedure

- A bookseller can always report any unlawful harassing or discriminatory conduct.
- No bookseller will suffer retaliation or intimidation as a result of using the complaint procedure.

YOUR ROLE

- Provide booksellers with a working environment free from harassing behavior.
- Ensure booksellers understand our policy and complaint procedure.
- Understand your right to address a harassment situation and to take the appropriate action to protect a bookseller's safety.
- When addressing a harassment complaint, treat all parties with dignity and respect and in a non-confrontational manner.

Handling a Complaint

- Ask the bookseller to describe what he or she observed the customer or outside party doing or saying.
- Thank the bookseller for bringing the situation to your attention.
- Reassign the bookseller to a different location in the store or direct the bookseller to go on break, with the purpose of taking the bookseller out of contact with the offending customer or outside party.

BEST PRACTICES



All hourly booksellers must punch in and out at the start and end of their shift as well as the start and end of their meal breaks.

CORE KNOWLEDGE

Guidelines

- Booksellers punch in and out for themselves. A bookseller cannot punch in and out for another bookseller.
- Time in and out reflect actual time worked to the minute.
- Management can add punches for booksellers who forget to punch in and/or out.
- Management cannot modify or delete punches. Altering punches is a violation of federal law.
- B. Dalton hourly ASMs and Senior Booksellers should notify the SM if a punch needs to be added. They should not alter their own punches.
- Giving booksellers time off at a later date in lieu of being paid for time worked is a violation of federal law.
- Booksellers must be paid for all hours worked. (*Payment for Hours Worked*)
- Booksellers must be paid overtime in accordance with company guideline and federal and state laws.
- A record of all punches must be kept for a period of 7 years after the booksellers last day worked.

YOUR ROLE

- Ensure booksellers punch in when they begin a shift and return from meals.
- Ensure booksellers punch out when they leave for meals and end a shift.
- Review punches daily.
- Manage punch exceptions daily.
- Process the weekly payroll by noon on Sunday.

REFERENCE TOOLS

Learning Library

Store Systems Encyclopedia

BEST PRACTICES



Eligible booksellers are offered the opportunity to pay for commutation via mass transit and work-related parking expenses through before-tax payroll deductions.

CORE KNOWLEDGE

Eligibility

- Full-time booksellers and part-time booksellers scheduled to work 20 or more hours per week

Benefit Provided

- Bookseller can pay up to \$100 per month in mass transit commutation expenses on a before-tax basis.
- Bookseller can pay up to \$195 per month in work-related parking expenses on a before-tax basis.
- Paying commutation expenses on a before-tax basis saves booksellers money in income and employment taxes.

Enrollment

- Booksellers can enroll by contacting WageWorks at www.wageworks.com or calling them at 877-924-3967.

YOUR ROLE

- When completing new hire paperwork, make eligible booksellers aware of the opportunity to pay commutation and work-related parking expenses on a before tax basis, and provide the WageWorks website address and telephone number.

REFERENCE TOOLS

Benefits in Brief
Bookseller Benefits

BEST PRACTICES



We encourage booksellers to further their business careers by offering tuition assistance for approved job related courses.

CORE KNOWLEDGE

Eligibility

- Full-time booksellers who work 35 hours per week for 6 consecutive months prior to beginning the course, and remain employed at course completion with a grade of "C" or better. (Refer to [benefit eligibility](#) for details.)

Benefit Provided

- Maximum reimbursement is \$1,500 per calendar year.
- Reimbursement does not include workshops, seminars, books, lab fees or matriculation fees.

Guidelines

- Course reimbursement is based on:
 - Degree related course that is appropriate for the bookseller's current or next feasible position with the Company.
 - Accredited university or college.
 - Earned grade of "C" or better.
- Reimbursement is not provided when financial assistance fully covers the course cost.
- Booksellers must report financial aid from other sources.
- Reimbursement is made when the bookseller completes the course and submits a grade transcript or completion certification and a copy of the fee statement and canceled check.
- If financial aid is received from an educational program that also meets our requirements, the Company will reimburse the difference between the cost of the program and the amount of aid received up to \$1,500 per calendar year.
- Request Tuition Assistance Application through the HR Service Center (800-799-5335).
- Classes must be approved by Human Resources prior to the start of the course.

REFERENCE TOOLS

Bookseller Benefits
Learning Library

BEST PRACTICES



Work with the HR Service Center to resolve unemployment claims.

CORE KNOWLEDGE

Guidelines

- Unemployment benefits are determined by state laws.
- In most states, any separation due to performance qualifies the individual to receive unemployment.
- Any bookseller who separates from the Company may apply for unemployment benefits.
- The Company will contest all claims when:
 - Separation was due to a violation of company policies and/or procedures.
 - A bookseller voluntarily resigned.
- Store management is not authorized to respond to unemployment inquiries either verbally or in writing unless instructed by the HR Service Center.
- Keep all conversations concerning an unemployment claim and/or a legal notice confidential.
- Massachusetts stores must provide booksellers with a "How to File for Unemployment Insurance Benefits" form on their last day of work, regardless of the reason for separation.
- California stores: Provide booksellers with a "notice to Employees – Unemployment Insurance Benefits" form regardless of the reason for separation.

YOUR ROLE

Fax unemployment claim notices immediately to UCeXpressSM (866-229-1325) and mail to: UCeXpressSM

10101 Woodfield Lane
St. Louis, MO 63132

- Refer telephone inquiries from state unemployment offices to UCeXpress (800-848-0287).
- Booksellers questioning the status of their unemployment claim should be referred to the state unemployment office, not to UCeXpress.

REFERENCE TOOLS

Learning Library

BEST PRACTICES



The Company provides competitive wages and benefits and promotes a *We Listen* environment to encourage open communication and ensure fair treatment of all booksellers. The Company believes that any third party involvement in our employee relations is unnecessary and therefore opposes unionization of its booksellers and discourages booksellers from joining labor organizations.

CORE KNOWLEDGE

Company Philosophy

- To provide a total compensation program, including wages and benefits, which is competitive with those prevailing for similar jobs in the specialty retail store industry.
- To promote an environment of open communication and fair treatment and a system that encourages booksellers to participate in decisions affecting their work.
- To review and reward booksellers on the basis of performance and results.
- To provide job stability through a development process, which discourages arbitrary or abrupt employment separation.
- To encourage promotion from within and provide booksellers with an opportunity to develop their full potential through education and training.

Protests and Picketing

- Refer to the *Protests/Picketing* section of the *Operations Encyclopedia*.

Solicitation and Distribution

- Protect the integrity of your store by uniformly enforcing the solicitation and distribution policy at all times.
- Contact your District Manager immediately if literature or solicitation activity of any kind is detected.

Union Authorization Cards

- The first step in union organizing is the solicitation by a union member of employee signatures on union authorization cards.
- If a majority of employees sign such a card, a union representative may present these cards to store management requesting recognition of the union as representative of the employees.
- Store management should refuse to accept, touch or view union authorization cards. If approached by a union representative, respond by saying *"I have no authorization to accept these cards, nor do I have any authority to authorize union representation. Do not leave cards in the store."* Refer the person to the Vice President of Human Resources.
- If you receive mailed authorization cards, or they are left in your store, do not review the cards. Place them in an envelope, put the envelope in a secure place, and contact your District Manager immediately.

BEST PRACTICES



The Company provides paid vacation time to eligible booksellers.

CORE KNOWLEDGE

Eligibility

- Full-time and part-time booksellers scheduled to work at least 20 hours per week are eligible for vacation pay after 6 months of continuous eligible service. (Refer to benefit eligibility for specific details.)

Benefit Provided

Booksellers continuously employed in an eligible status for:	Booksellers are eligible for:
1st year	1 week
2nd – 5th year	2 weeks
6th – 10th year	3 weeks
After 10 years	4 weeks

- A vacation day is defined as one-fifth of the bookseller's weekly scheduled hours as indicated on binside.
- Additional weeks of vacation are gained on the bookseller's anniversary date.

Anniversary Years

- Period begins on the date the bookseller enters an eligible position and ends one year later (for example, a bookseller hired in an eligible position on May 1st has an anniversary year from May 1st to April 30th).
- Anniversary years run from January 1st through December 31st for those entering an eligible position prior to July 1, 1998.

Guidelines

- Booksellers must submit requests to the Store Manager 2 weeks in advance.
- Do not schedule vacations between Thanksgiving and December 31st.
- Consecutive weeks may be taken upon supervisor authorization.
- Vacation days may:
 - Be taken only in the year earned.
 - Not be held over or accumulated from year to year.
 - Not be paid to a bookseller in lieu of taking the day off.
- Vacation is earned proportionately during the anniversary year. Vacation time can be taken in excess of the time earned, with appropriate approval.
- Time taken, time available and eligibility dates are available through binside for booksellers.
- Booksellers may call HR Access (800-799-5335) to check paid time off balances and anniversary dates.
- Store Manager's track time taken for exempt booksellers, and the District Manager's track time taken for Store Managers on HR Tools.
- Base vacation hours on the new number of hours a bookseller is regularly scheduled to work when he or she decreases their hours per week but retains vacation eligibility.
- Booksellers who separate or change to a non-eligible status are entitled to unused vacation pay calculated on a pro-rated basis.

BEST PRACTICES



The Company provides a total compensation program, including wages and benefits, which is competitive, fair and equitable with those prevailing for similar jobs in the specialty retail store industry.

CORE KNOWLEDGE

Guidelines

- Our compensation policies comply with federal laws governing compensation practices.
- All wage plans either meet or exceed the minimum wage requirements of each state.
- Wage rates may vary between markets and/or regions based upon cost of living variance or other factors.
- We issue each store an individual Salary Matrix for each job position that reflects the pay rates for that market.
 - Retain the Salary Matrix in the back pocket of the *Human Resources Encyclopedia*.
 - Request a Salary Matrix for your store from your District Manager.
- Regular status booksellers (excluding Leads and Seniors) hired after September 30, 2001 are eligible for a \$.25 increase after 90 days of service, providing they meet performance standards. We list all booksellers eligible for an increase on bninside on the 15th of every month.
- Regular status booksellers (including Leads and Seniors) hired after September 30, 2001 are eligible for a \$.25 increase after 1 year of service, providing they meet performance standards. We list all booksellers eligible for an increase on bninside.

Re-hires

- Booksellers re-hired within 2 years should receive wage credit for their prior bookselling experience with the company. Follow guidelines outlined in *Wage Plan: Status and Hour Changes*.
 - Re-hires within 90 days are granted continuous service in regards to benefit eligibility.
 - Re-hires greater than 90 days must satisfy benefit eligibility requirements since there is a break in service.

YOUR ROLE

Bookseller Hiring Rates

- Refer to *job descriptions* for approved positions.
- Use the Salary Matrix to determine the appropriate starting rate.
 - Give wage rate credit for applicable experience.
 - A bookseller with 0-2 years applicable experience receives the starting rate.
 - Add \$.25 to the starting rate for those with 2 to 4 years of applicable experience.
 - Add \$.50 to the starting rate for those with 4 or more years of applicable experience.
 - Hire seasonal and temporary booksellers at the bookseller starting rate.
 - Note any applicable experience when entering the new hire on bninside.
 - The notation does not affect the bookseller's pay rate at time of hire. However, if his or her classification changes to regular status the pay rate will be automatically adjusted.
- Complete the *new hire paperwork* and enter the new hire on bninside.

WAGE PLAN: HIRING PAY RATES

Hourly Manager Hiring Rates

- Refer to job descriptions for approved positions.
 - Use the Salary Matrix to determine the appropriate starting rate.
 - Give wage credit for applicable management experience.
 - Add \$.50 to the starting rate for those with 2 to 4 years of applicable experience.
 - Add \$1.00 to the starting rate for those with 4 or more years of applicable experience.
- Complete the new hire paperwork and enter the new hire on binside.

Manager Hiring Rates

- Refer to job descriptions for approved positions.
- Use the Salary Matrix to determine the appropriate starting rate.
 - Give wage credit for applicable management experience.
 - Add 5% of starting rate for those with 2-4 years of applicable experience.
 - Add 10% of starting rate for those with 4 to 6 years of applicable experience.
 - Add 15% of starting rate for those with 6 or more years of applicable experience.
- Complete the new hire paperwork and enter the new hire on binside.

Prior to 90 Days

- Prior to the effective date, indicate those booksellers not meeting performance standards on binside.
- Follow-up on performance issues with a performance development plan.
- If performance improves after 30 days, contact the HR Service Center (800-799-5335) to apply the \$.25 increase.

Prior to 1 Year Anniversary

- Prior to the effective date, indicate those booksellers not meeting performance standards on binside.
- Follow-up on performance issues with a performance development plan.
- If performance improves after 30 days, contact the HR Service Center (800-799-5335) to apply the \$.25 increase.

REFERENCE TOOLS

Learning Library

Store Systems Encyclopedia

VACATION PAY

- Extend a vacation period by 1 day when a company observed holiday falls during a vacation period.

YOUR ROLE

- Refer to bninside for the number of hours the bookseller is regularly scheduled to work.
- Determine the vacation hours based on those hours.
- Enter non-exempt personal hours in BookMaster.
- Enter exempt vacation days on bninside under the link 'Exempt Paid Time Off Detail'. In order to ensure accurate information on HR Tools and HR Access, it is important that vacation time taken is recorded timely.
- Review time taken, time available and eligibility for booksellers through bninside.

REFERENCE TOOLS

Bookseller Handbook
Learning Library
Store Systems Encyclopedia

UNIONS

YOUR ROLE

- Maintain a union-free environment by communicating to booksellers and executing the Company's philosophy of providing booksellers with a rewarding and positive work experience.
- Understand that the Company has designed its policies, procedures, practices and working conditions to ensure that its booksellers are treated with the highest level of sensitivity, fairness and respect.
- Recognize that good employee relations are dependent on solving problems before they become exaggerated or unmanageable.
- Immediately inform your District Manager and the Vice President of Human Resources of any signs of union activity in your store, and of bookseller complaints which could result in disruptions to the operations of the store.
- Express the Company's position on unions when the question arises. However, statements you make or actions you take after learning of union organizing activity by store employees will be considered by the National Labor Relations Board in assessing complaints about whether the Company has violated its obligations under applicable labor laws. Therefore, you cannot:
 - Threaten or coerce a bookseller to influence the bookseller's position regarding union representation.
 - Retaliate against a bookseller for engaging in union activity.
 - Ask booksellers if they are involved in union activity or which booksellers are involved in such activity.
 - Promise booksellers benefits or give booksellers benefits or rewards if they refrain from union activity.
- Keep your District Manager apprised at all times.

REFERENCE TOOLS

Learning Library
Operations Encyclopedia



STATE OF CALIFORNIA

DEPARTMENT OF INDUSTRIAL RELATIONS

UNEMPLOYMENT CLAIM

CLAIMANT'S NAME

ADDRESS _____

CITY _____

STATE _____

ZIP _____

DATE OF BIRTH _____

SSN _____

DATE OF CLAIM _____

DATE OF LAST WORK _____

NAME OF EMPLOYER _____

ADDRESS _____

CITY _____

STATE _____

ZIP _____

YOUR SIGNATURE

DATE _____

PRINTED NAME _____

ADDRESS _____

CITY _____

STATE _____

ZIP _____

EMPLOYER'S SIGNATURE

DATE _____

TUITION ASSISTANCE

EXAMPLES

Tuition Assistance Application

BARNES & NOBLE, INC.
TUITION ASSISTANCE APPLICATION

DIRECTIONS: Please complete sections 1 and 2 and have your Supervisor complete section 3. The following guidelines determine your eligibility for tuition assistance.

- You must be working in a full-time position (32 hours), for six months prior to the start date of the course.
- Courses must be appropriate for your current position or next feasible position with Barnes & Noble.
- Courses must be degree related and taken at an accredited college or university.
- A grade of "C" or better must be achieved in order to be reimbursed for tuition and employment with Barnes & Noble may continue through course duration.
- The maximum amount an employee will be reimbursed is \$1,200 per calendar year.
- This policy does not provide reimbursement for workshops, seminars, books, lab fees, university fees, etc.
- Applications should be forwarded to Member's Human Resources Department at least three weeks before the start of the course.

SECTION 1: INFORMATION Today's Date: _____

Name: _____ Job Title: _____
D.O. Department: _____ Store Name & No.: _____
Course Name: _____ Course Number: _____
Course Description: _____

Tuition \$: _____ Start Date: _____ Completion Date: _____
Institution Name: _____ City and State: _____
Register Please No: _____ Are you pursuing a degree? Yes No
Type of Degree: _____ Major: _____

SECTION 2: FINANCIAL AIDOR APPLICATIONS

Are you receiving financial aid from another source? Yes No Amount: \$ _____

Please describe source: _____

How does this course apply to your current job? _____

How does this course apply to a future job (please describe the job)? _____

When would you qualify for this position? _____

Please describe how this course will help you at Barnes & Noble. _____

001 - OVER -

SECTION 3: SUPERVISOR'S APPROVAL

Approved Disapproved

Please describe how this course would enhance the employee's current or next feasible position and how it will benefit Barnes & Noble:

Supervisor's Name (please print): _____

Supervisor's Signature: _____ Date: _____

SECTION 4: REIMBURSEMENT INFORMATION

After you have completed the course, please submit the following items to the Human Resources Department:

1. Credit transcript or course completion certificate.
2. Copy of the statement and canceled check.

A check will be issued after we receive the above items. If you have any questions, please contact Kate Lewis at the Member's office at (516) 338-8033.

FOR HUMAN RESOURCES DEPARTMENT USE ONLY

Your application for Tuition Assistance has been:

Approved

Disapproved Does not meet the requirements.

Reason: _____

Authorized Signature: _____ Date: _____



Of the following, we have the greatest impact on the world's most vulnerable people. We have the greatest impact on the world's most vulnerable people.

Core Values

Integrity

- We are committed to the highest standards of integrity in all we do.
- We are committed to the highest standards of integrity in all we do.

Transparency

- We are committed to transparency in all our operations and financial reporting.
- We are committed to transparency in all our operations and financial reporting.

- We are committed to transparency in all our operations and financial reporting.
- We are committed to transparency in all our operations and financial reporting.

- We are committed to transparency in all our operations and financial reporting.
- We are committed to transparency in all our operations and financial reporting.

Accountability

- We are committed to accountability in all our operations and financial reporting.
- We are committed to accountability in all our operations and financial reporting.

Stakeholder Engagement

- We are committed to stakeholder engagement in all our operations and financial reporting.
- We are committed to stakeholder engagement in all our operations and financial reporting.

Environmental Stewardship

- We are committed to environmental stewardship in all our operations and financial reporting.
- We are committed to environmental stewardship in all our operations and financial reporting.

Dear Sir,

REPLY TO YOUR LETTER

Dear Sir,

I have received your letter of the 15th inst. regarding the matter mentioned therein. I am sorry to hear that you are having difficulties in this regard. I will try to help you in any way I can. Please let me know if there is anything else I can do for you. I will be glad to discuss this further with you if you wish. I am sure we can find a solution to your problem. I will be in touch with you again soon. I am sure you will be satisfied with the outcome. I am sure you will be satisfied with the outcome. I am sure you will be satisfied with the outcome.

Yours faithfully,

[Signature]

REPLY TO YOUR LETTER

[Signature]

THIRD PARTY HARASSMENT

- Evaluate the severity of the incident and observe the behavior first hand before taking action, if necessary.
- In determining the appropriate action to take, remember that:
 - Your purpose is to de-escalate the situation and return the environment and circumstances to a safe business-like atmosphere for everyone concerned.
 - There are many behaviors that are open to interpretation. Behavior that may be perceived as offensive to one bookseller may seem perfectly innocent to another. Be sure to treat each complaint seriously and listen non-judgmentally.
- To determine a course of action:
 - If the behavior is of a subtle nature (i.e., sexual innuendo, suggestive look, following a bookseller around the store, staring, etc.), approach the customer or outside party and offer customer service assistance.
 - If the behavior continues, take the customer or outside party aside, away from the presence of other customers.
 - Explain that he or she is demonstrating behavior that is making a member of the store staff uncomfortable (do not identify the staff member) and ask that the behavior stop. Do this in the presence of another senior member of the store, not with the complaining bookseller.
 - If the behavior persists, ask the customer or outside party to leave the store.
 - If the customer or outside party refuses, do not provoke further. Call a security guard (if applicable) or the local authorities.
 - If the customer or outside party is overtly harassing a bookseller (i.e., verbal abuse, foul language, any form of intentional physical contact, sexually suggestive or offensive comments, etc.), take the person aside, away from the presence of other customers, and ask him or her to stop the behavior.
 - Do this in the presence of another senior member of the store, not with the complaining bookseller.
 - If the behavior persists, ask the customer or outside party to leave the store.
 - If the customer or outside party refuses, do not provoke further. Call a security guard (if applicable) or the local authorities.
- In either instance, complete an *Incident Report* as outlined in the *Operations Encyclopedia*.
- Report the incident to your District Manager as soon as possible.
- Communicate all incidents to the management staff so future harassment situations may be prevented.
- The goal of this policy is to protect our employees and serve our customers.
 - If a customer or an outside party has been involved in a minor incident, do not assume that there will be misconduct again.
 - If a customer has been involved in a prior incident that included repeated actions or physical conduct, contact your District Manager.

