**McLean and Eakin Bookseller Evaluation Questions**

**Ratings:**

* **1 Exceptional**: Visible role model. Achieves all agreed upon objectives in a manner well above expectations.
* **2 Exceeds Expectations**: Demonstrates most competencies consistently. Achieves all agreed upon objectives well above expectations.
* **3 Meets Expectations**: Demonstrates most competencies consistently. Achieves all agreed upon objectives satisfactorily.
* **4 Meets Some Expectations**: Demonstrates competencies only occasionally. Partially achieves agreed upon objectives.
* **5 Does Not Meet Expectations**: Demonstrates competencies only rarely. Does not achieve agreed upon objectives. Significant and immediate improvement is required.

**Customer Service**

* 1. Response Time: Acts courteously, compassionately, and responsively to all customers.
	2. Anticipates Needs: Anticipates customers’ needs and responds appropriately.
	3. Removes Barriers: Helps remove barriers to excellent customer services.
	4. Resolves Issues: Demonstrates understanding of customer issues from the customer perspective.

**Job Knowledge**

1. Accurate and Complete Work: All work is accurate and complete.
2. Knowledge: Meets or exceeds job knowledge for current position.
3. Professional Growth: Employee is continuing professional growth.
4. Resources: Uses available resources effectively and efficiently.

**Operational Excellence**

* 1. Uses Time Effectively: Uses time efficiently and effectively.
	2. Prioritizes: Organizes and prioritizes work effectively, making the best use of time and resources for higher prioritized tasks, while maintaining timeliness on other projects.
	3. Flexibility to Change: Demonstrates flexibility in responding to priorities and organizational change.
	4. Problem Solving: Identifies and analyzes problems. Weighs relevance and accuracy of information. Generates and evaluates alternative solutions. Makes recommendations.

**Leadership and Innovation**

1. Trust, Respect, Rapport: Establishes trust, respect and rapport.
2. Strategic Thinking: Formulates objectives and priorities. Implements plans consistent with the long-term interests of the organization. Capitalize upon opportunities and manages risks.
3. Decisiveness: Makes well-informed, effective and timely decisions, even when data is limited or solutions produce unpleasant consequences. Perceives the impact and implications of decisions.
4. Creativity and Innovation: Develops new insights into situations. Questions conventional approaches. Encourages new ideas and innovations. Designs and implements new or cutting-edge programs/processes.

**Communication and Collaboration**

* 1. Actively Listens: Actively listens; seeks opportunity for dialogue to fully understand communicators message or needs.
	2. Clearly Communicates: Clearly communicates thoughts and ideas in language appropriate to the listener; checks level of understanding by asking for feedback.
	3. Team Objectives: Focuses on team objectives and helps others to achieve those objectives.
	4. Team Accomplishments: Supports and celebrates team accomplishments.

**Overall Comments:**