**Dictionary of Human Resources**

**and Personnel Management**

**race** **215** **range**

**R**

**race** /re s/*noun*a group of people whoare different because of skin colour, hair, eyes, etc.

**Race Relations Act 1976** /re s r-

\_le ʃ(ə)nz \_kt na nti\_n sev(ə)nti \_s ks/ *noun* an Act of Parliament which makes racial discrimination in employ-ment an offence

**racial** /\_re ʃ(ə)l/*adjective*of or refer-ring to a person’s race

**racial discrimination** /re ʃ(ə)ld skr m \_ne ʃ(ə)n/ *noun* the practice of

treating a person differently (usually worse) because of their race *The or-ganisation was accused of racial dis-crimination in selecting managers.*

**racial prejudice** /re ʃ(ə)l\_pred"υd s/ *noun* feelings against

someone because of their race *They* *investigated claims of racial prejudice in hiring staff. The immigrant felt forced to give up his job because of racial prejudice on the shop floor.*

**racism** /\_re s z(ə)m/**, racialism**

/\_re ʃəl z(ə)m/ *noun* the belief in racist ideas or actions based on racist ideas

*She accused the company of racism in their appointments to the management committee.*

**racist** /\_re s st/*noun*,*adjective*(a per-son) believing that people of certain ra-cial or ethnic groups are inferior

**raiding** /\_re d ŋ/*noun*same as **poaching**

**rainmaker** /\_re nme kə/*noun*a per-son, especially a lawyer, who wins cli-ents who spend a lot of money doing business with their firm (*slang*)

**raise** /re z/*noun US*an increase in sal-ary *He asked the boss for a raise.* *She is pleased – she has had her raise. She got her raise last month.* (NOTE:

British English is **rise**) *verb* **1.** to ask a meeting to discuss a question *The* *chairman tried to prevent the question of redundancies being raised.* **2.**to in-crease or to make higher *The govern-ment has raised the tax levels. The organisation will raise wages if infla-tion gets worse.*

**R&D** *abbr*research and development

**random** /\_r\_ndəm/*adjective*donewithout making any special selection **at random** without special selection

*The director picked out two sales re-ports at random.*

**random check** /r\_ndəm\_tʃek/*noun* a check on items taken from agroup without any special selection

**random inspection** /r\_ndəm n-

\_spekʃən/ *noun* an inspection carried out without any particular choice and without warning

**random sampling** /r\_ndəm\_sɑ\_mpl ŋ/ *noun* the choosing of sam-ples for testing without any special selection

**range** /re nd"/*noun* **1.** a series ofitems *There are a whole range of al-ternatives for the new salary scheme.* **2.**a spread of sizes or amounts within fixed limits *The company’s salary* *scale ranges from £5,000 for a trainee to £50,000 for the managing director.* **range of salaries***,* **salary range** a list ofsalaries paid, from the lowest to the highest *The salary range is £10,000 –* *£14,000. verb* to be within a group ofsizes or amounts falling within fixed limits *The company sells products* *ranging from cheap downmarket pens to imported luxury items. The company’s salary scale ranges from £10,000 for a trainee to £150,000 for the managing director. Our activities range from*

**range of indifference** **216** **rationalisation**

*mining in the USA to computer services in Scotland.*

**range of indifference** /re nd" əv

n\_d f(ə)rəns/ *noun* the top area of a salary scale, where the salaries are so high that salary increases are no longer an incentive to perform better

**rank** /r\_ŋk/*noun*a position in a com-pany or an organisation *All managers* *are of equal rank. Promotion means moving up from a lower rank.* **in rank****order** in order according to position ofimportance *verb* **1.** to classify in order of importance *Candidates are ranked* *in order of appearance. Candidates are ranked in order of their test results.*

**2.** to be in a certain position **all man-agers rank equally** all managers havethe same status in the company

**rank and file** /r\_ŋk ən\_fa l/*noun*the ordinary members of a trade union or other association *The decision was* *not liked by the rank and file.* **rank-and-file members** ordinarymembers

**ranking** /\_r\_ŋk ŋ/*adjective*in acertain position *a high-ranking offi-cial* **she is the top-ranking** *or* **the****senior-ranking official in the delega-tion** she is the member of the delegationwho occupies the highest official post *noun* the act of arranging into a list inorder of quality, importance or quantity

*Job ranking was carried out accord-ing to the relative importance of each job in the organisation.*

**ranking system** /\_r\_ŋk ŋs stəm/*noun* a way of calculating the value ofjobs and sorting them into different levels

**rate** /re t/*noun* **1.** the money chargedfor time worked or work completed **2.** an amount of money paid (shown as a percentage) **3.** an amount, number or speed compared with something else *the rate of increase in redundancies The rate of absenteeism* or *the absentee-ism rate always increases in fine weather. verb* **to rate someone****highly** to value someone, to think some-one is very good

‘…the unions had argued that public sector pay rates had slipped behind rates applying in private sector employment’ [*Australian Financial Review*]

**rate of inflation** /re t əv n-

\_fle ʃ(ə)n/ *noun* the percentage increase in prices over a twelve-month period

(NOTE: also called **rate of inflation**)