REFERENCE TOOLS

Learning Library
Operations Encyclopedia

TALENT MAPPING PROCESS

5

DMs only: Roll Up Organizational Talent View to provide a summary view of the talent on your team for your manager.

- Regional Directors will engage with District Managers and District Managers with their store managers in Talent Assessment conversations twice a year to ensure that developing talent remains an ongoing priority.
- Every Barnes & Noble leader should also work continuously to identify and coach talent development with all managers and booksellers.

REFERENCE TOOLS

- Barnes & Noble Competencies
- Talent Assessment Forms
- Learning Notes contain suggestions for conducting this process effectively:
 - Developing Talent at Barnes & Noble
 - Creating a Learning Plan
 - Designing Effective Learning Assignments

STORE CLOSING

- Obtain any book on loan or payment for books not returned.
- Instruct the bookseller to verify and/or update his or her mailing address via HR Access.
- For exempt booksellers, report vacation and personal days taken to the HR Service Center.
- Massachusetts stores: provide the bookseller with a "How to File for Unemployment Insurance Benefits" form.
- Enter transfers and separations in bninside.
- Forward personnel files for separated booksellers to the HR Service Center.
- Direct employment reference inquiries to the HR Service Center (800-799-5335).

REFERENCE TOOLS

Store Closing Manual

Store Systems Encyclopedia

REFERENCE TOOLS

Bookseller Handbook
Learning Library
Operations Encyclopedia



For the Department of Health and Human Services, the following information is provided:

2000-2001

2000-2001

- The Department of Health and Human Services is committed to providing a safe and healthy workplace for all employees.
- The Department of Health and Human Services is committed to providing a safe and healthy workplace for all employees.
- The Department of Health and Human Services is committed to providing a safe and healthy workplace for all employees.
- The Department of Health and Human Services is committed to providing a safe and healthy workplace for all employees.
- The Department of Health and Human Services is committed to providing a safe and healthy workplace for all employees.
- The Department of Health and Human Services is committed to providing a safe and healthy workplace for all employees.

2001-2002

- The Department of Health and Human Services is committed to providing a safe and healthy workplace for all employees.
- The Department of Health and Human Services is committed to providing a safe and healthy workplace for all employees.
- The Department of Health and Human Services is committed to providing a safe and healthy workplace for all employees.
- The Department of Health and Human Services is committed to providing a safe and healthy workplace for all employees.

2002-2003

2002-2003

REFERENCE TOOLS

Bookseller Handbook

Learning Library

Store Systems Encyclopedia



SEVERE WEATHER PAY is a benefit of the City of... (faded text)

SEVERE WEATHER PAY

- 1. This benefit is available to employees who are employed by the City of...
- 2. Employees must be on duty during the severe weather event to be eligible for this benefit.
- 3. The benefit is paid for the duration of the severe weather event, up to a maximum of 4 hours.
- 4. Employees must be notified by the City of the severe weather event in advance.

SEVERE WEATHER PAY

Category	Description
1. Severe Weather Pay	Employees who are on duty during a severe weather event are eligible for this benefit.
2. Maximum Hours	The maximum number of hours for which this benefit is payable is 4 hours.
3. Eligibility	Employees must be on duty during the severe weather event to be eligible for this benefit.
4. Notification	Employees must be notified by the City of the severe weather event in advance.

SEVERE WEATHER PAY

SEVERE WEATHER PAY is a benefit of the City of... (faded text)

REFERENCE TOOLS

Bookseller Handbook
Learning Library
Store Systems Encyclopedia

SEPARATION: INVOLUNTARY

- Bookseller carelessness, recklessness or negligence which contributes or may contribute to the injury of a person, damage to company property or loss of company receipts or store funds.
- Possession of firearms, explosives or any lethal weapon on company property.
- Conviction of any felony or crime which can reasonably be construed to indicate that continued employment would constitute a threat or hazard to fellow booksellers, customers, the Company, its property or its reputation.
- Deliberate restriction or interference with work output or stopping work before the scheduled end of the shift.
- Use of company email, internet, intranet or PC software for any purpose that is not job related, including any harassing or discriminatory activity.
- Interference or failing to cooperate in any internal company investigation.

Benefits

- 401(k) Savings Plan – contributions will cease as of the last day worked.
- Bookseller Discount – privileges discontinue as of the last day worked.
- Life Insurance – coverage discontinues as of the last day worked. Coverage may be converted to an individual policy within 31 days of the coverage expiring.
- Long-term Disability – coverage discontinues as of the last day worked.
- Medical and Dental – benefit continuation is available through COBRA.
- Unemployment Compensation – instruct booksellers to contact their local unemployment office for details.

YOUR ROLE

- Complete a separation performance development plan.
- Arrange for payment of final wages.
- Enter the separation on binside.
- In a quiet secure area where the conversation cannot be overheard, discuss the following with the bookseller:
 - PDP.
 - Final payment of wages.
 - Benefit continuation.
 - 401(k) Savings Plan.
- Ask the bookseller to sign the PDP and provide him or her with a copy.
- Obtain company property.
- Obtain any book on loan or payment for books not returned.
- Instruct the bookseller to verify and/or update his or her mailing address via HR Access.
- For exempt booksellers, call the HR Service Center and report vacation and personal days taken.
- Massachusetts stores: provide the bookseller with a "How to File for Unemployment Insurance Benefits" form.
- California stores: provide the bookseller with a "Notice to Employees – Unemployment Insurance Benefits" form.
- Place the PDP in the personnel file and forward the file to the HR Service Center.

REFERENCE TOOLS

Bookseller Handbook
Learning Library

SCHEDULING

YOUR ROLE

- Write and post schedules two weeks in advance.
- Forward a copy of the schedule to the District Manager.
- At the end of a scheduled week, remove the schedule and retain in the store files for 1 year.

On-call Booksellers

- Add the areas in which on-call booksellers are cross-trained to the Bookseller Availability Form.

REFERENCE TOOLS

Bookseller Handbook
Learning Library
Operations Encyclopedia

SALARY ADVANCES

EXAMPLES

Salary Advance Authorization

SALARY ADVANCE AUTHORIZATION			
STORE#	<u>1901</u>	DATE	<u>6/5/02</u>
REASON FOR ADVANCE	<u>Timekeeping Error</u>		
EMPLOYEE NAME	<u>Thomas Herman</u> (PLEASE PRINT)		
SS#	<u>111-00-2233</u>		
AMOUNT \$	<u>\$165.00</u>		
HR SERVICE CENTER AUTHORIZATION	<u>S. Jordan</u> (PLEASE PRINT)		
STORE MANAGER	<u>Matthew Hayden</u> (PLEASE PRINT)		
STORE MANAGER SIGNATURE	<u>Matthew Hayden</u>		
I, the undersigned, acknowledge the receipt of the above amount. I understand this amount will be deducted from my next payroll check.			
EMPLOYEE SIGNATURE	<u>Thomas Herman</u>		
White: HR Copy Pink: Sales Audit Yellow: Store Copy			
P118 (Rev. 8/99)			



... ..

OPERATIONS

... ..

OPERATIONS

... ..

... ..

... ..

... ..

... ..

... ..

OPERATIONS

... ..

BEST PRACTICES



Promote, hire and retain the most qualified booksellers.

CORE KNOWLEDGE

Guidelines

- Lead Booksellers (B&N) and Senior Booksellers (B. Dalton) cannot reduce their hours to less than 35 unless accompanied by a job title change to Bookseller.
 - Exceptions may be made in B. Dalton stores under \$600,000.
- Booksellers cannot increase their hours to more than 32 unless accompanied by a job title change to Lead Bookseller (B&N) or Senior Bookseller (B. Dalton).
- Use the Salary Matrix Guide when determining pay rates.

YOUR ROLE

Status Changes

- Determine the pay rate.
 - Bookseller to Lead Bookseller or Senior Bookseller:
 - Increase rate by \$.75, providing current rate is below the maximum for new position.
 - Increase rate by \$.25, if current rate is at or above the maximum for the new position.
 - Increase rate by an additional \$.25, if status change occurs within 90 days of hire date.
 - If the status change includes a transfer to a new market, should apply status change guideline and an increase or decrease based on difference between the minimums of the two range.
 - Bookseller to Manager or Manager to Manager:
 - Increase rate to the minimum starting rate, or by 10% of base rate (hourly rate x 40 hours x 52 = base rate), whichever increase is higher. Round uneven amounts to the next \$100 (to the next \$.25 for receiving and music managers).
 - Considerations:
 - Increase the base by 5%, if the current base salary is at or above the maximum for the new position.
 - Increase the base rate by \$1,500 or to the minimum starting rate, if guideline puts the new manager's rate at or above the rate of more experienced incumbents in the same position.
 - External applicable management experience can be applied:
 - Add 5% of minimum starting rate for 2 – 4 years of experience (\$.50 for hourly managers).
 - Add 10% of minimum starting rate for 4 to 6 years of experience (\$1.00 for hourly managers with 4 or more years experience).
 - Add 15% of minimum starting rate for those with 6 or more years of experience.

BEST PRACTICES



Staff your store according to the staffing matrix guidelines.

CORE KNOWLEDGE

- Positions allowed in each store are based on the store's actual sales from the previous year.
- New stores should be staffed based on their first full year sales plan.
- Exceptions can be applied based on a sustained positive or negative trend, with District Manager and Regional Director approval.
- For example, base management staffing levels for a store volume of \$4m is 1 Store Manager, 2 Assistant Store Managers, 2 Department Managers, and a manager for each specialty area (refer to the chart on the following page).
- Staffing levels assume roles, responsibilities, and accountabilities are supported by published *job descriptions*.
- The numbers of booksellers allowed are based on allocated payroll hours.

Guidelines for B&N stores

- Add one Lead if Café volume exceeds \$300k.
- Add one Lead Receiver if sales volume is under \$4m.
- Add one Lead if Music volume exceeds \$1m.
- Add one Department Manager – Music if music volume exceeds \$1.5m.
- Community Relations Manager assignment requires approval of Regional Director and Director of Community Relations

YOUR ROLE

- Refer to Staffing Matrix Guide before hiring or promoting to ensure you are within your staffing level allocation. Increases in certain positions depend on your store's volume (i.e., Department Managers, Lead Booksellers, and Head Cashiers).
- B. Dalton Store Managers should partner with their District Managers for guidelines.

REFERENCE TOOLS

Learning Library
Store Staffing Matrix

BEST PRACTICES



Offer our booksellers opportunities in other stores, with no break in service.

CORE KNOWLEDGE

Guidelines

- Contact the District Manager if a bookseller is interested in a position in another store or district.
- The District Manager will explore available opportunities and commence an interview process, if applicable.

Same Division Transfers

- Involve the District Manager in all store to store transfers.

From	To	Guidelines
Bookseller	Bookseller	Apply an increase or decrease based on the difference between the minimums of the two ranges.
Bookseller	Lead Bookseller Senior Bookseller	Apply an increase for the status change and an increase or decrease based on the difference between the minimums of the two ranges.
Lead Bookseller Senior Bookseller	Bookseller	Apply decrease for the status change and an increase or decrease based on the difference between the minimums of the two ranges.
Lead Bookseller Senior Bookseller	Lead Bookseller Senior Bookseller	An increase/decrease based on the difference between the minimums of the two ranges should be applied.
Bookseller Lead Bookseller Senior Bookseller Manager	Manager	Refer to <u>Wage Plan: Status and Hour Changes</u>
Manager	Bookseller Lead Bookseller Senior Bookseller	Refer to <u>Wage Plan: Status and Hour Changes</u>
Managers transferring to a new store with a 50% or greater increase in sales volume.		Follow status change guidelines. Refer to <u>Wage Plan: Status and Hour Changes</u>
Managers transferring to a new store with a 50% or greater decrease in sales volume.		Follow status change guidelines. Refer to <u>Wage Plan: Status and Hour Changes</u>
Managers transferring to a new store without a 50% change in sales volume, but with a change in market.		Apply an increase or decrease based on the difference between the minimums of the two ranges (rate should not be below minimum of the new range).
Managers transferring to a new store without above changes; No status change, 50% change in sales volume, or market changes occurring.		Ensure current rate is not below minimum of the new range (increase to minimum rate if below).

WAGE PLAN: TRANSFERS

From Barnes & Noble	To B. Dalton	Guidelines
Store Manager (≥ \$5 million)	Store Manager	Decrease pay to minimum starting rate or by 10%, whichever decrease is lower (decrease to maximum rate if above), round uneven amounts to the next \$100.
Store Manager (< \$5m) Assistant Store Manager	Store Manager	No change in pay, providing current rate is within pay range of new position in new store (increase to minimum rate if below, decrease to maximum rate if above).
Store Managers Assistant Store Managers	Assistant Store Managers	Decrease pay to minimum starting rate or by 10%, whichever decrease is lower (decrease to maximum rate if above).
Café Manager Community Relations Manager Department Manager Music Manager Receiving Manager	Store Manager Assistant Manager Senior Bookseller Bookseller	Increase pay to minimum starting rate or by 10%, whichever pay increase is higher (round uneven amounts to the next \$100). No change in pay, providing current rate is within pay range of new position in new store (increase to minimum rate if below, decrease to maximum rate if above). Refer to <u>Wage Plan: Status and Hour Changes</u>
Lead Bookseller Bookseller	Assistant Manager	Increase pay to minimum starting rate or by 10%, whichever pay increase is higher (round uneven amounts to the next \$100).
Lead Bookseller	Senior Bookseller	An increase/decrease based on the difference between the minimums of the two ranges should be applied.
Lead Bookseller	Bookseller	Apply a decrease for the status change and an increase or decrease based on the difference between the minimums of the two ranges.
Bookseller	Senior Bookseller	Apply an increase for the status change and an increase or decrease based on the difference between the minimums of the two ranges, should be applied.
Bookseller	Bookseller	Apply an increase or decrease based on the difference between the minimums of the two ranges should be applied.

YOUR ROLE

- Obtain approvals for the transfer.
- Enter the transfer through bninside.
- Forward the bookseller's personnel file to the new store.

REFERENCE TOOLS

Bookseller Handbook
Learning Library
Store Systems Encyclopedia

BEST PRACTICES

Support, promote and encourage booksellers to actively utilize *We Listen*.

CORE KNOWLEDGE**Guidelines**

- We encourage booksellers to communicate to their store management team any suggestions and concerns, or to seek advice or clarify policy.
- Booksellers may communicate suggestions to the store's management team, email welisten@bn.com or call 1-877-welistn.
- Booksellers may contact their District Manager, Regional Director or VP, Director of Stores directly with any *We Listen* issue.
 - Booksellers may go to any of these individuals when an issue has not been satisfactorily resolved in the store, or when the Store Manager is personally involved and the bookseller has reason to believe an issue cannot be viewed objectively in the store.
- Booksellers who have questions about benefits, payroll or paid-time off should contact the HR Service Center.
- Contact the Loss Prevention Hotline with security related issues.
- Booksellers who air concerns/conflicts are to be assured that they will not be subjected to retaliation.

We Listen Poster

- Display *We Listen* posters in the breakroom.
- The poster includes the following information:
 - District Manager, Regional Director and VP, Director of Stores's address, telephone numbers (office, cell, voice mail and fax) and email address.
 - *We Listen* email: welisten@bn.com.
 - *We Listen* toll-free number: 1-877-welistn (1-877-935-4786).
 - HR Service Center: 1-800-799-5335.
 - Loss Prevention Hotline: 1-800-382-8247.
- Email Store Supplies/Signs for replacement posters.

YOUR ROLE

- Ensure all booksellers are aware of our *We Listen* culture and educate them on how to communicate their issues.
- Train all newly hired managers on how to respond to *We Listen* issues.
 - Review the program's details.
 - Ensure all managers complete the Learning Library.
 - Give each manager a *We Listen* tips card. (Available through bninside Supplies.)
- Encourage booksellers to actively utilize the program.
- Resolve inquiries or issues expeditiously.
- Speak with booksellers regularly to identify and resolve issues before they escalate.
- When addressing a complaint:
 - Keep an open mind.
 - Do not attempt to solve an issue or decide an outcome without hearing all sides of the situation, including the viewpoint of the bookseller who is the subject of the complaint.

BEST PRACTICES



Workers' Compensation is a statutory benefit that provides wage replacement and medical benefits to employees injured at work.

CORE KNOWLEDGE

Eligibility

- All booksellers on their first day of employment.

Workers' Compensation Administrator

- ACE/ESIS (888-727-8220) is the administrator for our Workers' Compensation benefits for most locations.
- North Dakota, Ohio, Washington and Wyoming have different Workers' Compensation insurance state guidelines. Contact Risk Management (212-633-3373 or 212-633-3423) for reporting requirements in these states.
- For all other states, contact ACE or Risk Management with questions on state guidelines, waiting periods and return to work updates for booksellers absent due to a work-related injury.

Reporting Accidents and Coordinating Care

- Refer to the *Accidents: Bookseller* section of the *Operations Encyclopedia*.

Workers' Compensation Benefit Provided

- Benefits are provided for medical expenses incurred and time lost as a result of work-related illness or injury.
- The waiting periods required to qualify for replacement wages vary from state to state.
- Hourly booksellers should be paid their regular hourly wage for the remainder of their shift on the date of injury, if applicable.

Benefit Payment Guidelines

- Hourly Booksellers will be placed on unpaid leave and receive income continuation benefits from ACE (or applicable state program) once lost time from work exceeds the state waiting period.
- Lost time during the waiting period should be paid as *sick days*. If there are no sick days remaining, days can be paid as *vacation days* or *personal days* at the bookseller's request.
- Booksellers will be billed for payment of normal benefit plan payroll deduction amounts in order to maintain medical, dental, life insurance and long-term disability coverage.
- Exempt Booksellers may receive 100% salary continuation from the Company up to a maximum of 22 weeks (less time taken for any other Workers' Compensation or *short-term disability* leave during the preceding 52-week period).
- Payroll deductions for medical, dental, supplemental life, and/or long-term disability insurance continue through the income continuation period.
- For both exempt and hourly booksellers the compensation period counts towards the 12 weeks of *family and medical leave*.

BEST PRACTICES



Promote, hire and retain the most qualified booksellers.

CORE KNOWLEDGE

Guidelines

- Lead Booksellers (B&N) and Senior Booksellers (B. Dalton) cannot reduce their hours to less than 35 unless accompanied by a job title change to Bookseller.
 - Exceptions may be made in B. Dalton stores under \$600,000.
- Booksellers cannot increase their hours to more than 32 unless accompanied by a job title change to Lead Bookseller (B&N) or Senior Bookseller (B. Dalton).
- Use the Salary Matrix Guide when determining pay rates.

YOUR ROLE

Status Changes

- Determine the pay rate.
 - Bookseller to Lead Bookseller or Senior Bookseller:
 - Increase rate by \$.75, providing current rate is below the maximum for new position.
 - Increase rate by \$.25, if current rate is at or above the maximum for the new position.
 - Increase rate by an additional \$.25, if status change occurs within 90 days of hire date.
 - If the status change includes a transfer to a new market, should apply status change guideline and an increase or decrease based on difference between the minimums of the two range.
 - Bookseller to Manager or Manager to Manager:
 - Increase rate to the minimum starting rate, or by 10% of base rate (hourly rate x 40 hours x 52 = base rate), whichever increase is higher. Round uneven amounts to the next \$100 (to the next \$.25 for receiving and music managers).
 - Considerations:
 - Increase the base by 5%, if the current base salary is at or above the maximum for the new position.
 - Increase the base rate by \$1,500 or to the minimum starting rate, if guideline puts the new manager's rate at or above the rate of more experienced incumbents in the same position.
 - External applicable management experience can be applied:
 - Add 5% of minimum starting rate for 2 – 4 years of experience (\$.50 for hourly managers).
 - Add 10% of minimum starting rate for 4 to 6 years of experience (\$1.00 for hourly managers with 4 or more years experience).
 - Add 15% of minimum starting rate for those with 6 or more years of experience.

BEST PRACTICES



Staff your store according to the staffing matrix guidelines.

