

# GLOSSARY OF COLLEGIATE RETAILING LEADERSHIP AND HUMAN RESOURCES TERMS

Americans with Disabilities Act (ADA)	A federal civil rights law that protects people with disabilities from discrimination in employment, transportation, public accommodations, telecommunications, and the activities of state and local government.
Benchmarking	The practice of evaluating performance by comparing one retailers performance with that of other retailers using a similar retail strategy.
Best practices	A set of performance measurements based on what works best in practice.
Cross training	An effective training technique that improves understanding and leads to better coordination and teamwork.
Discrimination	An illegal action of a company or its managers that results when a member of a protected class are treated differently from nonmembers of that class or that an apparently neutral rule has an unjustified effect.
Disparate impact	In the case of discrimination when an apparently neutral rule has an unjustified discriminatory effect, such as if a retailer requires high school graduation for all its employees thereby excluding a larger proportion of disadvantaged minorities, when at least some of the jobs (e.g., custodian) could be performed just as well by people who did not graduate from high school.
Disparate treatment	In the case of discrimination when members of a protected class is treated differently than non-members of that class—if a qualified women (protected class) does not receive a promotion given to a lesser qualified man.
Employee discounts	A discount from retail price offered by most retailers to employees.
Employee turnover	The number of employees occupying a set of positions during a period (usually a year) divided by the number of positions.
Empowerment	The process of managers sharing power and decision-making authority with employees.
Evaluation	A process by which an employee's performance and attendance are reviewed and compared to norm or expectations. Typically there are written standards that the performance can be compared to, (i.e., a job description or a goal list).
Exit interview	Identifying workplace or human resources factors which have contributed to an employee's decision to leave or transfer from a given department or function. A personal interviews allows you to identify any trends requiring attention or any opportunities for improving the company's ability to respond to employee issues, and to retain key people.
Managing diversity	Realizing the benefits of a diverse workforce.
Mentoring programs	Helping new or lower-level managers by exchanging information and providing emotional and career support.
Organizational chart	A graphic that displays the reporting relationships within a firm.
Progressive discipline	An established principle of discipline that calls for a verbal warning at first occurrence, a written warning at second occurrence, suspension at third occurrence and ending with final discharge at the fourth occurrence.

Rush

The period of peak sales activity at term opening.

Verbal warning

A verbal discussion with an employee notifying the employee that a behavior or action is in violation of a policy or procedure. The verbal warning is usually documented in writing as verification that the step was taken.