CORE KNOWLEDGE

- Positions allowed in each store are based on the store's actual sales from the previous year.
- New stores should be staffed based on their first full year sales plan.
- Exceptions can be applied based on a sustained positive or negative trend, with District Manager and Regional Director approval.
- For example, base management staffing levels for a store volume of \$4m is 1 Store Manager, 2 Assistant Store Managers, 2 Department Managers, and a manager for each specialty area (refer to the chart on the following page).
- Staffing levels assume roles, responsibilities, and accountabilities are supported by published *job descriptions*.
- The numbers of booksellers allowed are based on allocated payroll hours.

Guidelines for B&N stores

- Add one Lead if Café volume exceeds \$300k.
- Add one Lead Receiver if sales volume is under \$4m.
- Add one Lead if Music volume exceeds \$1m.
- Add one Department Manager – Music if music volume exceeds \$1.5m.
- Community Relations Manager assignment requires approval of Regional Director and Director of Community Relations

YOUR ROLE

- Refer to Staffing Matrix Guide before hiring or promoting to ensure you are within your staffing level allocation. Increases in certain positions depend on your store's volume (i.e., Department Managers, Lead Booksellers, and Head Cashiers).
- B. Dalton Store Managers should partner with their District Managers for guidelines.

REFERENCE TOOLS

Learning Library
Store Staffing Matrix

BEST PRACTICES



Offer our booksellers opportunities in other stores, with no break in service.

CORE KNOWLEDGE

Guidelines

- Contact the District Manager if a bookseller is interested in a position in another store or district.
- The District Manager will explore available opportunities and commence an interview process, if applicable.

Same Division Transfers

- Involve the District Manager in all store to store transfers.

From	To	Guidelines
Bookseller	Bookseller	Apply an increase or decrease based on the difference between the minimums of the two ranges.
Bookseller	Lead Bookseller Senior Bookseller	Apply an increase for the status change and an increase or decrease based on the difference between the minimums of the two ranges.
Lead Bookseller Senior Bookseller	Bookseller	Apply decrease for the status change and an increase or decrease based on the difference between the minimums of the two ranges.
Lead Bookseller Senior Bookseller	Lead Bookseller Senior Bookseller	An increase/decrease based on the difference between the minimums of the two ranges should be applied.
Bookseller Lead Bookseller Senior Bookseller Manager	Manager	Refer to <u>Wage Plan: Status and Hour Changes</u>
Manager	Bookseller Lead Bookseller Senior Bookseller	Refer to <u>Wage Plan: Status and Hour Changes</u>
Managers transferring to a new store with a 50% or greater increase in sales volume.		Follow status change guidelines. Refer to <u>Wage Plan: Status and Hour Changes</u>
Managers transferring to a new store with a 50% or greater decrease in sales volume.		Follow status change guidelines. Refer to <u>Wage Plan: Status and Hour Changes</u>
Managers transferring to a new store without a 50% change in sales volume, but with a change in market.		Apply an increase or decrease based on the difference between the minimums of the two ranges (rate should not be below minimum of the new range).
Managers transferring to a new store without above changes; No status change, 50% change in sales volume, or market changes occurring.		Ensure current rate is not below minimum of the new range (increase to minimum rate if below).

WAGE PLAN: TRANSFERS

From Barnes & Noble	To B. Dalton	Guidelines
Store Manager (> \$5 million)	Store Manager	Decrease pay to minimum starting rate or by 10%, whichever decrease is lower (decrease to maximum rate if above), round uneven amounts to the next \$100.
Store Manager (< \$5m) Assistant Store Manager	Store Manager	No change in pay, providing current rate is within pay range of new position in new store (increase to minimum rate if below, decrease to maximum rate if above).
Store Managers Assistant Store Managers	Assistant Store Managers	Decrease pay to minimum starting rate or by 10%, whichever decrease is lower (decrease to maximum rate if above).
Café Manager Community Relations Manager Department Manager Music Manager Receiving Manager	Store Manager	Increase pay to minimum starting rate or by 10%, whichever pay increase is higher (round uneven amounts to the next \$100).
	Assistant Manager	No change in pay, providing current rate is within pay range of new position in new store (increase to minimum rate if below, decrease to maximum rate if above).
	Senior Bookseller Bookseller	Refer to <i>Wage Plan: Status and Hour Changes</i>
Lead Bookseller Bookseller	Assistant Manager	Increase pay to minimum starting rate or by 10%, whichever pay increase is higher (round uneven amounts to the next \$100).
Lead Bookseller	Senior Bookseller	An increase/decrease based on the difference between the minimums of the two ranges should be applied.
Lead Bookseller	Bookseller	Apply a decrease for the status change and an increase or decrease based on the difference between the minimums of the two ranges.
Bookseller	Senior Bookseller	Apply an increase for the status change and an increase or decrease based on the difference between the minimums of the two ranges, should be applied.
Bookseller	Bookseller	Apply an increase or decrease based on the difference between the minimums of the two ranges should be applied.

YOUR ROLE

- Obtain approvals for the transfer.
- Enter the transfer through bninside.
- Forward the bookseller's personnel file to the new store.

REFERENCE TOOLS

Bookseller Handbook
Learning Library
Store Systems Encyclopedia

BEST PRACTICES



Support, promote and encourage booksellers to actively utilize *We Listen*.

CORE KNOWLEDGE

Guidelines

- We encourage booksellers to communicate to their store management team any suggestions and concerns, or to seek advice or clarify policy.
- Booksellers may communicate suggestions to the store's management team, email welisten@bn.com or call 1-877-welistn.
- Booksellers may contact their District Manager, Regional Director or VP, Director of Stores directly with any *We Listen* issue.
 - Booksellers may go to any of these individuals when an issue has not been satisfactorily resolved in the store, or when the Store Manager is personally involved and the bookseller has reason to believe an issue cannot be viewed objectively in the store.
- Booksellers who have questions about benefits, payroll or paid-time off should contact the HR Service Center.
- Contact the Loss Prevention Hotline with security related issues.
- Booksellers who air concerns/conflicts are to be assured that they will not be subjected to retaliation.

We Listen Poster

- Display *We Listen* posters in the breakroom.
- The poster includes the following information:
 - District Manager, Regional Director and VP, Director of Stores's address, telephone numbers (office, cell, voice mail and fax) and email address.
 - *We Listen* email: welisten@bn.com.
 - *We Listen* toll-free number: 1-877-welistn (1-877-935-4786).
 - HR Service Center: 1-800-799-5335.
 - Loss Prevention Hotline: 1-800-382-8247.
- Email Store Supplies/Signs for replacement posters.

YOUR ROLE

- Ensure all booksellers are aware of our *We Listen* culture and educate them on how to communicate their issues.
- Train all newly hired managers on how to respond to *We Listen* issues.
 - Review the program's details.
 - Ensure all managers complete the Learning Library.
 - Give each manager a *We Listen* tips card. (Available through bninside Supplies.)
- Encourage booksellers to actively utilize the program.
- Resolve inquiries or issues expeditiously.
- Speak with booksellers regularly to identify and resolve issues before they escalate.
- When addressing a complaint:
 - Keep an open mind.
 - Do not attempt to solve an issue or decide an outcome without hearing all sides of the situation, including the viewpoint of the bookseller who is the subject of the complaint.

BEST PRACTICES



Workers' Compensation is a statutory benefit that provides wage replacement and medical benefits to employees injured at work.

CORE KNOWLEDGE

Eligibility

- All booksellers on their first day of employment.

Workers' Compensation Administrator

- ACE/ESIS (888-727-8220) is the administrator for our Workers' Compensation benefits for most locations.
- North Dakota, Ohio, Washington and Wyoming have different Workers' Compensation insurance state guidelines. Contact Risk Management (212-633-3373 or 212-633-3423) for reporting requirements in these states.
- For all other states, contact ACE or Risk Management with questions on state guidelines, waiting periods and return to work updates for booksellers absent due to a work-related injury.

Reporting Accidents and Coordinating Care

- Refer to the *Accidents: Bookseller* section of the *Operations Encyclopedia*.

Workers' Compensation Benefit Provided

- Benefits are provided for medical expenses incurred and time lost as a result of work-related illness or injury.
- The waiting periods required to qualify for replacement wages vary from state to state.
- Hourly booksellers should be paid their regular hourly wage for the remainder of their shift on the date of injury, if applicable.

Benefit Payment Guidelines

- Hourly Booksellers will be placed on unpaid leave and receive income continuation benefits from ACE (or applicable state program) once lost time from work exceeds the state waiting period.
- Lost time during the waiting period should be paid as *sick days*. If there are no sick days remaining, days can be paid as *vacation days* or *personal days* at the bookseller's request.
- Booksellers will be billed for payment of normal benefit plan payroll deduction amounts in order to maintain medical, dental, life insurance and long-term disability coverage.
- Exempt Booksellers may receive 100% salary continuation from the Company up to a maximum of 22 weeks (less time taken for any other Workers' Compensation or *short-term disability* leave during the preceding 52-week period).
- Payroll deductions for medical, dental, supplemental life, and/or long-term disability insurance continue through the income continuation period.
- For both exempt and hourly booksellers the compensation period counts towards the 12 weeks of *family and medical leave*.

A

Accidental Death & Dismemberment Insurance.
See AD&D Insurance

Accounting & Audit Matters, 45

ACE Telephone Number, 177

AD&D Insurance, 77

ADA. *See Americans with Disabilities Act*

Alaska
 Overtime, 98

Americans with Disabilities Act, 1
 ADA Law, 1
 Current Booksellers, 2
 Drug and Alcohol Abuse, 1
 Employee Relations, 47
 Employment Candidates, 2
 Examples of Disabilities, 1
 Posters, 2
 Qualified Disability, 1
 Reasonable Accommodations, 1

Anniversary Years
 Personal Days, 113
 Sick Days, 141
 Vacation Pay, 163

Annual Enrollment Period and Late Enrollment,
 10

Application for Employment
 Example, 91
 New Hire Paperwork, 89

Attendance and Tardiness, 3
 Guidelines, 3
 Job Abandonment, 3

At-will Employer, 49, 67

B

Bag Inspection, 109

Benefit Continuation, 5
 COBRA, 5
 Cost Information, 5
 Eligible Dependents, 5
 Military Leave, 83
 Separation, 136, 137
 Termination of Cobra Coverage, 5

Benefit Eligibility, 7
 401(k) Savings Plan, 7
 Bereavement, 7
 Business Travel Insurance, 7
 Dental Coverage, 7
 Dependents, 7
 Discounts for Booksellers, 8
 Domestic Partner, 7, 8
 Family and Medical Leave, 8
 Holiday Pay, 7
 Jury Duty, 7
 Life and AD&D Insurance, 7
 Long-term Disability, 7
 Maternity Leave, 7

Medical Coverage, 7
 Military Leave, 8
 Personal Days, 7
 Personal Leave, 8
 Short-term Disability, 7
 Sick Days, 7
 Tuition Assistance, 8
 Unpaid Time Off Programs, 8
 Vacation Pay, 7
 Workers' Compensation, 8

Benefit Provided
 401(k) Savings Plan, 55
 Bereavement, 11
 Dental Coverage, 29
 Family and Medical Leave, 53
 Holiday Pay, 63
 Life and AD&D Insurance, 77
 Long-term Disability, 33
 Maternity Leave, 79
 Medical Coverage, 81
 Personal Days, 113
 Personal Leave, 115
 Sick Days, 141
 Short-term Disability, 35
 Tuition Assistance, 157
 Vacation Pay, 164

Benefits
 Separation, 135, 137
 Store Closing, 147

Benefits Department Telephone Number, 33, 35,
 54, 79, 115, 127

Benefit Enrollment, 9
 Annual Enrollment Period and Late Enrollment, 10
 Enrollment Process for New Hire, 9
 Enrollment Process for Change in Status, 9
 Qualified Family Status Change, 10
 Status Change that Increases Benefit Eligibility, 10

Benefits Enrollment Worksheet Example, 92

Bereavement, 11
 Benefit Provided, 11
 Bookseller Pay, 12
 Eligibility, 7, 11
 Family Members, 11
 Guidelines, 11
 Memorial Donations, 11

Birth Certificate, 85

Book Loan Program, 13
 Employee Book Loan Log Example, 14
 Guidelines, 13
 Items not Available, 13
 Separation, 135, 137

Bookseller Classification, 15
 Exempt Booksellers, 15
 Fair Labor Standards Act, 15
 Hourly Bookseller Scheduling, 15
 Hourly Booksellers, 15
 HR Access Telephone Number, 15
 Status Changes, 15

Bookseller Handbook Acknowledgement Form
 Example, 94
 New Hire Paperwork, 88

Chemical Dependency, 41
 Guidelines, 41
 HR Service Center Telephone Number, 41
 Return to Work, 41

E

Electronic Communications Standards, 43
 Email, 43
 Guidelines, 43
 Passwords, 43
 Software Usage, 43
 Eligibility
 401(k) Savings Plan, 55
 Bereavement, 11
 Dental Coverage, 29
 Family and Medical Leave, 53
 Holiday Pay, 63
 Jury Duty, 75
 Life and AD&D Insurance, 77
 Long-term Disability, 33
 Maternity Leave, 79
 Medical Coverage, 81
 Personal Days, 113
 Personal Leave, 115
 Short-term Disability, 35
 Sick Days, 141
 Tuition Assistance, 157
 Vacation Pay, 163
 Workplace Injuries, 177
 Email
 Electronic Communications Standards, 43
 Fidelity, 55
 Store Supplies/Signs, 2
We Listen, 47, 175
 Employee Book Loan Log, 14
 Employee Complaint Procedures for Accounting
 & Audit Matters, 45
 Complaint Procedure, 45
 Guidelines, 45
 Reporting and Retention of Complaints and
 Investigations, 46
 Loss & Fraud Prevention Hotline, 45
 Scope of Matters Covered by these Procedures, 46
 Employee Relations, 47
 Guidelines, 47
 HR Service Center Telephone Number, 47
 Loss Prevention Hotline Telephone Number, 47
 Performance Evaluation, 48
 Recruiting, 48
 Religious Accommodations, 47
We Listen Policy, 48
 Employment Application Guidelines, 67
 Employment at Will, 49
 Employment Candidates and ADA, 2
 Employment of Minors by State, 85
 Employment of Relatives, 51
 Guidelines, 51
 Relatives, 51
 Employment Verification, 123

Enrollment

401(k) Savings Plan, 55
 Dental Coverage, 29
 Life and AD&D Insurance, 77
 Long-term Disability, 33
 Medical Coverage, 81
 Short-term Disability, 35
 Equal Opportunity Employer, 67
 Equal Opportunity Guidelines, 68
 Enrollment Period and Late Enrollment, 10

Examples

Application for Employment, 91
 Benefits Enrollment Worksheet, 92
 Bookseller Handbook Acknowledgement Form, 96
 Discount Card, 18
 Employee Book Loan Log, 14
 Goal Development Plan, 58
 I-9 Form, 92
 Interview Evaluation Form, 70
 New Hire Data, 91
 No Discrimination and No Harassment Policy, 93
 Orientation Checklist, 91
 Performance Development Plan, 106
 Salary Advance Authorization, 132
 Telephone Reference Check, 122
 Tuition Assistance Application, 158
 W-4 Tax Form, 92

F

Fair Labor Standards Act, 15
 Overtime, 97
 Family and Medical Leave, 53
 Benefit Provided, 53
 Benefits Department Telephone Number, 54
 Eligibility, 8, 53
 Guidelines, 53
 Return to Work, 54
 Family Members
 Bereavement, 11
 Employment of Relatives, 51
 Fidelity
 Telephone Number, 55
 Website, 55
 Filing Claims
 Dental Coverage, 29
 Florida
 Breaks and Meal Period Guidelines, 20
 FLSA. *See Fair Labor Standards Act*
 FMLA. *See Family and Medical Leave*
 401(k) Savings Plan, 55
 Benefit Provided, 55
 Distribution, 56
 Eligibility, 7, 55
 Enrollment, 55
 Fidelity Telephone Number, 55
 Fidelity website, 55
 Investment Options, 55

Lockers, 109
 Long-term Disability, 33
 Benefit Provided, 33
 Eligibility, 7, 33
 Enrollment, 33
 Loss & Fraud Prevention Hotline, 45
 Loss Prevention Hotline Telephone Number, 47, 66, 175
 Lost Paychecks, 100

M

Massachusetts
 Harassment Training, 61
 How to File for Unemployment Insurance Benefits, 136, 137, 159
 Overtime, 98
 Payment for Hours Worked, 102
 Material Safety Data Sheets
 Injury and Illness Prevention Program, 66
 Maternity Leave, 79
 Benefit Provided, 79
 Benefits Department Telephone Number, 79
 Eligibility, 7, 79
 Return to Work, 79
 Medical Coverage, 81
 Benefit Provided, 81
 Eligibility, 7, 81
 Enrollment, 81
 Filing Medical Claims, 82
 United Health Care PPO, 81
 United Healthcare Telephone Number, 82
 Medical Documentation, 117
 Memorial Donations, 11
 MetLife Dental Claims, 29
 Telephone Number, 29
 Military Leave, 83
 Eligibility, 8, 83
 Guidelines, 83
 Return to Work, 83
 Minors, 85
 Birth Certificate, 85
 Department of Labor, 85
 Employment of Minors by State, 85
 Proof of Age, 85
 State and Federal Regulations, 85
 Work Permit Requirements, 85
 MSDS. *See Material Safety Data Sheets*

N

Nevada
 Overtime, 98
 New Hire Data Example, 91
 New Hire Kit, 89
 New Hire Paperwork, 89
 I-9 Requirements, 89
 New Hire Kit, 89

Personnel Files, 89
 New Jersey
 Family and Medical Leave, 53
 Short-term Disability, 36
 New York
 Payment for Hours Worked, 102
 Short-term Disability, 36
 No Discrimination and No Harassment Policy, 90
 Example, 93

O

Ohio
 Family and Medical Leave, 53
 On-Call System, 133
 Oregon
 Breaks and Meal Period Guidelines, 20
 Orientation, 95
 Bookseller Handbook Acknowledgement Form
 Example, 96
 Harassment Training, 60
 Orientation Checklist Example, 91
 OSHA Inquiries, 65
 OSHA Reporting, 65
 Overtime, 97
 Fair Labor Standards Act, 97
 Guidelines, 97
 Hourly Booksellers, 97
 Scheduling, 133
 State Guidelines, 98

P

Passwords, 43
 Pay Periods, 99
 Paychecks, 99
 Lost, 100
 Terminated Booksellers, 100
 Payday, Paychecks and Deductions, 99
 Deductions, 99
 Lost Paychecks, 100
 Pay Period, 99
 Paycheck Guidelines, 99
 Terminated Booksellers, 100
 Payday, Paychecks and Deductions
 HR Service Center Telephone Number, 99
 Payment for Hours Worked, 101
 Hourly Booksellers, 101
 Minimum Hours, 102
 Work Week, 101
 Payment of Final Wages, 103
 HR Service Center Telephone Number, 103
 Separation, 136, 137
 Payroll
 Deductions, 99
 Holiday Pay, 63
 Hours Worked, 101

HR Service Center Telephone Number, 131
 Payday, Paychecks and Deductions, 99
 Salary Advance Authorization Example, 132
 Sarbanes-Oxley Act of 2002, 45
 Scheduling, 133
 Guidelines, 133
 Management Schedules, 133
 On-Call System, 133
 Religious Accommodations, 47
 Separation, 135, 137
 Benefits, 136, 137
 Company Property, 21
 Confidentiality, 25
 Continuous Service Guidelines, 125
 Guidelines, 136, 137
 Involuntary, 135
 Payment of Final Wages, 103
 Performance Development, 105
 Personnel Files, 117
 Rehire Guidelines, 125
 Resignation, 137
 Store Closing, 147
 Suspension, 135
 Unacceptable Behavior, 135
 Vacation Pay, 163
 Voluntary, 137
 Severe Weather, 139
 Short-term Disability
 Eligibility, 7
 Family and Medical Leave, 53
 Handling Disability, 36
 New Jersey, 36
 New York, 36
 Return to Work, 36
 Rhode Island, 36
 Sick Days, 141
 Anniversary Years, 141
 Benefit Provided, 141
 Eligibility, 7, 141
 Guidelines, 141
 HR Access Telephone Number, 141
 Smoke Free Workplace, 143
 Software Usage, 45
 Solicitation and Distribution, 145
 Electronic Communications Standards, 43
 Guidelines, 145
 Protests and Picketing, 145
 Unions, 161
 Work Areas, 145
 Working Time, 145
 Staffing Matrix Guide, 170
 Status Changes, 15, 168
 Store Closing, 147
 Benefits, 147
 Guidelines, 147
 Separation Policy, 147
 Store Safety, 129
 Store Staffing Matrix, 169
 Suspension, 135

T

Talent Mapping Process, 149
 District and Regional Talent Views, 149
 Talent Assessment, 149
 Talent Development, 149
 Talent Planning, 149
 Tax Forms
 New Hire Paperwork, 92
 Telephone Numbers
 ACE, 177
 Benefits Department, 33, 35, 54, 79, 115, 127
 Fidelity, 55
 HR Access, 9, 15, 31, 111, 113, 141, 163
 HR Service Center, 11, 25, 41, 47, 90, 99, 103,
 117, 118, 123, 125, 131, 148, 157, 166, 175
 Loss & Fraud Prevention Hotline, 45
 Loss Prevention Hotline Telephone Number, 47,
 66, 175
 MetLife Dental Claims, 29
 Risk Management, 65, 177
 UCeXpress, 123, 159
 United Healthcare, 82
 We Listen, 47, 175
 Telephone Reference Check, 122
 Third Party Harassment, 151
 Complaints, 151
 Definition, 151
 Timekeeping, 153
 Training
 Harassment, 60
 Orientation, 95
 Transfers, 171
 Inter-Division, 172
 Same Division, 171
 Transportation Benefits, 155
 WageWorks, 90, 155
 Tuition Assistance, 157
 Benefit Provided, 157
 Eligibility, 8, 157
 Guidelines, 157
 HR Service Center Telephone Number, 157
 Tuition Assistance Application Example, 158

U

UCeXpress Telephone Number, 123, 159
 Unacceptable Behavior, 135
 Unemployment Claims, 159
 Unemployment Inquiries, 123, 159
 Unions, 1561
 Authorization Cards, 161
 Company Philosophy, 161
 Protests and Picketing, 161
 Solicitation and Distribution, 161
 United Healthcare
 Medical, 81
 Telephone Number, 82

INDEX

Utah

Breaks and Meal Period Guidelines, 20

V

Vacation Pay, 163

Anniversary Years, 163

Benefit Provided, 163

Eligibility, 7, 163

Guidelines, 163

HR Access Telephone Number, 163

Verbal Counseling, 105

Vision Care, 82

Voluntary Separation, 137

Benefits, 137

Guidelines, 137

Resignation, 137

W

W-4 Tax Form Example, 92

Wage Plan

Bookseller Hiring Rates, 165

Hiring Pay Rates, 165

Hourly Change, 167

Hourly Manager Hiring Rates, 166

Job Offers, 73

Manager Hiring Rates, 166

Prior to 1 Year Anniversary, 166

Prior to 90 Days, 166

Salary Matrix, 165

Staffing Matrix Guide, 170

Status Change, 167

Store Staffing Matrix, 169

Transfers, 171

WageWorks, 90, 135

Washington

Breaks and Meal Period Guidelines, 20

Washington, D.C.

Family and Medical Leave, 53

Payment for Hours Worked, 102

We Listen, 175

Complaints, 176

Conducting Investigations, 176

Email, 47, 175

Follow Up, 176

Guidelines, 175

HR Service Center Telephone Number, 175

Loss Prevention Hotline Telephone Number, 175

Poster, 175

Telephone Number, 47, 175

Unions, 161

We Listen Policy, 47, 175

We Listen Telephone Number, 47, 175

Work Areas, 145

Work Permit, 85

Work Week, 101

Workers' Compensation. *See Workplace Injuries*

Family and Medical Leave, 53

Working on a Holiday, 63

Working Time, 145

Workplace Injuries, 177

ACE Telephone Number, 177

Benefit Payment, 177

Compensation Administrators, 177

Eligibility, 8, 177

Return to Work, 178

Risk Management Telephone Number, 177

- Jury Duty, 75
- Pay Periods, 99
- Paycheck Guidelines, 99
- Payment of Final Wages, 103
- Severe Weather Pay, 139
- Timekeeping, 153
- Work Week, 101
- PDP. *See Performance Development Plan*
- Performance Development, 105
 - Guidelines, 105
 - PDP Example, 106
 - Presenting a PDP, 106
 - Verbal Counseling, 105
 - Writing a PDP, 105
- Performance Development Plan
 - Example, 106
 - Presenting, 106
 - Writing, 105
- Performance Reviews, 107
 - Employee Relations, 48
 - Family and Medical Leave, 53
 - Overview, 107
 - Pay Guidelines, 107
 - Personal Leave, 115
 - Presenting, 108
 - Writing, 108
- Personal Belongings, 109
 - Bag Inspections, 109
 - Lockers, 109
- Personal Data Changes, 111
- Personal Days, 113
 - Anniversary Years, 113
 - Benefit Provided, 113
 - Eligibility, 7, 113
 - Guidelines, 113
 - HR Access Telephone Number, 113
- Personal Leave, 115
 - Benefit Provided, 115
 - Benefits Department Telephone Number, 115
 - Eligibility, 8, 115
 - Guidelines, 115
 - Return to Work, 115
- Personnel Files, 117
 - Access, 117
 - Contents, 117
 - New Hire Paperwork, 89
 - Requests for Information, 118
 - Separation, 118
- Personnel Information
 - Confidentiality, 25
- Posters
 - ADA, 2
 - We Listen*, 175
- Prescription Drug Program, 82
- Proof of Age, 85
- Proprietary Information
 - Confidentiality, 25
- Protests and Picketing, 145, 161
- Public Relations
 - Confidentiality, 25

R

- Reasonable Accommodations for ADA, 1
- Record Keeping and File Access, 117
 - File Access, 117
 - Guidelines, 117
 - HR Service Center Telephone Number, 117
 - Medical Documentation, 117
 - New Hire Paperwork, 89
 - Personnel File Contents, 117
 - Personnel Files, 89
 - Requests for Information, 118
 - Separation, 118
- Recruiting, 119
 - Employee Relations, 48
- Reference Checks, 121
 - Telephone Reference Check Example, 122
 - Types, 121
- References and Employment Verifications, 123
 - Guidelines, 123
 - UceXpress, 123
 - Unemployment Inquiries, 123
- References and Inquiries
 - Requests for Information, 25
- Rehires and Continuous Service, 125
- Relatives
 - Employment of Relatives, 51
- Religious Accommodations, 47
- Requests for Information
 - Confidentiality, 25
- Resignation, 137
- Retirement Plan, 127
- Return to Work
 - Drug-Free Workplace, 41
 - Family and Medical Leave, 54
 - Maternity Leave, 79
 - Military Leave, 83
 - Personal Leave, 115
 - Short-term Disability, 36
 - Workplace Injuries, 178
- Rhode Island
 - Family and Medical Leave, 53
 - Harassment Training, 61
 - Overtime, 98
 - Payment for Hours Worked, 102
 - Short-term Disability, 36
- Risk Management Telephone Number, 65, 177

S

- Safety, 129
 - Guidelines, 129
 - Store Safety, 129
- Safety Communications, 66
- Safety Hazards, 65
- Safety Orientation, 65
- Salary Advances, 131
 - Guidelines, 131

G

- GDP. *See* Goal Development Plan
- Gifts and Favors, 27
- Goal Development Plan, 57
 - Employee Relations, 47
 - Example, 58
 - Guidelines, 57
 - Writing, 57

H

- Harassment, 59
 - Complaint Procedure, 59, 151
 - Definition, 59, 151
 - Electronic Communications Standards, 43
 - Employee Relations, 47
 - Guidelines, 59
 - Investigating a Complaint, 60
 - No Discrimination and No Harassment Policy, 90
 - Third Party, 151
 - Training for New Booksellers, 60
 - Training for New Managers, 61
 - Training in Massachusetts, 61
 - Training in Rhode Island, 61
- Hiring Pay Rates, 165
 - 90 Days, 166
 - Bookseller Hiring Rates, 165
 - Guidelines, 165
 - Hourly Manager Hiring Rates, 166
 - Manager Hiring Rates, 166
 - Re-hires, 165
 - Salary Matrix, 165
- Holiday Pay, 63
 - Benefit Provided, 63
 - Bookseller Pay, 63
 - Company Holidays, 63
 - Eligibility, 7, 63
 - Working on a Holiday, 63
- HR Access Telephone Number, 9, 15, 31, 111, 113, 141, 163
- HR Service Center Telephone Number, 11, 25, 41, 47, 90, 99, 103, 117, 118, 123, 125, 131, 148, 157, 166, 175

I

- I-9 Form
 - Example, 92
 - Requirements, 89
- Incompatible Employment, 27
- Injury and Illness Prevention Program, 65
 - Cafés, 66
 - Guidelines, 65
 - Loss Prevention Hotline Telephone Number, 66
 - Material Safety Data Sheets, 66
 - OSHA Inquiries, 65
 - OSHA Reporting, 65
 - Risk Management Telephone Number, 65

- Safety, 129
- Safety Communications, 66
- Safety Hazards, 65
- Safety Orientation, 65

- Insurance
 - AD&D, 77
 - Business Travel, 77
 - Life Insurance, 77
 - Supplemental Insurance, 77
- Interview Evaluation Form Example, 70
- Interviewing, 67
 - Application Guidelines, 67
 - At-will Employer, 67
 - Conducting the Interview, 69
 - Equal Opportunity Employer, 67
 - Equal Opportunity Guidelines, 68
 - Identifying Candidates, 67
 - Interview Evaluation Form Example, 70
 - Job Related Questions, 67
 - Preparation, 68
- Investment Options for 401(k), 55
- Involuntary Separation, 135
 - Guidelines, 135
 - Suspension, 135
 - Unacceptable Behavior, 135

J

- Job Abandonment, 3
- Job Descriptions, 71
 - Approved Job Titles, 71
 - Interviewing, 67
- Job Offers, 73
 - Candidate Accepts, 73
 - Candidates Not Selected, 73
 - Guidelines, 73
 - Making the Offer, 73
- Job Titles, 71
- Jury Duty, 75
 - Eligibility, 7, 75
 - Guidelines, 75
 - Pay, 75

L

- Learning Library
 - Orientation, 95
 - We Listen*, 175
- Leave
 - Maternity, 79
 - Military, 83
 - Personal, 115
- Life and AD&D Insurance, 77
 - Benefit Provided, 77
 - Eligibility, 7, 77
 - Enrollment, 77
 - Supplemental Insurance, 77
- Life Insurance, 77

- Bookseller Discounts, 17
 - Discount Card Example, 18
 - Discount Charts, 17
 - Eligibility, 8
 - Guidelines, 17
 - Identification, 18
 - Limitations, 17
- Booksellers
 - Bereavement Pay, 12
 - Classification, 15
 - Discounts, 17
 - Harassment Training, 60
 - Holiday Pay, 63
 - Overtime, 97
 - Payment for Hours Worked, 101
 - Performance Reviews, 107
 - Personal Data Changes, 111
 - Severe Weather Pay, 139
 - Status Changes, 167
 - Third Party Harassment Complaints, 151
 - Workplace Injuries, 177
- Breaks and Meal Periods, 19
 - California Guidelines, 19
 - Florida Guidelines, 20
 - Guidelines, 19
 - Kentucky Guidelines, 20
 - Oregon Guidelines, 20
 - Scheduling, 19
 - Utah Guidelines, 20
 - Washington Guidelines, 20
- Business Travel Insurance, 77
 - Eligibility, 7

C

- Café
 - Dress Code, 39
 - Injury and Illness Prevention Program, 65
- California
 - Breaks and Meal Period Guidelines, 19
 - Family and Medical Leave, 53
 - Disability Short-term, 35
 - Notice to Employees - Unemployment Insurance Benefits, 136, 137
 - Overtime, 97
 - Payment for Hours Worked, 102
- Characteristics for Identifying Candidates. See *Competency Model*
- Chemical Dependency, 41
- COBRA. See *Benefit Continuation*
- Company Holidays, 63
- Company Property, 21
 - Examples, 21
 - Guidelines, 21
 - Separation, 136, 137
- Competency Model, 23, tab
- Complaint Procedure
 - Accounting, 45
 - Harassment, 59

- Investigating Harassment, 60
- Conducting an Interview, 69
- Confidentiality, 25
 - Personnel Information, 25
 - Proprietary Information, 25
 - Public Relations, 25
 - Requests for Information, 25
- Conflict of Interest, 27
 - Contracts, 27
 - Gifts and Favors, 27
 - Handling Issues, 27
 - Incompatible Employment, 27
- Connecticut
 - Family and Medical Leave, 53
 - Payment for Hours Worked, 102
- Continuous Service, 125
- Contracts
 - Conflict of Interest, 27
 - Employment at Will, 49

D

- Deductions, 99
- Definition of Harassment, 59
- Dental Coverage, 29
 - Benefit Provided, 29
 - Eligibility, 7, 29
 - Enrollment, 29
 - Filing Claims, 29
 - Metlife, 29
- Department of Labor, 85
- Dependents
 - Benefit Eligibility, 7
- Disability, 1
- Direct Deposit, 31
- Disability
 - Family and Medical Leave, 53
 - Holiday Pay, 63
 - Long-term, 33
 - Maternity Leave, 79
 - Short-term, 35
- Disability Examples, 1
- Discount Card Example, 18
- Discount Charts, 17
- Discounts for Booksellers, see *Bookseller Discounts*
- Distribution
 - 401(k) Savings Plan, 56
- Domestic Partner
 - Benefit Eligibility, 7, 8
- Dress Code, 39
 - Acceptable Attire, 39
 - Café Attire, 39
 - Guidelines, 39
 - Job Offers, 73
- Drug and Alcohol Abuse, 1
- Drug-Free Workplace, 41
 - Assisting with a Problem, 41

ASSISTANT STORE MANAGER JOB DESCRIPTION

OBJECTIVES

- Foster our bookselling culture.
- Assist in the development of a team of qualified booksellers who achieve established store goals.
- Ensure outstanding customer service through leadership and example.
- Provide ongoing focus and maintenance of store operations in partnership with the Store Manager.
- Contribute to the achievement of the store's financial goals.

RESPONSIBILITIES

1. Help maximize the store's sales performance to plan.
2. Ensure that all needs of the customer are met or exceeded.
3. Assist in interviewing, hiring, training, developing and evaluating qualified candidates for bookseller positions.
4. Maintain positive working relationships with all levels in the store, district and Home Office.
5. Manage the store's inventory to maximize sales.
6. Teach booksellers to execute merchandising presentation consistently to standard.
7. Reinforce performance standards to maximize sales opportunities and protect the company's assets.
8. Oversee general store operations in the absence of the Store Manager.

3. Assist in interviewing, hiring, training, developing and evaluating qualified candidates for bookseller positions.
 - Review in-store applications and set up interviews.
 - Pre-screen candidates and make recommendations to Store Manager using the job description, employment history, Interview Evaluation Form and reference checks to support feedback.
 - Partner with Store Manager in decision to hire and in making the offer.
 - Conduct orientation for new Booksellers.
 - Use Learning Library when training all new and current booksellers.
 - Reinforce skills learned through positive feedback.
 - Work with Booksellers, identifying their areas of strength and opportunities for growth, and discussing with Store Manager.
 - Communicate any performance development needs of Booksellers to Store Manager immediately.
 - Provide feedback on booksellers' performance to Store Manager during the performance review process.
4. Maintain positive working relationships with all levels in the store, district and Home Office.
 - Encourage *We Listen* environment by either resolving the issue or discussing it with the Store Manager.
 - Provide assistance to other stores in the district, as needed.
 - Communicate all company programs, contests, policies and procedures positively.
 - Assist in developing store cooperation and teamwork.
 - Effectively communicate opportunities, ideas and concerns to the Store Manager, District Manager and the Home Office, both verbally and in writing.
5. Manage the store's inventory to maximize sales.
 - Review and order from inventory reports on a regular basis: Store Managed Report – daily; Bestseller Reports – once a week; Model Exception Report – no more than once a week; shortlist – daily. Identify and communicate areas of opportunity or concern to the Store Manager.
 - Monitor that receiving and shelving is done accurately and within 24 hours. Receive and shelve as needed.
 - Work with Store Manager to ensure that all stock identified for return is processed accurately and on time.
 - Monitor Strict-on Sale titles and ensure that all booksellers are aware of current and forthcoming titles and dates.
 - Assist in preparing the store for physical inventory according to company instructions, and participate on inventory night.

DISTRICT MANAGER JOB DESCRIPTION

OBJECTIVES

- Foster our bookselling culture.
- Develop a team of qualified Store Managers and Assistant Store Managers who achieve established store goals.
- Ensure outstanding customer service through leadership and example.
- Establish, model and reinforce the basic principles for a collaborative workplace.
- Follow up and partner to ensure all stores consistently execute all operational functions to company standards.
- Achieve or exceed all financial goals established for all stores within the district.

RESPONSIBILITIES

1. Maintain a consistent business focus with the goal of meeting or exceeding financial plans for the district.
2. Ensure that all stores reflect our customer service standards.
3. Recruit and hire qualified managers, provide training and feedback, and maintain a current succession plan.
4. Discuss goals and development plans with Store Managers and follow up on their performance.
5. Maintain effective communication with Booksellers, Store Managers, peers, the Regional Director and the Home Office, both verbally and in writing.
6. Review all inventory management functions with Store Managers and develop action plans where necessary.
7. Confirm that the total store merchandise presentation is consistently to standard in all stores.
8. Reinforce performance standards to maximize sales opportunities and protect company assets.
9. Follow up and ensure the completion of new store opening, remodeling and closing process to company standards

4. Discuss goals and development plans with Store Managers and follow up on their performance.
 - Identify additional goals and challenges for those Store Managers who are *at standard* or *exceed standards*.
 - Partner with Regional Director to create developmental plan for District Manager candidates.
 - Identify and address *not at standard* performance in accordance with our Company standards.
 - Work in partnership with the Store Manager to develop an action plan for performance improvement and provide tools and training.
 - Follow up on action plan as specified in the timeline developed.
 - Partner with Regional Director and Human Resources when performance remains *not at standard*.
 - Work in partnership with the Store Manager to identify and address *not at standard* performance of Assistant Store Managers. Serve as a resource for all other *not at standard* performance development discussions, action plans and results.
5. Maintain effective communication with Booksellers, Store Managers, peers, the Regional Director and the Home Office, both verbally and in writing.
 - Update Home Office on activities that impact top and bottom line objectives, as well as feedback on current merchandising, operations, new store, closing store, competition and human resource initiatives and changes.
 - Respond to all voice mail and all requests from stores within one business day of receipt.
 - Read email a minimum of once a day during business week.
 - Respond to requests for information within two business days, unless otherwise specified.
 - Encourage the use of *We Listen* by either resolving the issue or discussing it with Regional Director; escalate awareness of issues.
 - Interact with all booksellers in the store during each visit.
 - Participate in weekly call with Regional Director. Offer information relative to business trends, competition, people development, and current initiatives and changes.
 - Partner with counterpart at Barnes & Noble for purposes of succession planning.
 - Communicate all Company programs thoroughly and in a timely manner.
 - Develop partnership with the Managers in each store to establish ongoing two-way communication focused on achieving store and company wide objectives.
 - Use store visits and communications to reinforce the bookselling culture.
6. Review all inventory management functions with Store Managers and develop action plans when necessary.
 - Monitor local ordering to maximize sales and minimize returns.
 - Analyze inventory reports with Store Managers to determine areas of opportunity. Communicate with Field Merchandiser.
 - Monitor store returns and fill rates for compliance with Company standards.
 - Ensure that orders are placed from inventory reports on a regular basis: *Store Managed Report* – daily; *Bestseller Reports* – once a week; *Model Exception Report* – no more than once a week; *shortlist* – daily.

RECEIVER JOB DESCRIPTION

(Store must be at least \$1.8 million and have RD approval.)

OBJECTIVES

- Oversee the daily operations of the stockroom, including receiving and returns, and the daily organization of merchandise and supplies.
- Maintain positive working relationships with customers and everyone working in the store.
- Provide outstanding customer service to each customer when on the selling floor.

RESPONSIBILITIES

1. Maintain the stock room in accordance with company operational standards.
2. Maintain and reinforce performance standards established to control shrink and potential loss to the Company.
3. Work as part of the total store team

REGIONAL DIRECTOR JOB DESCRIPTION

OBJECTIVES

- Foster our bookselling culture.
- Develop a team of qualified District Managers and District Manager candidates who achieve company goals and objectives.
- Ensure outstanding customer service through leadership and example.
- Serve as the company representative to the field organization, communicating company policies and objectives.
- Establish, model and reinforce the basic principles for a collaborative workplace.
- Achieve or exceed all financial goals established for all districts within the region.

RESPONSIBILITIES

1. Maintain a consistent business focus with the goal of meeting or exceeding financial plans for each district.
2. Ensure that all District Managers reflect our customer service standards, verbally and through their actions.
3. Recruit and hire qualified managers, provide training and feedback, and maintain a current succession plan.
4. Establish, communicate and follow up on District Managers' performance to standards.
5. Maintain effective communications with region, Home Office, and peers, both verbally and in writing.
6. Use store visits to communicate with and develop District Managers' and Store Managers' presentation and operational standards.
7. Follow up and ensure the completion of new store opening, remodeling and closing process to company standards.

- Provide ongoing training and development and timely feedback to District Managers.
 - Review understanding of and implementation of leadership skills units in each district.
4. Establish, communicate and follow up on District Managers' performance to standards.
 - Conduct annual performance appraisals for District Managers. Develop a Goal Development Plan at this time, and update it with the District Manager semiannually.
 - Focus district visits on developing District Manager's ability to achieve consistency in standards of performance throughout the district.
 - Identify and address *not at standard* performance on the part of District Managers by: developing action plans for improvement, providing appropriate tools and training, following up and communicating progress according to timelines. Partner with VP, Store Operations or Human Resources in determining necessary corrective action.
 - Work in partnership with the District Manager and Human Resources in identifying and addressing *not at standard* performance of Store Managers. Serve as a resource for all other *not at standards* performance development discussions, action plans and results.
 5. Maintain effective communication with region, Home Office, and peers, both verbally and in writing.
 - Speak with each District Manager weekly on district - specific issues.
 - Use e-mail to update District Managers on Company news, issues, and initiatives.
 - Encourage the use of *We Listen* by either resolving the issue or discussing it with VP, Store Operations; escalate awareness of common issues.
 - Participate in weekly conference call with Operating Committee. Offer information relative to business trends, competition, people development, and current initiatives and changes.
 - Communicate all Company programs thoroughly and positively.
 - Roll up feedback on Company initiatives to Operating Committee.
 6. Use store visits to communicate with and develop District Managers' and Store Managers' presentation and operational standards.
 - With the District Manager, use store visit to review consistency in executing the merchandise presentation guidelines. Provide District Manager with needed training and alternatives to store specific challenges.
 - Confirm, during store visit, District Manager's understanding of acceptable standards for zone maintenance, store cleanliness and physical condition of store.
 - During store visit, verify that the setup and operation of the backroom allow for maximum efficiency and accuracy in receiving and returning product, according to our performance standards.
 - Review District Manager's understanding of workload planning information and Daily Assignment Sheets to ensure that booksellers are scheduled most effectively to provide customer service and accomplish tasks.
 - Ensure District Manager's understanding of inventory reports and that District Managers review the usage of the reports on all store visits.

SENIOR BOOKSELLER JOB DESCRIPTION

(Works 35 hours or more; stores under \$600,000 may have one Senior Bookseller who works less than 35 hours with DM and RD approval.)

OBJECTIVES

- Provide outstanding customer service to each customer.
- Assist in the daily operations of the store.
- Help to develop a team of qualified booksellers who achieve store goals.
- Maintain positive working relationships with customers and bookselling staff.
- Contribute to the achievement of the store's financial goals.

RESPONSIBILITIES

1. Help maximize the store's sales and B&N Member Program performance to goals.
2. Reinforce our customer service commitment and ensure that all booksellers consistently deliver our customer service commitment.
3. Assist in the training and development of booksellers.
4. Maintain positive working relationships and effective communication within the store, other stores in the district, and with our customers.
5. As Manager-on-Duty, oversee general store operations, including opening and closing the store.

4. Maintain positive working relationships and effective communication within the store, and with other stores in the district.
 - Understand *We Listen* philosophy; encourage bookseller questions and comments, and immediately react to them, partnering with Assistant Store Manager and Manager, when appropriate.
 - Represent company policy positively to booksellers and customers.
 - Maintain professional demeanor and positive relationships with booksellers, the management team, and other stores in the district.
 - Follow up on tasks assigned to booksellers by providing constructive and specific feedback. Acknowledge outstanding performance whenever possible.
 - Use *First Edition* and Daily Assignment Sheets to convey issues and news to entire staff.
 - Communicate effectively with the Assistant Store Manager and Store Manager, verbally and in writing.
 - Actively participate in all store meetings.
5. As Manager-on-Duty, oversee general store operations, including opening and closing the store.
 - Enforce proper employee loss prevention directives concerning cashiering procedures, cash handling, book loans and entering and exiting the store.
 - Walk the store, identifying recovery needs, prioritize and assign them to booksellers.
 - Communicate through *First Edition*/Daily Assignment Sheets at store opening and at closing. Make adjustments as necessary.
 - Complete Daily Operations Record and Cash Over/Short Log.
 - Assist in assigning and performing zone maintenance of the store according to *Shelving Guidelines*, including alphabetizing, pricing, and re-stocking, while helping customers 50% of the time.
 - Practice effective inventory control:
 - Conduct store-initiated returns
 - Monitor sales history of specific titles
 - Comply with return deadlines.
 - Know and accurately use current receiving procedures, including receiving all merchandise within 24 hours.
 - Identify and follow up on any safety issue.
 - Understand how to handle all potential store emergencies. Use *Operations Encyclopedia*, *Human Resources Encyclopedia* and the *Whom to Call* list as resources.
 - Maintain neat, clean, organized store and stockroom, including lighting, floors, and bathrooms.

STORE MANAGER JOB DESCRIPTION

OBJECTIVES

- Foster our bookselling culture.
- Develop a team of qualified booksellers who achieve established store goals.
- Establish, model and reinforce the basic principles of a collaborative workplace.
- Ensure outstanding customer service through leadership and example.
- Lead and direct others to consistently execute all operational functions in compliance with company standards.
- Achieve or exceed all financial goals established for the store.

RESPONSIBILITIES

1. Meet or exceed sales plan.
2. Ensure that all needs of the customer are met or exceeded.
3. Recruit, hire, train, develop and evaluate staff.
4. Establish and support succession planning process with qualified candidates.
5. Maintain positive working relationships with all levels in the store, district, region and Home Office.
6. Coach and counsel all booksellers on performance development issues in accordance with the basic principles.
7. Manage the store's inventory to maximize sales.
8. Ensure that the store's merchandise presentation is consistently to company standards.
9. Achieve payroll and store controllable expense forecasts.
10. Reinforce performance standards to maximize sales opportunities and protect company assets.

- Use Learning Library when developing and coordinating training for all new and current booksellers. Monitor progress and adjust as necessary.
 - Write and present performance reviews and goal development plans according to standards in the *Human Resources Encyclopedia*.
 - Implement Goal Development Plans for all booksellers during the annual review process and update semi-annually.
 - Maintain complete and accurate personnel files.
4. Establish and support succession planning process with qualified candidates.
- Identify candidates for growth and promotion through ongoing communication and observation of booksellers. Communicate information and all changes to District Manager.
 - Delegate assignments that enable bookseller to capitalize on strengths and build on areas of development.
 - Communicate with District Manager on current and upcoming openings in the store and match candidates to position.
5. Maintain positive working relationships with all booksellers in the store, district, region and Home Office.
- Update booksellers at shift changes.
 - Update with store management team weekly to review store plans, goals and actual performance, current reports, and company-wide updates.
 - Communicate all company programs, contests, incentive programs, policies and procedures positively.
 - Plan, organize and prioritize workload using *First Edition* and Daily Assignment Sheets; adjust as day progresses.
 - Partner with District Manager on opportunities, ideas and concerns, resulting in the development of actionable plans.
 - Encourage a *We Listen* environment by actively listening to and addressing all bookseller questions, needs and concerns. Resolve the issue in a timely manner or discuss it with the District Manager.
 - Use skills learned in the leadership skills units on a daily basis.
6. Coach and counsel all members of the staff on performance development issues in accordance with the basic principles.
- Immediately address performance development needs following our company standards.
 - Work with the bookseller to develop an action plan for performance improvement, and provide tools and training as needed.
 - Follow up on action plans within the established time frame.
 - Work in partnership with District Manager on issues requiring serious disciplinary action.
7. Manage the store's inventory to maximize sales.
- Review and order from inventory reports on a regular basis: Store Managed Report – daily; Bestseller Reports – once a week; Model Exception Report – no more than once a week; Shortlist – daily. Identify and communicate areas of opportunity or concern to the District Manager. Reinforce use of reports with all supervisors.
 - Monitor that receiving and shelving is done accurately and within 24 hours of receipt.
 - Communicate to all booksellers the importance of using the shortlist. Review it daily to ensure books are ordered as needed.

ASSISTANT STORE MANAGER JOB DESCRIPTION

OBJECTIVES

- Foster our bookselling culture.
- Assist in the development of a team of qualified booksellers who achieve established store goals.
- Ensure outstanding customer service through leadership and example.
- Provide ongoing focus and maintenance of store operations in partnership with the Store Manager.
- Contribute to the achievement of the store's financial goals.

RESPONSIBILITIES

1. Help maximize the store's sales performance to plan.
2. Ensure that all needs of the customer are met or exceeded.
3. Assist in interviewing, hiring, training, developing and evaluating qualified candidates for bookseller positions.
4. Maintain positive working relationships with all levels in the store, district and Home Office.
5. Manage the store's inventory to maximize sales.
6. Teach booksellers to execute merchandising presentation consistently to standard.
7. Reinforce performance standards to maximize sales opportunities and protect the company's assets.
8. Oversee general store operations in the absence of the Store Manager.

3. Assist in interviewing, hiring, training, developing and evaluating qualified candidates for bookseller positions.
 - Review in-store applications and set up interviews.
 - Pre-screen candidates and make recommendations to Store Manager using the job description, employment history, Interview Evaluation Form and reference checks to support feedback.
 - Partner with Store Manager in decision to hire and in making the offer.
 - Conduct orientation for new Booksellers.
 - Use Learning Library when training all new and current booksellers.
 - Reinforce skills learned through positive feedback.
 - Work with Booksellers, identifying their areas of strength and opportunities for growth, and discussing with Store Manager.
 - Communicate any performance development needs of Booksellers to Store Manager immediately.
 - Provide feedback on booksellers' performance to Store Manager during the performance review process.
4. Maintain positive working relationships with all levels in the store, district and Home Office.
 - Encourage *We Listen* environment by either resolving the issue or discussing it with the Store Manager.
 - Provide assistance to other stores in the district, as needed.
 - Communicate all company programs, contests, policies and procedures positively.
 - Assist in developing store cooperation and teamwork.
 - Effectively communicate opportunities, ideas and concerns to the Store Manager, District Manager and the Home Office, both verbally and in writing.
5. Manage the store's inventory to maximize sales.
 - Review and order from inventory reports on a regular basis: Store Managed Report – daily; Bestseller Reports – once a week; Model Exception Report – no more than once a week; shortlist – daily. Identify and communicate areas of opportunity or concern to the Store Manager.
 - Monitor that receiving and shelving is done accurately and within 24 hours. Receive and shelve as needed.
 - Work with Store Manager to ensure that all stock identified for return is processed accurately and on time.
 - Monitor Strict-on Sale titles and ensure that all booksellers are aware of current and forthcoming titles and dates.
 - Assist in preparing the store for physical inventory according to company instructions, and participate on inventory night.

DISTRICT MANAGER JOB DESCRIPTION

OBJECTIVES

- Foster our bookselling culture.
- Develop a team of qualified Store Managers and Assistant Store Managers who achieve established store goals.
- Ensure outstanding customer service through leadership and example.
- Establish, model and reinforce the basic principles for a collaborative workplace.
- Follow up and partner to ensure all stores consistently execute all operational functions to company standards.
- Achieve or exceed all financial goals established for all stores within the district.

RESPONSIBILITIES

1. Maintain a consistent business focus with the goal of meeting or exceeding financial plans for the district.
2. Ensure that all stores reflect our customer service standards.
3. Recruit and hire qualified managers, provide training and feedback, and maintain a current succession plan.
4. Discuss goals and development plans with Store Managers and follow up on their performance.
5. Maintain effective communication with Booksellers, Store Managers, peers, the Regional Director and the Home Office, both verbally and in writing.
6. Review all inventory management functions with Store Managers and develop action plans where necessary.
7. Confirm that the total store merchandise presentation is consistently to standard in all stores.
8. Reinforce performance standards to maximize sales opportunities and protect company assets.
9. Follow up and ensure the completion of new store opening, remodeling and closing process to company standards

4. Discuss goals and development plans with Store Managers and follow up on their performance.
 - Identify additional goals and challenges for those Store Managers who are *at standard* or *exceed standards*.
 - Partner with Regional Director to create developmental plan for District Manager candidates.
 - Identify and address *not at standard* performance in accordance with our Company standards.
 - Work in partnership with the Store Manager to develop an action plan for performance improvement and provide tools and training.
 - Follow up on action plan as specified in the timeline developed.
 - Partner with Regional Director and Human Resources when performance remains *not at standard*.
 - Work in partnership with the Store Manager to identify and address *not at standard* performance of Assistant Store Managers. Serve as a resource for all other *not at standard* performance development discussions, action plans and results.
5. Maintain effective communication with Booksellers, Store Managers, peers, the Regional Director and the Home Office, both verbally and in writing.
 - Update Home Office on activities that impact top and bottom line objectives, as well as feedback on current merchandising, operations, new store, closing store, competition and human resource initiatives and changes.
 - Respond to all voice mail and all requests from stores within one business day of receipt.
 - Read email a minimum of once a day during business week.
 - Respond to requests for information within two business days, unless otherwise specified.
 - Encourage the use of *We Listen* by either resolving the issue or discussing it with Regional Director; escalate awareness of issues.
 - Interact with all booksellers in the store during each visit.
 - Participate in weekly call with Regional Director. Offer information relative to business trends, competition, people development, and current initiatives and changes.
 - Partner with counterpart at Barnes & Noble for purposes of succession planning.
 - Communicate all Company programs thoroughly and in a timely manner.
 - Develop partnership with the Managers in each store to establish ongoing two-way communication focused on achieving store and company wide objectives.
 - Use store visits and communications to reinforce the bookselling culture.
6. Review all inventory management functions with Store Managers and develop action plans when necessary.
 - Monitor local ordering to maximize sales and minimize returns.
 - Analyze inventory reports with Store Managers to determine areas of opportunity. Communicate with Field Merchandiser.
 - Monitor store returns and fill rates for compliance with Company standards.
 - Ensure that orders are placed from inventory reports on a regular basis: *Store Managed Report* – daily; *Bestseller Reports* – once a week; *Model Exception Report* – no more than once a week; *shortlist* – daily.

RECEIVER JOB DESCRIPTION

(Store must be at least \$1.8 million and have RD approval.)

OBJECTIVES

- Oversee the daily operations of the stockroom, including receiving and returns, and the daily organization of merchandise and supplies.
- Maintain positive working relationships with customers and everyone working in the store.
- Provide outstanding customer service to each customer when on the selling floor.

RESPONSIBILITIES

1. Maintain the stock room in accordance with company operational standards.
2. Maintain and reinforce performance standards established to control shrink and potential loss to the Company.
3. Work as part of the total store team

REGIONAL DIRECTOR JOB DESCRIPTION

OBJECTIVES

- Foster our bookselling culture.
- Develop a team of qualified District Managers and District Manager candidates who achieve company goals and objectives.
- Ensure outstanding customer service through leadership and example.
- Serve as the company representative to the field organization, communicating company policies and objectives.
- Establish, model and reinforce the basic principles for a collaborative workplace.
- Achieve or exceed all financial goals established for all districts within the region.

RESPONSIBILITIES

1. Maintain a consistent business focus with the goal of meeting or exceeding financial plans for each district.
2. Ensure that all District Managers reflect our customer service standards, verbally and through their actions.
3. Recruit and hire qualified managers, provide training and feedback, and maintain a current succession plan.
4. Establish, communicate and follow up on District Managers' performance to standards.
5. Maintain effective communications with region, Home Office, and peers, both verbally and in writing.
6. Use store visits to communicate with and develop District Managers' and Store Managers' presentation and operational standards.
7. Follow up and ensure the completion of new store opening, remodeling and closing process to company standards.

- Provide ongoing training and development and timely feedback to District Managers.
 - Review understanding of and implementation of leadership skills units in each district.
4. Establish, communicate and follow up on District Managers' performance to standards.
- Conduct annual performance appraisals for District Managers. Develop a Goal Development Plan at this time, and update it with the District Manager semiannually.
 - Focus district visits on developing District Manager's ability to achieve consistency in standards of performance throughout the district.
 - Identify and address *not at standard* performance on the part of District Managers by: developing action plans for improvement, providing appropriate tools and training, following up and communicating progress according to timelines. Partner with VP, Store Operations or Human Resources in determining necessary corrective action.
 - Work in partnership with the District Manager and Human Resources in identifying and addressing *not at standard* performance of Store Managers. Serve as a resource for all other *not at standards* performance development discussions, action plans and results.
5. Maintain effective communication with region, Home Office, and peers, both verbally and in writing.
- Speak with each District Manager weekly on district - specific issues.
 - Use e-mail to update District Managers on Company news, issues, and initiatives.
 - Encourage the use of *We Listen* by either resolving the issue or discussing it with VP, Store Operations; escalate awareness of common issues.
 - Participate in weekly conference call with Operating Committee. Offer information relative to business trends, competition, people development, and current initiatives and changes.
 - Communicate all Company programs thoroughly and positively.
 - Roll up feedback on Company initiatives to Operating Committee.
6. Use store visits to communicate with and develop District Managers' and Store Managers' presentation and operational standards.
- With the District Manager, use store visit to review consistency in executing the merchandise presentation guidelines. Provide District Manager with needed training and alternatives to store specific challenges.
 - Confirm, during store visit, District Manager's understanding of acceptable standards for zone maintenance, store cleanliness and physical condition of store.
 - During store visit, verify that the setup and operation of the backroom allow for maximum efficiency and accuracy in receiving and returning product, according to our performance standards.
 - Review District Manager's understanding of workload planning information and Daily Assignment Sheets to ensure that booksellers are scheduled most effectively to provide customer service and accomplish tasks.
 - Ensure District Manager's understanding of inventory reports and that District Managers review the usage of the reports on all store visits.

SENIOR BOOKSELLER JOB DESCRIPTION

(Works 35 hours or more; stores under \$600,000 may have one Senior Bookseller who works less than 35 hours with DM and RD approval.)

OBJECTIVES

- Provide outstanding customer service to each customer.
- Assist in the daily operations of the store.
- Help to develop a team of qualified booksellers who achieve store goals.
- Maintain positive working relationships with customers and bookselling staff.
- Contribute to the achievement of the store's financial goals.

RESPONSIBILITIES

1. Help maximize the store's sales and B&N Member Program performance to goals.
2. Reinforce our customer service commitment and ensure that all booksellers consistently deliver our customer service commitment.
3. Assist in the training and development of booksellers.
4. Maintain positive working relationships and effective communication within the store, other stores in the district, and with our customers.
5. As Manager-on-Duty, oversee general store operations, including opening and closing the store.

4. Maintain positive working relationships and effective communication within the store, and with other stores in the district.
 - Understand *We Listen* philosophy; encourage bookseller questions and comments, and immediately react to them, partnering with Assistant Store Manager and Manager, when appropriate.
 - Represent company policy positively to booksellers and customers.
 - Maintain professional demeanor and positive relationships with booksellers, the management team, and other stores in the district.
 - Follow up on tasks assigned to booksellers by providing constructive and specific feedback. Acknowledge outstanding performance whenever possible.
 - Use *First Edition* and Daily Assignment Sheets to convey issues and news to entire staff.
 - Communicate effectively with the Assistant Store Manager and Store Manager, verbally and in writing.
 - Actively participate in all store meetings.
5. As Manager-on-Duty, oversee general store operations, including opening and closing the store.
 - Enforce proper employee loss prevention directives concerning cashiering procedures, cash handling, book loans and entering and exiting the store.
 - Walk the store, identifying recovery needs, prioritize and assign them to booksellers.
 - Communicate through *First Edition*/Daily Assignment Sheets at store opening and at closing. Make adjustments as necessary.
 - Complete Daily Operations Record and Cash Over/Short Log.
 - Assist in assigning and performing zone maintenance of the store according to *Shelving Guidelines*, including alphabetizing, pricing, and re-stocking, while helping customers 50% of the time.
 - Practice effective inventory control:
 - Conduct store-initiated returns
 - Monitor sales history of specific titles
 - Comply with return deadlines.
 - Know and accurately use current receiving procedures, including receiving all merchandise within 24 hours.
 - Identify and follow up on any safety issue.
 - Understand how to handle all potential store emergencies. Use *Operations Encyclopedia*, *Human Resources Encyclopedia* and the *Whom to Call* list as resources.
 - Maintain neat, clean, organized store and stockroom, including lighting, floors, and bathrooms.

STORE MANAGER JOB DESCRIPTION

OBJECTIVES

- Foster our bookselling culture.
- Develop a team of qualified booksellers who achieve established store goals.
- Establish, model and reinforce the basic principles of a collaborative workplace.
- Ensure outstanding customer service through leadership and example.
- Lead and direct others to consistently execute all operational functions in compliance with company standards.
- Achieve or exceed all financial goals established for the store.

RESPONSIBILITIES

1. Meet or exceed sales plan.
2. Ensure that all needs of the customer are met or exceeded.
3. Recruit, hire, train, develop and evaluate staff.
4. Establish and support succession planning process with qualified candidates.
5. Maintain positive working relationships with all levels in the store, district, region and Home Office.
6. Coach and counsel all booksellers on performance development issues in accordance with the basic principles.
7. Manage the store's inventory to maximize sales.
8. Ensure that the store's merchandise presentation is consistently to company standards.
9. Achieve payroll and store controllable expense forecasts.
10. Reinforce performance standards to maximize sales opportunities and protect company assets.

- Use Learning Library when developing and coordinating training for all new and current booksellers. Monitor progress and adjust as necessary.
 - Write and present performance reviews and goal development plans according to standards in the *Human Resources Encyclopedia*.
 - Implement Goal Development Plans for all booksellers during the annual review process and update semi-annually.
 - Maintain complete and accurate personnel files.
4. Establish and support succession planning process with qualified candidates.
- Identify candidates for growth and promotion through ongoing communication and observation of booksellers. Communicate information and all changes to District Manager.
 - Delegate assignments that enable bookseller to capitalize on strengths and build on areas of development.
 - Communicate with District Manager on current and upcoming openings in the store and match candidates to position.
5. Maintain positive working relationships with all booksellers in the store, district, region and Home Office.
- Update booksellers at shift changes.
 - Update with store management team weekly to review store plans, goals and actual performance, current reports, and company-wide updates.
 - Communicate all company programs, contests, incentive programs, policies and procedures positively.
 - Plan, organize and prioritize workload using *First Edition* and Daily Assignment Sheets; adjust as day progresses.
 - Partner with District Manager on opportunities, ideas and concerns, resulting in the development of actionable plans.
 - Encourage a *We Listen* environment by actively listening to and addressing all bookseller questions, needs and concerns. Resolve the issue in a timely manner or discuss it with the District Manager.
 - Use skills learned in the leadership skills units on a daily basis.
6. Coach and counsel all members of the staff on performance development issues in accordance with the basic principles.
- Immediately address performance development needs following our company standards.
 - Work with the bookseller to develop an action plan for performance improvement, and provide tools and training as needed.
 - Follow up on action plans within the established time frame.
 - Work in partnership with District Manager on issues requiring serious disciplinary action.
7. Manage the store's inventory to maximize sales.
- Review and order from inventory reports on a regular basis: Store Managed Report – daily; Bestseller Reports – once a week; Model Exception Report – no more than once a week; Shortlist – daily. Identify and communicate areas of opportunity or concern to the District Manager. Reinforce use of reports with all supervisors.
 - Monitor that receiving and shelving is done accurately and within 24 hours of receipt.
 - Communicate to all booksellers the importance of using the shortlist. Review it daily to ensure books are ordered as needed.

ASSISTANT STORE MANAGER JOB DESCRIPTION

OBJECTIVES

- Fosters our bookselling culture.
- Achieves or exceeds all financial goals established for the store.
- Develops a team of qualified Department Managers, Lead Booksellers and Booksellers who are dedicated to, and get, results.
- Through his or her leadership and direction, outstanding service is provided to each customer.
- Provides ongoing focus and maintenance in the operation of the store in the absence of the Store Manager.

RESPONSIBILITIES

1. Contributes to achievement of financial goals established for the store.
2. Assists in the interviewing, hiring, training, developing and evaluating of Department Managers, Lead Booksellers and Booksellers.
3. Delivers and ensures staff consistently delivers our customer service commitment.
4. Fosters positive working relationships with all levels in the store, district and home office.
5. Monitors all areas of the sales floor in accordance with company standards.
6. Reinforces performance standards established to control shrink and potential loss to the Company.
7. Manages store's book inventory in a timely manner.
8. Follows up on maintenance of inside and outside of building for consistency to company standards.
9. Partner with Regional Facilities Manager on third business day after communication with vendor, if no response is received.

3. Delivers and ensures staff consistently delivers our customer service commitment.
 - Customer Shop Average Score: Goal 85%.
 - Models and reinforces our *Moment of Truth* with all booksellers.
 - Communicates, models and reinforces hand selling and suggestive selling techniques.
 - Supports customer order program by ensuring that all booksellers understand the process and offer the service to customers. Also ensures that all customers with unavailable orders are called within one day of store's notification.
 - Maintains effective line management, including no more than 5 customers waiting on line and immediate service at the customer service desk.
 - Resolves all customer concerns immediately by listening proactively, identifying a solution with the customer, and following through with the booksellers to confirm their understanding.
 - Utilizes *Operations Encyclopedia* for guidance on responding to all customer accidents.
 - Monitors immediate response to pick up of incoming calls.
 - Introduces customers to potential institutional savings.
 - Opening Manager reviews current customer order activity with Lead Bookseller.
 - Models and reinforces dress code standards.

4. Fosters positive working relationships with all levels in the store, district and home office.
 - Supports a *We Listen* environment by encouraging bookseller questions and comments and immediately reacts to them, partnering with Store Manager, when appropriate.
 - Establishes, models and reinforces the basic principles of a collaborative work place. These principles are:
 1. Focus on the situation, issue or behavior, not the person.
 2. Maintain the self-confidence and self-esteem of others.
 3. Maintain constructive relationships.
 4. Take initiative to make things better.
 5. Lead by example.
 - Develops an environment of teamwork and cooperation through proactive interaction with fellow Managers and booksellers.
 - Promotes teamwork by providing assistance to other stores in district.
 - Effectively communicates, verbally and in writing, and in a timely manner, opportunities, ideas and concerns to Store Manager, District Manager, and home office.
 - Follows up on all tasks assigned to staff by providing constructive and concrete feedback.
 - Acknowledges exemplary behavior whenever possible.
 - Utilizes communication log to convey priority issues to the management staff.
 - Verifies accuracy of all payroll checks, immediately upon receipt. Confirms job coding for benefit status.
 - Notifies bookseller of changes to his or her benefits.
 - Updates Department Managers on store policies and procedures through training, manager meetings and daily communications.
 - Actively participates in all management meetings.

7. Manages store's book inventory in a timely manner.
 - Communicates with Department Managers, Lead Booksellers on replenishment needs, i.e. *Store Managed Report*, B&N Bestsellers, shortlist titles, local media events and bninside messages, and reviews their local order strategy.
 - Reviews and updates PLU weekly.
 - Operates within the local order budget.
 - Partners with Department Managers, Lead Booksellers to identify obsolete and non-productive stock for return.

8. Follows up on maintenance of inside and outside of building for consistency to company standards.
 - Follows up on monthly light replacement schedule set by the lighting maintenance crew.
 - Establishes a specific cleaning schedule for cleaning crew.
 - Maintains ongoing communication with the property manager, focusing on structural needs and timely repairs.
 - Contacts facility manager for all maintenance and repairs needs first.
 - Partners with Store Manager and District Manager on in-house maintenance issues that can be taken care of by staff in-store.

9. Partners with Home Office Regional Facilities Manager on third business day after communicating with vendor, if no response is received.

BOOKSELLER JOB DESCRIPTION

OBJECTIVES

- Provides outstanding customer service to each customer.
- Assists in the daily operations of assigned department and the store.
- Maintains positive working relationships.

RESPONSIBILITIES

1. Helps maximize book sales by delivering our customer service commitment.
2. Assists in maintaining assigned sales floor section 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.

3. Consistently follow all policies and procedures established to control shrink and potential loss to the company.
 - Provide personal customer service while on the selling floor, including during zone maintenance assignment.
 - Know the store layout, general bookstore information, and answer general customer questions about the store and the company.
 - Know all special promotions and communicate them to customers.
 - Know and follow loss prevention policies and procedures for handling cash and protecting company assets.
 - Perform all register functions accurately and consistently.
 - Verbalize to customers the amount of purchase, amount received and change returned.
 - Report inventory errors to store management.
 - Report internal or external theft to supervisor.
4. Work as part of the total store team.
 - Maintain professional demeanor and positive relationships when working in the store.
 - Understand *We Listen* philosophy. Communicate questions, concerns and suggestions to the store management team, and participate in meetings.

CAFÉ SERVER JOB DESCRIPTION

OBJECTIVES

- Provides outstanding customer service to each customer.
- Assists in the daily operations of the Café department and the store.
- Maintains positive working relationships.

RESPONSIBILITIES

1. Helps maximize Café sales by delivering our customer service commitment.
2. Assists in maintaining the Café in accordance with company operational standards.
3. Knows and follows Café loss prevention and safety policies and procedures.
4. Works as part of the total store team.

- Understands and complies with safe handling procedures when using knives, bagel slicers, and when in contact with hot surfaces such as the espresso machine and bake station (if applicable).
- Understands and adheres to all discount and exchange policies.
- Reports internal and external theft to appropriate Café Manager, Manager-on-Duty or through the Loss Prevention Hotline.
- Records waste product on the Daily/Weekly Waste Log.

4. Works as part of the total store team.

- Knows the basic store layout, general bookstore information, and is able to answer general customer questions about the entire store.
- Answers the telephone courteously within four rings and identifies the store and him/herself.
- 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 or Manager-on-Duty.
- Cross-trains in other departments, as necessary.
- Contributes a title recommendation monthly to Staff Recommends Program.
- Communicates effectively with store management and fellow Café Servers and 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.

DEPARTMENT MANAGER JOB DESCRIPTION

OBJECTIVES

- Fosters our bookselling culture.
- Achieves or exceeds all financial goals and operational standards established for the department.
- Develops a team of qualified booksellers who are dedicated to, and get, results.
- Through his/her leadership and direction, outstanding service is provided to each customer.

RESPONSIBILITIES

1. Contributes to achievement of financial goals established for the store.
2. Assists in the interviewing, training, developing and evaluating of booksellers.
3. Delivers and ensures staff consistently delivers our customer service commitment.
4. Maintains positive working relationships within the department and the store.
5. Manages the merchandising and operation of the department in accordance with company standards.
6. Reinforces performance standards established to control shrink and potential loss to the Company.
7. As Manager-on-Duty, effectively opens and closes store in accordance with company standards.
8. As Manager-on-Duty, oversees general store operations, including creating and monitoring daily assignment sheet.

- Models and reinforces our dress code standards.
 - If Opening Manager, reviews current customer order activity with Lead Bookseller.
4. Maintains positive working relationships within the department and the store.
- Supports a *We Listen* environment by encouraging bookseller questions and comments and immediately reacts to them, partnering with Assistant Store Manager and Store Manager, when appropriate.
 - Establishes, models and reinforces the basic principles of a collaborative work place. These principles are:
 1. Focus on the situation, issue or behavior, not the person.
 2. Maintain the self-confidence and self-esteem of others.
 3. Maintain constructive relationships.
 4. Take initiative to make things better.
 5. Lead by example.
 - Develops an environment of teamwork and cooperation through proactive interaction with fellow Managers and booksellers.
 - Effectively communicates, verbally and in writing, ideas and concerns to the Assistant Store Manager and Store Manager.
 - Follows up on tasks assigned to staff by providing constructive and concrete feedback.
 - Acknowledges exemplary behavior whenever possible.
 - Utilizes communication log to convey priority issues to the management staff.
 - Immediately reacts to all personnel issues and responds appropriately; partners with Assistant Store Manager and Store Manager as required.
 - Updates staff on store policies and procedures through training, department meetings and daily communication.
 - Actively participates in all store management meetings.
5. Manages the merchandising and operation of the department in accordance with company standards.
- Maintains merchandising guidelines by using on-hand resource tools (i.e. *Visual Merchandise Encyclopedia*, *Store Planner* and brinside messages).
 - Supports zone maintenance by delegating and monitoring duties including alphabetization, pricing, housekeeping and signage.
 - Confirms receiving and shelving is done accurately and within operational standards of performance.
 - Executes and maintains each month's endcaps and table displays as outlined in the monthly *Store Planner*. Submits completed checklist to Assistant Store Manager for review.
 - Monitors fixtures to optimize department footage and makes recommendation to Store Manager, when appropriate.
 - Identifies stock opportunities and provides suggestions to Assistant Store Manager.
 - Reviews shortlist and makes appropriate recommendations.
 - Partners with Community Relations Manager to support events with the use of appropriate displays and merchandising.

DISTRICT MANAGER JOB DESCRIPTION

OBJECTIVES

- Fosters our bookselling culture.
- Develops a team of qualified Store Managers and Assistant Store Managers who are dedicated to, and get, results.
- Through his/her leadership and direction, outstanding service is provided to each customer.
- Verifies all stores consistently execute all operational functions in compliance with company standards.
- Establishes, models and reinforces the basic principles for a collaborative workplace.

RESPONSIBILITIES

1. Maintains a consistent business focus with the goal of meeting or exceeding financial plans for the district.
2. Recruits and hires qualified individuals, trains and provides feedback, and maintains a current succession plan.
3. Discusses goals and development plans with Store Managers and follows up on their performance.
4. Maintains effective communication with Booksellers, Store Managers, the Regional Director and the Home Office, both verbally and in writing.
5. Reviews all stores' monthly calendars, verifying they meet all our company standards, and that events are book related, well planned and executed.
6. Requires all stores to resolve challenging customer service issues and concerns to the customer's satisfaction.
7. Reinforces performance standards established to control shrink and potential loss to company.
8. Verifies that the Music and Café departments operate according to company standards.
9. Confirms that the total store merchandise presentation is consistently to standard in all stores.
10. Coordinates successful completion of new store opening process.
11. Reviews all inventory management functions with Store Managers and develops action plans where necessary.

3. Discusses goals and development plans with the Store Managers and follows up on their performance.
 - Identifies additional goals and challenges for those Store Managers who are at or exceed standards.
 - Identifies District Manager candidates and makes recommendation to Regional Director.
 - Identifies and addresses not at standard performance in accordance with our company standards.
 - Works in partnership with the Store Manager to develop an action plan for performance improvement and provides tools and training as agreed upon.
 - Follows up on agreed action plan as specified in the timeline developed.
 - Partners with Regional Director and Human Resources when performance remains not at standard.
 - Works in partnership with the Store Manager in identifying and addressing not at standard performance of Assistant Managers, and as a resource for all other not at standard performance development discussions, action plans and end results.

4. Maintains effective communication with Booksellers, Store Managers, the Regional Director and the Home Office, both verbally and in writing.
 - Updates Home Office on activities that impacted top and bottom line objectives, as well as feedback on current merchandising, operations, new store, competition and human resource initiatives and changes.
 - Responds to all voice mail and all requests from stores within one business day of receipt
 - Synchronizes a minimum of once a day during business week.
 - Confirms receipt of all e-mail messages within one business day, responding to requests for information within two business days, unless otherwise specified.
 - Encourages the use of *We Listen* by either resolving an issue or promptly referring the issue in partnership, as well as by using it to escalate awareness of District Manager related issues.
 - Conducts one *We Listen* visit per store annually.
 - Interacts with all Booksellers present in store during each visit.
 - Participates in regular update calls with Regional Director. Offers information relative to business trends, people development, and current initiatives and changes.
 - Maintains a relationship with B. Dalton counterpart for purposes of staff planning.
 - Communicates all company programs thoroughly and in a timely manner. Prepares to answer all questions relative to why, what and how.
 - Develops partnership with the Managers in each store, for the purpose of establishing ongoing two-way communication focused on achieving store and company wide objectives.
 - Utilizes store visits and communications to reinforce the bookselling culture.
 - Participates in training using the Learning Library, applying skills and knowledge.

8. Verifies that the Music and Café departments operate according to company standards.
 - Walks through, on every store visit, with the Department Manager and the Store Manager.
 - Evaluates with the Department Manager and the Store Manager, current department specific information, including current gross margin, department sales, shrink results, inventory dates and compliance reporting, and a comparison to overall district performance. Evaluates compliance to performance standards stated in the *Café Encyclopedia*.
 - Provides suggestions and solutions to enhance current sales trend.
 - Communicates weekly with the Regional Café Trainer and with the District Café Trainer when new hires are being trained. Identifies new Café Managers and develops a training schedule for them. Reviews observations from prior weeks' store visits.
 - Establishes and reinforces the CREMA standards of performance in all cafés.
 - Leaves a completed Store Visit Report twice per quarter.

9. Confirms that the total store merchandise presentation is consistently to operational standards in all stores.
 - Confirms timely execution of monthly *Store Planner* on Monday call with follow up on next store visit.
 - Reviews consistency in executing the merchandise presentation guidelines set in the *Visual Merchandising Encyclopedia* during all store visits. Provides alternatives to store specific challenges.
 - Walks through the back room on all store visits, verifying the set up and operation of the facility allows for maximum efficiency and accuracy in receiving and returning product.
 - Confirms, during all store visits, zone maintenance, store cleanliness and physical condition of exterior and interior of facility meets standards of performance. Sets priorities as necessary.

10. Coordinates successful completion of new store opening process.
 - Identifies management team for new stores within a minimum of six months in advance of opening.
 - Participates in the 27 day walk through with the Project Manager to confirm construction standard and timelines are on target.
 - Coordinates the first week's shipments, shelving of books, setting the store according to company standard, and the execution of the shelving guidelines.
 - Explains and reviews the New Store Notebook with all the Managers. Updates weekly for compliance to timeline.
 - Explains the role of the New Store Coordinator, the New Store Buyer, the Regional Café Trainer, the Regional Loss Prevention Manager and the Regional Director to the Store Manager. Initiates communication with each, and updates weekly on their responsibilities to the new store opening.
 - Coordinates the buddy system, pairing the Field Training Manager with the new Store Manager.
 - Reports progress and issues to Regional Director during weekly update.
 - Attends Friends and Family, and first full day of business.

HEAD CASHIER JOB DESCRIPTION

OBJECTIVES

- Provides outstanding customer service to each customer.
- Reinforces and maintains the cashwrap area meets or exceeds standards of performance.
- Maintains positive working relationships.

RESPONSIBILITIES

1. Delivers and encourages Booksellers to deliver our customer service commitment.
2. Assists store management in training of booksellers.
3. Contributes to achievement of financial goals established for the cashwrap.
4. Practices effective cashwrap management.
5. Reinforces performance standards established to control shrink and potential loss to the Company.
6. Works as part of the total store team.

4. Practices effective cashwrap management.

- Practices effective line management with no more than five customers waiting in line at any time. Calls for additional available staff when lines approach maximum acceptable length.
- Completes all required cashwrap paperwork accurately and on time.
- Keeps cashwrap area organized and equipped with sufficient supplies and notifies Manager-on-Duty of additional supply needs as necessary.
- Authorizes returns, post voids, exchanges and cancellations.

5. Reinforces performance standards established to control shrink and potential loss to the Company.

- Handles customer returns and exchanges in accordance with company policy and partners with store management when needed.
- Verbalizes to customer the amount of purchase, amount received and change returned, when cashiering.
- Completes daily recaps, banking and sales reports, maintaining all paperwork as per company operations and loss prevention guidelines.
- Executes timely cash pick-ups.
- Provides personal customer service and sets the standard for all Booksellers to do the same.
- 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 the Manager-on-Duty.
- Performs all register functions accurately and on a consistent basis.
- Complies and helps ensure Booksellers comply with the policy that all personal items are kept in his/her locker.

6. Works as part of the total store team.

- Knows basic store layout, general bookstore, Café 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.
- Answers the telephone courteously within four rings and identifies the store and him/herself.
- Supports promotion and coordination of in store events, and follows through on all assignments for event.
- Participates in storewide meetings, and communicates questions, concerns and suggestions to Manager-on-Duty.
- Cross-trains in other departments, as necessary.
- Communicates effectively with store management, booksellers and Home Office.
- 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.

COMMUNITY RELATIONS MANAGER JOB DESCRIPTION

Reports to:	Store Manager
Key Relationships:	Store Management Team and Booksellers District Manager Regional Community Relations Manager Author Promotions, if applicable Graphic Arts Department Home Office Community Relations Department
Job Description:	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.
Major Priorities:	Builds sales and ensures customer loyalty through special events programming and community outreach. Supports local schools, literacy and arts organizations. Designs programs and activities which reflect our commitment to our customers and to our communities.

RESPONSIBILITIES

Builds Sales

1. Effectively utilizes the Business Planner to achieve or exceed store sales plan.
2. Completes an annual Community Relations Blueprint in conjunction with store management team. Updates the Blueprint as per Community Relations guidelines to evaluate sales progress.
3. Evaluates the effectiveness of all events and summarizes Return on Investment (ROI) data through monthly sales reporting.
4. Plans events that support the store's business goals based on sales history of titles, inventory levels in the store, category sales and customer interest.
5. Ensures expenditures are within the approved Community Relations budget.
6. Grows store institutional and corporate sales by pursuing relationships with schools, libraries, community partners and corporations.
7. Reviews BookMaster for top selling categories as necessary.
8. Researches and reviews local competitors' sales initiatives on a monthly basis with the management team.
9. Reads newspapers daily to keep apprised of the activities of local authors, arts, literary & literacy organizations and schools.
10. Actively promotes B&N Membership program to customers.

Communicates Effectively

1. Shares community relations ideas, opportunities, and concerns with Store Manager, RCRM and/or District Manager.
2. Listens to bookseller questions, suggestions and concerns, and refers booksellers to Store Manager or District Manager in a timely manner.
3. Communicates in a timely manner, verbally and in writing, opportunities, ideas and concerns to the Store Manager, District Manager, RCRM, and Home Office.
4. Attends weekly management meetings and shift meetings to discuss details for upcoming events including merchandising, staffing needs and sales recap of all Community Relations activities.
5. Solicits staff input for ideas and contacts for potential events and outreach.
6. Checks e-mail, store mail, *bninside* and monthly planner for program updates from the Home Office, RCRM and Corporate Community Relations Department on a daily basis.
7. Partners with the RCRM, District Manager or the Corporate Communications Department on all media requests and local feature coverage.

Cultivates Positive Working Relationships

1. Models and reinforces Barnes & Noble Core Values.
2. Sets example for booksellers by staying abreast of bestsellers, new releases, key backlist titles and "strict-on-sale" dates.
3. Embraces, models and reinforces our 4 key competencies in support of our customer service commitment.
4. Administers the Community Relations Bookseller Survey to new booksellers within two weeks of hire and follows up quarterly.
5. Provides support and resources for market-wide events in partnership with participating store and Community Relations Managers.

LEAD BOOKSELLER NEWSSTAND JOB DESCRIPTION

OBJECTIVES

- Provides outstanding customer service to each customer.
- Assists in maintaining the daily operations of the Newsstand to meet or exceed standards of performance.
- Maintains positive working relationships.

RESPONSIBILITIES

1. Delivers and encourages Booksellers to deliver our customer service commitment.
2. Assists in the training and development of Booksellers.
3. Contributes to achievement of financial goals established for the Newsstand.
4. Maintains Newsstand in accordance with company operational standards.
5. Reinforces performance standards established to control shrink and potential loss to the Company.
6. Works as part of the total store team.

4. Maintains Newsstand in accordance with company operational standards.
 - Maintains section for organization, shelving, housekeeping and signing in accordance with *Visual Merchandising Encyclopedia*, daily.
 - Keeps all displays current, organized and replenished in accordance with *Visual Merchandising Encyclopedia*.
 - Communicates inventory needs to the Manager-on-Duty and appropriate Assistant Store Manager, weekly.
 - Processes bills to local vendors and verifies them against newspaper log.
 - Evaluates newspaper sales based on returns to make draw changes.
 - Completes or verifies newspaper log upon receipt of newspapers.

5. Reinforces performance standards established to control shrink and potential loss to the Company.
 - Provides personal customer service and sets the standard for all Booksellers are doing the same.
 - Reports inventory errors to the Manager-on-Duty.
 - Reports internal and external theft to appropriate Manager-on-Duty or through the Loss Prevention Hotline.
 - Trains and follows up on accuracy of invoices and Price-Point Return Forms.
 - Responds to checkpoint procedures and reports any malfunctions to appropriate Manager-on-Duty.
 - Performs all register functions accurately and on a consistent basis, when necessary.
 - Understands and adheres to all discount and return policies.
 - Secures personal items in one of the store's lockers.
 - Maintains proper disposal of stripped magazines and secures strips.
 - Strips off-sale magazines daily and out-of-state newspapers weekly.
 - Returns stripped covers to ACME weekly.

6. Works as part of the total store team.
 - Knows the basic store layout, general bookstore, Café and specialty department information, and is able to answer general customer questions about the entire store.
 - 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 Department Manager as well as Store Manager.
 - Cross-trains in other departments, as necessary.
 - Communicates effectively with store management, booksellers and home office.
 - 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.

...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...

...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...

...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...

LEAD BOOKSELLER NEWSSTAND STANDARDS OF PERFORMANCE

1. Delivers and encourages Booksellers to deliver our customer service commitment.
 - Acknowledges and greets customers and sets the standard for Booksellers to do the same.
 - Takes customer to correct category, puts the magazine in the customer's hand and suggests related titles.
 - Maintains the Company's "getting to yes" policy and partners with Manager-on-Duty when circumstances prevent assisting customers.
 - Actively promotes B&N Member Program program and encourages booksellers to do the same.
 - Knows all steps in our customer order process, consistently offers to order titles not in stock and promotes ship-to-customer program.
 - Actively listens to customers to determine their needs and suggests alternatives to magazines we do not carry.
 - Knows bestselling, new release, and promo titles and recommends them to customers.
 - Utilizes book loan program, *Book Report*, and *New York Times Book Review* to further personal bookselling knowledge.
 - Answers the telephone courteously within four rings and identifies the store and him/herself.
 - 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.
 - Knows current merchandise and delivery schedule.
 - Follows appropriate hold policies and procedures.
2. Assists in the training and development of Booksellers.
 - Serves as an on-the-job "mentor" to new Booksellers and assists in conducting training on customer service, merchandising and operational standards.
 - Follows up with new Booksellers to check understanding and compliance to all standards trained.
 - Communicates any training or retraining opportunities observed to the Manager-on-Duty, assisting where appropriate.
3. Contributes to achievement of financial goals established for the Newsstand.
 - Executes all receiving, shelving, and returns in department to be completed in accordance with company standards of performance.
 - Uses monthly strip list to identify and remove titles in conjunction with section maintenance schedule.
 - Demonstrates and uses hand selling and suggestive selling techniques to promote related magazines.
 - Responds immediately to support customers and Booksellers.
 - Communicates ideas, opportunities and challenges to the Manager-on-Duty, weekly.

- 1. Develop and implement a comprehensive community relations strategy that aligns with the organization's mission and vision.
- 2. Identify and engage key stakeholders, including community groups, media, and government officials, to build strong relationships.
- 3. Monitor and evaluate community relations efforts, reporting on progress and impact to senior management.
- 4. Lead the development and execution of crisis communication plans to ensure timely and accurate information during emergencies.
- 5. Collaborate with other departments to ensure consistent messaging and branding across all communication channels.
- 6. Manage the organization's social media presence, creating engaging content and responding to community inquiries.
- 7. Conduct regular community outreach activities, such as town hall meetings and public forums, to listen to community concerns.
- 8. Develop and maintain a robust media relations strategy, including press releases, media briefings, and interviews.
- 9. Represent the organization at industry conferences and events to promote its mission and vision.
- 10. Stay current on industry trends and best practices in community relations to ensure the organization remains competitive.

Executes Events

1. Partners with Store Manager to identify opportunities, and plan events and promotions that will generate sales and increase traffic.
2. Utilizes *Community Relations Encyclopedia* for standards and procedures for the setup and execution of events.
3. Orders promotional materials and in-store event signs.
4. Prepares targeted mailings to customers or specific interest groups.
5. Partners with a member of the management team when ordering books. Identifies remaining product for return.
6. Orders and ensures receipt of product two weeks prior to the event.
7. Reviews staffing needs with store management team at least three weeks prior to event.
8. Partners with Regional Community Relations Manager (RCRM) to effectively execute all B&N national programs and events, closely following guidelines provided by Home Office.

Fosters Community Outreach and Relationships

1. Positions Barnes & Noble within the local community by forming strong ties to local non-profit arts, literary and literacy organizations.
2. Meets regularly with local school officials, librarians, college and university administrators, literacy partners, members of the arts community, local authors and publishers to plan ongoing event and outreach programs.
3. Establishes and maintains relationships with local media.
4. Distributes monthly Calendar of Events and press releases to community and media contacts.

Performs Community Relations Administrative Functions

1. Completes and forwards monthly sales tracking report to the District Manager.
2. Manages Community Relations program expenses to annual budget. Reviews Profit & Loss Statement with Store Manager monthly.
3. Creates Calendar of Events and all publicity materials prior to printing, confirming that it reflects the needs of the community, is literary in nature, supports Community Relations mission statement and meets company standards.
4. Updates and maintains a database of key contacts within the community (customers, authors, media, arts, educational, literary & literacy organizations and schools).
5. Submits an event recap to the Author Promotions (AP) Department immediately following the completion of an AP event, if applicable.
6. Provides Home Office with an accurate event listing for the store locator on bn.com.

The Head Cashier is responsible for the overall management of the cashier department, ensuring that all cashier operations are conducted in a professional and efficient manner. This includes supervising cashier staff, managing cash transactions, and maintaining accurate financial records.

Key responsibilities of the Head Cashier include:
- Supervising and training cashier staff.
- Managing cash transactions and ensuring accuracy.
- Maintaining accurate financial records and reports.
- Ensuring compliance with company policies and procedures.
- Handling customer inquiries and complaints.

The Head Cashier will be responsible for the overall management of the cashier department, ensuring that all cashier operations are conducted in a professional and efficient manner.

Key responsibilities of the Head Cashier include:
- Supervising and training cashier staff.
- Managing cash transactions and ensuring accuracy.
- Maintaining accurate financial records and reports.
- Ensuring compliance with company policies and procedures.
- Handling customer inquiries and complaints.

The Head Cashier will be responsible for the overall management of the cashier department, ensuring that all cashier operations are conducted in a professional and efficient manner.

Key responsibilities of the Head Cashier include:
- Supervising and training cashier staff.
- Managing cash transactions and ensuring accuracy.
- Maintaining accurate financial records and reports.
- Ensuring compliance with company policies and procedures.
- Handling customer inquiries and complaints.

The Head Cashier will be responsible for the overall management of the cashier department, ensuring that all cashier operations are conducted in a professional and efficient manner.

Key responsibilities of the Head Cashier include:
- Supervising and training cashier staff.
- Managing cash transactions and ensuring accuracy.
- Maintaining accurate financial records and reports.
- Ensuring compliance with company policies and procedures.
- Handling customer inquiries and complaints.

The Head Cashier will be responsible for the overall management of the cashier department, ensuring that all cashier operations are conducted in a professional and efficient manner.

Key responsibilities of the Head Cashier include:
- Supervising and training cashier staff.
- Managing cash transactions and ensuring accuracy.
- Maintaining accurate financial records and reports.
- Ensuring compliance with company policies and procedures.
- Handling customer inquiries and complaints.

The Head Cashier will be responsible for the overall management of the cashier department, ensuring that all cashier operations are conducted in a professional and efficient manner.

Key responsibilities of the Head Cashier include:
- Supervising and training cashier staff.
- Managing cash transactions and ensuring accuracy.
- Maintaining accurate financial records and reports.
- Ensuring compliance with company policies and procedures.
- Handling customer inquiries and complaints.

The Head Cashier will be responsible for the overall management of the cashier department, ensuring that all cashier operations are conducted in a professional and efficient manner.

Key responsibilities of the Head Cashier include:
- Supervising and training cashier staff.
- Managing cash transactions and ensuring accuracy.
- Maintaining accurate financial records and reports.
- Ensuring compliance with company policies and procedures.
- Handling customer inquiries and complaints.

The Head Cashier will be responsible for the overall management of the cashier department, ensuring that all cashier operations are conducted in a professional and efficient manner.

Key responsibilities of the Head Cashier include:
- Supervising and training cashier staff.
- Managing cash transactions and ensuring accuracy.
- Maintaining accurate financial records and reports.
- Ensuring compliance with company policies and procedures.
- Handling customer inquiries and complaints.

The Head Cashier will be responsible for the overall management of the cashier department, ensuring that all cashier operations are conducted in a professional and efficient manner.

Key responsibilities of the Head Cashier include:
- Supervising and training cashier staff.
- Managing cash transactions and ensuring accuracy.
- Maintaining accurate financial records and reports.
- Ensuring compliance with company policies and procedures.
- Handling customer inquiries and complaints.

HEAD CASHIER STANDARDS OF PERFORMANCE

1. Delivers and encourages Booksellers to deliver our customer service commitment.
 - Acknowledges and greets customers and sets the standard for Booksellers to do the same.
 - 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 program to customers and encourages Booksellers to do the same.
 - 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 order 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.
 - Partners with Manager-on-Duty and Assistant Store Manager to adjust daily cashwrap staffing to maximize customer service with available staff.
 - 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 store management in training of booksellers.
 - Serves as an on-the-job "mentor" to new Booksellers and assists in conducting training on customer service, cash register, cash handling, loss prevention procedures and discount programs.
 - Follows up with new Booksellers to check understanding and compliance to all standards trained.
 - Communicates any training or retraining opportunities observed to the Manager-on-Duty, assisting where appropriate.
 - Communicates departmental assignments and current activities daily.
 - Informs cashwrap staff of updated store news regarding promotions, policy changes and communicates new procedures and monthly *Store Planner* updates to staff on a timely basis.

3. Contributes to achievement of financial goals established for the cashwrap.
 - Understands, practices and complies with corporate, non-profit, institutional and store discount policies.
 - Practices and encourages suggestive selling and promotion of staff recommendations.
 - Keeps abreast of, and informs booksellers of special promotions and pricing. Promotes sales by emphasizing pricing, discount policies and store promotions and events.

11. Reviews all inventory management functions with Store Managers and develops action plan where necessary.

- Monitors local ordering to agreed upon Company standards.
- Analyzes Departmental Sales Report with Store Managers, to determine areas of opportunity. Communicates information derived to merchants.
- Monitors store returns for compliance with Company standards.

5. Reviews all stores' monthly calendars, verifying that they meet all our company standards, and that events are book related, well planned and executed.
 - Reviews all stores' monthly calendars prior to going to print. Confirms that both the format and the variety of events comply with company standards as outlined in *Community Relations Encyclopedia*.
 - Attends one featured event in each store in district annually.
 - Works with Store Manager quarterly on execution of store's community relations goal plan.

6. Requires all stores to resolve challenging customer service issues and concerns to the customer's satisfaction.
 - District Customer Shop Average Score: Goal 85%
 - Supports the customer order process by ensuring that all booksellers understand the process and offer the service when a book is requested that we do not have in stock.
 - Responds to all customer comment cards within one week of receipt in the district office.
 - Returns all customer phone calls within one business day.
 - Responds to all Barnes & Noble Customer Service Department communications within one business day.
 - Partners with Store Manager to resolve customer issue(s). Within one week of resolution, follows up with Store Manager on action taken. Includes training/retraining on Moment of Truth.

7. Reinforces performance standards established to control shrink and potential loss to company.
 - Verifies processing of receipts and returns, including disposal of stripped magazines and mass market books, and the shipment receiving log during all store visits.
 - Partners with Regional Director and Regional Loss Prevention Manager on all concerns regarding potential loss to the company. Identifies the best solutions and develops action plans as needed.
 - Works in conjunction with Regional Loss Prevention Manager to provide training for all new and current Booksellers
 - Reviews all non compliance issues identified on the quarterly Loss Prevention Checklist within one week of its completion, with the Store Manager and Regional Loss Prevention Manager. Follows up on the action plan during the quarterly updates with the Store Manager.
 - Includes in each full day visit to the store a walk through of all specialty departments with the Store Manager and the Department Manager, focusing on areas of potential loss as identified with their specified operational performance standards.
 - Highlights potential loss prevention issues on exception reports, and reviews with Store Managers.

DISTRICT MANAGER STANDARDS OF PERFORMANCE

1. Maintains a consistent business focus with the goal of meeting or exceeding financial plans for the district.
 - Communicates with Store Managers weekly. Reviews prior week's sales and payroll performance and reasons for variances, and quarter to date statistics.
 - Reviews the following reports with Store Managers and Assistant Store Managers, and develops and implements an action plan in response to down trending areas.
 - Store Profit and Loss Report – during next in store visit.
 - Café/Music Statement of Operations – by telephone or during in-store visit within two weeks of receipt of report.
 - Conducts two one-day visits in each store in district quarterly. Reviews all items included in the store visit report.
 - Conducts an actual YTD sales review with Store Manager and Assistant Store Managers, quarterly. Includes institutional sales, customer orders, community relations events and compliance to loss prevention performance standards in review. Develops and implements action plan as needed.
 - Attends one store staff meeting per quarter.
 - Rolls up issues that are inhibiting results to Regional Director and appropriate home office personnel for counsel and/or resolution.

2. Recruits and hires qualified individuals, trains and provides feedback, and maintains a current succession plan.
 - Updates the staffing plan database bi-monthly, with additional maintenance as necessary.
 - Partners with Regional Director in placing Intern Manager in the district.
 - Utilizes established Company policies and procedures to maintain an external pool of candidates and for identifying candidates for internal promotion.
 - Reviews each store's staffing plan during full day visit.
 - Recruits Store Manager and Assistant Store Manager candidates and approves all exempt candidates. Fills open positions within one month.
 - Conducts annual performance reviews for Store Managers. Sets goals at this time, and updates goals at six month mark.
 - Approves all promotions, wage increases due to annual review process, and new hire starting salaries, for compliance to wage plan guidelines, prior to Bookseller being notified of wage change. Submits any out of guideline wage request directly to Regional Director prior to Bookseller being notified.
 - Reviews and approves reviews for exempt employees.
 - Provides ongoing training and development and timely feedback for Store Manager and Assistant Store Managers, utilizing all resource materials as well as the regional support positions. Reviews training strategy for their staffs.
 - Notifies the Regional Café Trainer and the Regional Community Relations Manager upon hiring a Store Manager, Assistant Store Manager, Café Manager or Community Relations Manager for training recommendations.
 - Trains each Store Manager in the leadership skills units. Reviews understanding of and implementation in store environment on all store visits.

- Works with Booksellers and Receivers to identify and process returns by due date.
 - Recognizes and communicates market needs of community, and partners with Assistant Store Manager to customize title database accordingly.
6. Reinforces performance standards established to control shrink and potential loss to the Company.
- Enforces proper employee loss prevention directives concerning cashiering procedures, book loans and entering and exiting the store.
 - Instills importance of, and criteria for using, checkpoint stickers and maintains compliance with loss prevention guidelines.
 - Understands and communicates loss prevention guidelines to staff as outlined in the *Operations Encyclopedia*.
 - Reports any discrepancies in inventory to Receiving Manager.
7. As Manager-on-Duty, effectively opens and closes store in accordance with company standards.
- Confirms that all doors are secure when closing store and sets alarm. Deactivates alarm when opening store.
 - Follows all cash handling and cash office standards of performance.
 - Communicates daily assignments to booksellers reporting for work, and follows up on completion to standard while acting as Manager-on-Duty.
 - Walks through entire store, identifying additional recovery needs, and prioritizes and assigns to booksellers.
8. As Manager-on-Duty, oversees general store operations, including creating and monitoring daily assignment sheet.
- Creates daily assignment sheet based on current store activities. Makes adjustments as necessary.
 - Monitors both front line and customer service desk activities for customer service as per our standards of performance.
 - Identifies and follows up on any potential plant or employee safety issue.
 - Understands how to handle all potential in-store emergency issues. Utilizes both the *Operations Encyclopedia* and the Whom to Call list as resources.

DEPARTMENT MANAGER STANDARDS OF PERFORMANCE

1. Contributes to achievement of financial goals established for the store.
 - On an on-going basis, informs booksellers of the store's goals and actual performance.
 - Effectively utilizes resources to achieve or exceed store sales plan.
 - Practices effective inventory control by conducting store-initiated returns, monitoring sales history of specific titles, and complying with three-month frontlist conversion and with consolidated whole copy/striplist return deadlines.
 - Meets B&N Member Program store goal by actively promoting program to customers and encourages booksellers to do the same.
 - Maintains adequate supply of B&N Member Program cards and related materials.
 - Ensures B&N Member Program marketing and promotional materials are in-stock, are visible and displayed in accordance with the *Store Planner*.

2. Assists in the interviewing, training, developing and evaluating of booksellers.
 - Reviews in-store applications, assists with interviewing candidates and recommends hire of selected candidate to Store Manager.
 - Keeps track of and verifies that all new booksellers are trained within two weeks of hire.
 - Coaches or counsels booksellers, follows up on agreed upon action plans, and communicates progress to peers and management.
 - Prepares and delivers performance evaluations to department booksellers.
 - Monitors training process and provides constructive feedback to staff through on-going verbal feedback and formalized performance appraisals.
 - Makes accessible to staff all information and materials necessary to achieve daily performance objectives (i.e., *Store Planner*, *Book Report* and relevant brinside messages).
 - Partners with Store Manager on department bookseller performance issues and takes appropriate corrective action.
 - Promotes positive performance development by utilizing Performance Development Plans and Goal Development Plans.

3. Delivers and ensures staff consistently delivers our customer service commitment.
 - Customer Shop Average Score: Goal 85%
 - Practices and reinforces the Moment of Truth with all booksellers.
 - Models, communicates and reinforces hand selling and suggestive selling techniques.
 - Understands customer order process and sets an example by offering to order the book when a requested title is not in the store.
 - Knows best selling, new release, and key backlist titles and recommends them to customers.
 - Knows basic store layout, general bookstore and specialty department information and is able to answer general customer questions about the entire store.
 - Sets example and reinforces the importance of answering the phones within four rings.
 - Knows how to use reference tools for researching merchandise information and communicates this knowledge to staff.
 - Resolves difficult customer service situations to the satisfaction of the customer.

CAFÉ SERVER STANDARDS OF PERFORMANCE

1. Helps maximize Café sales by delivering our customer service commitment.
 - Acknowledges and greets customers.
 - Promotes all menu items and products, and is able to describe all products offered.
 - Maintains the Company's "getting to yes" policy and notifies Lead Café Server, Café Manager or Manager-on-Duty when circumstances prevent assisting customers.
 - Knows how to make and serve all beverages offered in our Cafés, and how to prepare, display and serve all Café food items.
 - Consistently "up sells" by suggesting larger size on drinks and a food item with a beverage purchase.
 - Helps customers courteously and quickly at the cashwrap counter.
 - Utilizes book loan program, *Book Report*, and *New York Times Book Review* to further personal knowledge of book titles.
 - Follows company dress code standards and wears an easily visible nametag to identify him/herself to customers.
 - Actively promotes B&N Member Program program to customers.

2. Assists in maintaining the café in accordance with company operational standards.
 - Knows and adheres to our Six Key Standards.
 - Participates in bussing tables and Café counters throughout the day.
 - Knows and complies with all applicable company health standards and in accordance with state health codes.
 - Participates in Café daily activities, including trash removal, wiping down equipment, dusting and cleaning cases, tables, condiment counter, cashwrap counter area and Café kitchen.
 - Assists in daily and weekly cleaning of small equipment, including microwave, toaster, brewers, and soup warmers.
 - Helps maintain all point-of-purchase materials, such as stanchion signs, framed posters and table tents, according to *Store Planner*.
 - Restocks all cases throughout his/her shift.
 - Helps to maintain all Café displays so they are visually tempting, using the *Visual Merchandising Encyclopedia* guidelines.
 - Assists in baking throughout the day as required to replenish pastry case.

3. Knows and follows Café loss prevention and safety policies and procedures.
 - Gives every Café customer a receipt for his/her purchase.
 - Understands and complies with our no "tip jar" policy.
 - Understands and adheres to the policy that personal items are kept in a store locker with his/her lock, not in the Café kitchen.
 - Maintains awareness of product levels and expiration dates to reduce product waste.
 - Performs all register functions accurately and on a consistent basis.

The following is a list of the duties and responsibilities of the position of Bookkeeper. The duties are listed in order of importance.

- 1. To receive and record all sales and receipts.
- 2. To issue and record all payments and disbursements.
- 3. To maintain accurate records of all assets and liabilities.
- 4. To prepare and maintain the general ledger.
- 5. To prepare and maintain the trial balance.
- 6. To prepare and maintain the income statement.
- 7. To prepare and maintain the balance sheet.
- 8. To prepare and maintain the statement of owner's equity.
- 9. To prepare and maintain the statement of cash flows.
- 10. To prepare and maintain the statement of retained earnings.

The bookkeeper is responsible for the accuracy and completeness of the accounting records. The bookkeeper should be able to identify and correct errors in the accounting records. The bookkeeper should be able to explain the accounting records to management. The bookkeeper should be able to prepare and maintain the accounting records in accordance with the generally accepted accounting principles (GAAP).

BOOKSELLER STANDARDS OF PERFORMANCE

1. Helps maximize book sales by delivering our customer service commitment.
 - Acknowledges and greets customers.
 - Knows bestselling, new release, and key backlist titles and recommends them to customers.
 - Actively promotes B&N Member Program to customers on the sales floor and at the cashwrap.
 - Uses hand selling and suggestive selling techniques.
 - Actively listens to customers to determine their needs and suggests related titles or authors.
 - Knows all steps in our customer order process, consistently offers to order titles not in stock.
 - Answers the telephone courteously, within four rings and identifies the store and himself or herself.
 - 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 notifies Lead Bookseller or Manager-on-Duty when circumstances prevent assisting customers.
 - Helps customers courteously and quickly at the cashwrap counter and offers an exchange where applicable.
 - 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.

2. Assists in maintaining assigned sales floor section in accordance with company operational standards.
 - Maintains assigned section in accordance with company standards for organization, alphabetization, shelving, housekeeping and signing, daily.
 - Assists with keeping all displays current, organized and replenished in accordance with the *Visual Merchandise Encyclopedia*.
 - Utilizes shortlist to support in stock position on local interest and top performing frontlist titles.
 - Executes zone maintenance for shelving and returns in department to be completed within specified time frames.
 - Communicates ideas, opportunities and challenges to Lead Bookseller or Manager-on-Duty.

5. Monitors all areas of the sales floor in accordance with company standards.
 - Discusses overall scheduling needs with the Store Manager, prepares daily/weekly schedule, confirms schedules support operational standards and submits to Store Manager for review.
 - Prepares daily assignment sheet for floor coverage, breaks and assignments and updates throughout day.
 - Maintains three weeks of weekly schedules, current week and following two weeks.
 - Reviews specialty department staffing versus customer ratio to booksellers and adjusts as necessary.
 - Identifies current needs for feature presentations, displays, re-shelving, exterior maintenance, lighting, restrooms, cashwrap and Customer Service Desk throughout the day.
 - Adheres to all timelines and updates published in the monthly *Store Planner*, SOS dates and brinside messages.
 - Confirms receiving and shelving is done accurately and within operational standards of performance.
 - Reviews zone maintenance schedule daily in order to maintain overall store appearance in accordance with standards defined in the *Visual Merchandising Encyclopedia*.
 - Reviews all displays daily for selection, value and authority representation.
 - Conducts daily walk through to check on fullness of all displays, and makes changes as necessary.
 - Utilizes windows and optional displays for new product monthly.
 - Supports events calendar by ordering titles, maintaining displays, and communicating events daily to Booksellers.
 - Provides feedback on in-store events that occur during scheduled shift, including number of books sold, and impact of event on actual café sales, where applicable.
 - Reviews monthly calendar of events when issued, and is able to discuss with customers.

6. Reinforces performance standards established to control shrink and potential loss to the Company.
 - Communicates company standards, as defined in the *Operations Encyclopedia*, on the book loan program, discount policy, damaged product and stripped books and magazines.
 - Reinforces the importance of floor coverage as a deterrent to shoplifting, including that the Manager-on-Duty on the sales floor is coordinating all activities related to customer service and workload.
 - Updates daily on the status of the back room, confirming timely and accurate processing of receipts, shelving and returns in accordance with operational standards of performance.
 - Reviews cleanliness and organization of store daily.
 - Supervises banking procedures and deposits.
 - Trains booksellers on the Checkpoint system and monitors consistency in testing weekly.

ASSISTANT STORE MANAGER STANDARDS OF PERFORMANCE

1. Contributes to achievement of financial goals established for the store.
 - Discusses workload planning information with Store Manager in order to determine weekly scheduled hours for both customer service and execution of daily workload. Maintains payroll hours to reflect monthly budgeted SPH and makes adjustments for actual sales.
 - Updates booksellers daily on store sales goals and actual performance, best-selling and new release titles, and strict-on-sale dates during 5-minute meetings, shift changes and on the assignment sheet.
 - Reviews P & L monthly, identifies line items that exceed plan, and partners with management team to resolve.
 - Uses Company approved supplies and vendors and orders as needed, to minimize expenses and maintain an in-stock position.
 - Meets B&N Member Program store goal by actively promoting program to customers and encourages booksellers to do the same.
 - Maintains adequate supply of B&N Member Program Member cards and related materials.
 - Ensures B&N Member Program marketing and promotional materials are in-stock, are visible and displayed in accordance with the *Store Planner*.

2. Assists in the interviewing, hiring, training, developing and evaluating of Department Managers, Lead Booksellers and Booksellers.
 - Reviews in-store applications, recruits candidates from compatible businesses in the community, and sets up interviews.
 - Interviews candidates and makes recommendations to Store Manager using the job description, employment history and reference checks to support feedback.
 - Partners with Store Manager in decision to hire and in making the offer.
 - Conducts orientation for new booksellers, utilizing Learning Library, training grid and Café training grid to support training and timeline for completion.
 - Supports the use of the book loan program with all booksellers as part of the continuation of bookseller training and development.
 - Reviews bookseller progress in Learning Library training program to ensure that all required lesson segments are satisfactorily completed.
 - Works together with booksellers, identifying their areas of strength and opportunities for growth.
 - Provides feedback on performance of booksellers during the annual performance appraisal process. Completes goal development plan and meets to update quarterly.
 - Addresses performance development needs with a bookseller within one week of occurrence and in accordance with our company standards expressed in the *Human Resources Encyclopedia*.
 - Works in partnership with the bookseller to develop an action plan for performance improvement, and provides tools and training as needed.
 - Follows up on agreed upon action plans within the established time frame and partners with the Store Manager when further action is needed.
 - Identifies candidates for growth and promotion to the Store Manager.

LEAD CAFÉ SERVER JOB DESCRIPTION

OBJECTIVES

- Provides outstanding customer service to each customer.
- Assists in the daily operations of the Café to meet or exceed standards of performance.
- Maintains positive working relationships.
- Provides ongoing focus and operational maintenance of the Café in the absence of the Café Manager

RESPONSIBILITIES

1. Delivers and ensures Café Servers consistently deliver our customer service commitment.
2. Assists in the training and development of Café Servers, using the Learning Library.
3. Contributes to achievement of financial goals established for the Café.
4. Maintains Café in accordance with company operational standards.
5. Reinforces performance standards established to control Café shrink and to ensure safety of Café Servers and customers.
6. Works as part of the total store team.

4. Maintains Café in accordance with company operational standards.
 - Knows and adheres to our six key standards.
 - Participates in Café Workload Planning organization and manages the daily assignments adherence in absence of Café Manager.
 - Maintains clean pastry case, counters, tables and floors.
 - Utilizes *Visual Merchandising Encyclopedia* for execution and maintenance of company standards.
 - Restocks and helps train Café Servers to restock all cases throughout the day.
 - Helps maintain all point-of-purchase materials, such as stanchion sign, framed posters and table tents, according to *Café and/or Store Planner*.
 - Participates in bussing tables and café counters throughout the day.
 - Knows and complies with all applicable health codes.
 - Participates in Café daily activities, including trash removal, wiping down equipment, dusting and cleaning cases, tables, condiment counter, and cashwrap counter area and Café backroom areas.
 - Helps to maintain all Café displays so they are visually tempting, using the *Visual Merchandising Encyclopedia* guidelines.
 - Assists in maintaining the menu board to sell featured items or daily specials as directed by the *Visual Merchandising Encyclopedia*.
 - Bakes throughout the day as required to replenish pastry case.

5. Reinforces performance standards established to control Café shrink and to ensure safety of Café Servers and customers.
 - Provides personal customer service and sets the standard for all Booksellers to do the same. Serves as model by giving every Café customer a receipt for his/her purchase.
 - Records waste product on Daily/Weekly Waste Log.
 - Reports internal and external theft to appropriate Café Manager, Manager-on-Duty or through the Loss Prevention Hotline.
 - Practices and trains Café Servers on the proper use of hazardous Café equipment, such as knives and bagel slicer. Uses safe handling practices when in contact with hot surfaces such as the espresso machine and bake station.
 - Performs all register functions accurately and on a consistent basis.
 - Understands and adheres to all discount and return policies.
 - Complies and helps ensure that Café Servers comply with the policy that all personal items be kept in his/her store locker, not in the Café.
 - Helps Café Manager maintain our no "tip jar" policy and explain it to all Café Servers as part of their training.
 - Maintains awareness of product levels and expiration dates.
 - Helps maintain thermometers to verify correct temperatures for hot and cold products.

LEAD MUSIC SELLER JOB DESCRIPTION

OBJECTIVES

- Provides outstanding customer service to each customer.
- Assists in maintaining the daily operations of the Music Department to meet or exceed standards of performance.
- Maintains positive working relationships.
- Provides ongoing focus and operational maintenance of the Music Department in the absence of the Music Manager.

RESPONSIBILITIES

1. Delivers and encourages Music Sellers to deliver our customer service commitment.
2. Assists in the training and development of Music Sellers.
3. Contributes to achievement of financial goals established for the Music Department.
4. Maintains Music Department in accordance with company operational standards.
5. Reinforces performance standards established to control shrink and potential loss to the Company.
6. Works as part of the total store team.

4. Maintains Music Department in accordance with company operational standards.
 - Utilizes *Visual Merchandising Encyclopedia* for execution and maintenance of company standards.
 - Maintains section for organization, alphabetization, shelving, tagging, housekeeping and signing daily.
 - Keeps all displays current, organized and replenished in accordance with the *Visual Merchandising Encyclopedia*.
 - Monitors strict on-sale dates.

5. Reinforces performance standards established to control shrink and potential loss to the company.
 - Provides personal customer service and sets the standard for all Music Sellers to do the same.
 - Reports inventory errors to Music Manager or Manager-on-Duty.
 - Reports internal and external theft to appropriate Manager-on-Duty or through the Loss Prevention Hotline.
 - Assists with reviewing daily shipments to ensure they are accurately received and tagged.
 - Responds to alarms using appropriate procedures, and reports any malfunctions to appropriate Manager-on-Duty.
 - Performs all register functions accurately and on a consistent basis.
 - Understands and adheres to all discount and return policies.
 - Complies and helps ensure Music Sellers comply with the policy that all personal items are kept in a locker with his/her lock.
 - Inspects department for loose tags, which may indicate stolen merchandise.
 - Records returned music product on the Music Request for Return/Missed Returns/Damaged/Defective form.

6. Works as part of the total store team.
 - Knows the basic store layout, general bookstore 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 Music Manager as well as Manager-on-Duty.
 - Cross-trains in other departments, as necessary.
 - Communicates effectively with store management, music sellers, booksellers and home office.
 - Knows bestselling and new release titles and recommends them to customers.

LEAD RECEIVER JOB DESCRIPTION

OBJECTIVES

- Assists in the daily operations of the receiving area to meet or exceed standards of performance.
- Maintains positive working relationships.
- Provides ongoing focus and operational maintenance of the receiving area in the absence of the Receiving Manager.
- Provides outstanding customer service to each customer when on the selling floor.

RESPONSIBILITIES

1. Delivers and encourages Receivers to deliver our customer service commitment.
2. Assists in maintaining the receiving area in accordance with company operational standards.
3. Assists in the training and development of Receivers.
4. Contributes to the achievement of financial goals established for the receiving area.
5. Reinforces performance standards established to control shrink and potential loss to company.
6. Works as part of the total store team.

4. Contributes to the achievement of financial goals established for the receiving area.
 - Executes all receiving and processing of returns to be completed within company standards.
 - Responds immediately to support customers and booksellers.

5. Reinforces performance standards established to control shrink and potential loss to company.
 - Executes and reinforces proper checkpoint procedures.
 - Maintains and reinforces accurate scanning and stock count entries on a consistent basis.
 - Reports inventory errors to Receiving Manager.
 - Maintains proper disposal of stripped books and secures strip covers in locked case until return.
 - Understands, communicates and enforces loss prevention guidelines with staff as outlined in the *Operations Encyclopedia*.
 - Keeps receiving doors locked unless in use.

6. Works as part of the total store team.
 - Knows the basic store layout, general bookstore information, and is able to answer general customer questions about the entire store.
 - Actively promotes B&N Member Program program to customers when on the sales floor.
 - Contributes to Staff Recommends Program and provides input on new titles in section at weekly store meetings.
 - Models, communicates and reinforces all customer service standards while in receiving and on selling floor.
 - Knows monthly events calendar, and promotes in-store events to customers, where applicable.
 - Participates in storewide meetings, and communicates questions, concerns and suggestions to Receiving Manager as well as Manager-on-Duty.
 - Knows bestselling and new release titles and recommends them to customers.
 - Communicates with booksellers to determine their needs in assisting customers on the selling floor.
 - Answers the telephone courteously within four rings and identifies the store and him/herself.
 - Communicates effectively with store management, receivers, booksellers and home office.
 - 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.

MAINTENANCE CLERK JOB DESCRIPTION

OBJECTIVES

- Provides customer service to all booksellers and customers.
- Maintains a safe working and shopping environment for booksellers and customers.
- Maintains positive working relationships.

RESPONSIBILITIES

1. Helps maximize book sales by delivering our customer service commitment.
2. Maintains cleanliness of interior and immediate exterior areas of the store.
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.

MUSIC MANAGER JOB DESCRIPTION

(Hourly)

OBJECTIVES

- Maintains that the daily operations of the Music Department meet or exceed standards of performance.
- Through his/her leadership and direction, ensures that all customers' needs and concerns are met.
- Cultivates positive working relationships within the department.

RESPONSIBILITIES

1. Helps maximize sales by delivering and ensuring staff consistently delivers our customer service commitment.
2. Assists in the training and development of Music Sellers, using the Learning Library.
3. Maintains our Music Department operational standards.
4. Coordinates all aspects of music inventory.
5. Confirms that the total Music Department merchandise presentation is consistently to standard.
6. Monitors and reinforces loss prevention and shrink guidelines.
7. Maintains effective communication with respective departments.
8. Fosters a positive environment within the Music Department and store.
9. Develops Music Department in relation to the community.

- Reviews receiving report weekly and compares to daily sales.
 - Accounts for receipt and return of product, weekly.
 - When applicable, completes Regional Artist form and submits to Home Office. Upon approval, follows procedures in *Operations Encyclopedia*.
 - Completes return log at time of return and processes weekly to Alliance, monthly for the DC and One Way.
 - Completes weekly paperwork accurately and retains in accordance with the *Operations Encyclopedia*.
4. Coordinates all aspects of music inventory.
- Inspects department for loose tags, which may indicate stolen merchandise.
 - Documents all receiving errors immediately.
 - Reviews all music product daily.
 - Coordinates physical inventory with the Store Manager and RGIS.
 - Returns defective and overstocked merchandise monthly.
 - Communicates to Music Department selection and quantity needs.
 - Reviews/oversees daily shipments and ensures they are accurately received and logged in accordance with operational standards of performance.
5. Confirms that the total Music Department merchandise presentation is consistently to standard.
- Positions product in accordance with standards as defined in the *Visual Merchandise Encyclopedia*.
 - Coordinates on-sale dates in accordance with the information in monthly *Music/DVD Planner*, *Store Planner* or *bninside*.
 - Creates displays as per the *Music/DVD Planner*.
 - Utilizes staff recommendations as merchandising tools.
 - Assigns and monitors ongoing maintenance of the department including daily alphabetizing, dusting, tagging, re-stocking and returning of inventory.
 - Utilizes electronic shortlist in accordance with the *Operations Encyclopedia* to maintain full stock levels and increase non-sale item demand.
 - Customizes sections to reflect the community through the use of the Regional Artist Request Form.
 - Knows current shrink numbers and works with Store Manager and Music Sellers on an action plan to improve.

MUSIC SELLER JOB DESCRIPTION

OBJECTIVES

- Provides outstanding customer service to each customer.
- Assists in the daily operations of the Music Department and the store.
- Maintains positive working relationships.

RESPONSIBILITIES

1. Helps maximize music sales by delivering our customer service commitment.
2. Assists in maintaining Music department 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.

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 cash handling and protecting company assets.
 - Inspects department for loose tags, which may indicate stolen merchandise.
 - Accurately performs all register functions on a consistent basis.
 - Reports inventory errors to Lead Music Seller or Music Manager.
 - Responds to alarms using appropriate procedures, and reports any malfunctions to Lead Music Seller or Music Manager.
 - Understands and adheres to all discount and return policies.
 - Reports internal and external theft to the Music Manager, Manager-on-Duty or through the Loss Prevention Hotline.
 - Secures personal items in his/her store locker.

4. Works as part of the total store team.
 - 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 four rings and identifies the store and him/herself.
 - Knows monthly events calendar, and promotes in-store events to customers, where applicable.
 - Contributes a title recommendation monthly to Staff Recommends Program.
 - Participates in storewide meetings, and communicates questions, concerns and suggestions to Lead Music Seller or Music Manager.
 - Cross-trains in other departments, as necessary.
 - 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.