**rate of taxation** /re t əv t\_k-

\_se ʃ(ə)n/ *noun* the proportion of a particular sum of money (such as a salary) which must be paid in tax *He* *pays income tax at the highest rate.*

(NOTE: also called **tax rate**)

**rate of unemployment** /re t əv$n n\_plɔ mənt/ *noun* number of people

out of work, shown as a percentage of the total number of people available for

work (NOTE: also called **unemploy-ment rate**)

**ratification** /r\_t f\_ke ʃ(ə)n/*noun*official approval *The agreement has* *to go to the board for ratification.*

**ratify** /\_r\_t fa/*verb*to approve offi-cially *The agreement has to be rati-fied by the board.* (NOTE:**ratifies –**

**ratifying – ratified**)

**rating** /\_re t ŋ/*noun*the act of givingsomething a value, or the value given

**rating scale** /\_re t ŋ ske l/*noun*a se-ries of grades used in performance rating

**rating standard** /\_re t ŋst\_ndəd/*noun* an international standard of workefficiency for pieceworkers

**ratio** /\_re ʃiəυ/*noun* **1.** a proportion orquantity of something compared to something else *the ratio of successes* *to failures With less manual work available, the ratio of employees to managers is decreasing.* **2.**a mathemati-cal expression that shows the relation-ship between two amounts *The ratio* *of junior staff to senior staff is 5:1. Our product outsells theirs by a ratio of two to one.*

**rationalisation** /r\_ʃ(ə)nəla -

\_ze ʃ(ə)n/**, rationalization** *noun* a pro-cess designed to make an organisation efficient and profitable again when its performance or results have been poor, which usually involves changes in or-ganisation structure, redundancies, plant closures and cutbacks in supplies and resources (NOTE: The term is also used

in a cynical way as a euphemism for mass redundancies.)

**rationalise** **217** **reasonable**

**rationalise** /\_r\_ʃ(ə)nəla z/**, rational-ize** *verb*to make something more effi-cient *The rail company is trying to* *rationalise its freight services. The or-ganisation is trying to rationalise its salary scales.*

**rat race** /\_r\_t re s/*noun*competitionfor success in business or in a career

*He decided to get out of the rat race and buy a small farm.*

**raw** /rɔ\_/*adjective*in the original stateor not processed

**raw data** /rɔ\_ \_de tə/*noun*data as it isput into a computer, without being analysed

**raw deal** /rɔ\_ \_di\_l/*noun*a bad ar-rangement or bad treatment *She got a* *raw deal from her manager.*

**raw labour** /rɔ\_ \_le bə/*noun*un-skilled workers *Because too high a* *proportion of the local workforce was raw labour, the company had to recruit from further afield.*

**RDO** *noun (in Australia and New Zea-land)* a day of leave granted to staff un-der certain employment agreements when they have accumulated a particu-lar amount of overtime (NOTE: Full form

**rostered day off**)

**reach** /ri\_tʃ/*verb*to get to something **to reach an agreement** to agree **to reach a decision** to decide*The two**parties reached an agreement over the terms for the contract. The board reached a decision about closing the factory.*

**readjust** /ri\_ə\_d"$st/*verb*to adjustagain *to readjust salary scales*

**readvertise** /ri\_\_\_dvəta z/*verb*toadvertise again *All the candidates* *failed the test so we will just have to re-advertise.* **to readvertise a post**to putin a second advertisement for a vacant post

**readvertisement** /ri\_əd-

\_v\_\_t smənt/ *noun* a second advertise-ment for a vacant post *The* *readvertisement attracted only two new applicants.*

**real** /r əl/*adjective*(*of prices or**amounts*)shown in terms of money ad-justed for inflation **in real terms** actu-ally or really *Salaries have gone up by*

*3% but with inflation running at 5% that is a fall in real terms.*

‘…real wages have been held down dramatically: they have risen as an annual rate of only 1% in the last two years’ [*Sunday Times*]

**real earnings** /r əl\_\_\_n ŋz/**, real wages** /r əl\_we d" z/*plural noun*in-

come which is available for spending af-ter tax and other contributions have been deducted, corrected for inflation

**real time** /\_r əl ta m/*noun*the timewhen a computer is working on the pro-cessing of data while the problem to which the data refers is actually taking place *The website allows you to check* *share prices in real time* or *gives real time information on share prices.*

**real-time system** /\_r əl ta ms stəm/ *noun* a computer system where data is inputted directly into the com-puter which automatically processes it to produce information which can be used immediately

**reapplication** /ri\_\_pl\_ke ʃ(ə)n/*noun* a second or subsequent applicationfor a job

**reapply** /ri\_ə\_pla/*verb*to apply again

*When he saw that the job had still not been filled, he reapplied for it.* (NOTE:

**reapplies – reapplying – reapplied**)

**reappoint** /ri\_ə\_pɔ nt/*verb*to ap-point someone again *She was reap-pointed chairman for a further three-year period.*

**reappointment** /ri\_ə\_pɔ ntmənt/*noun* the act of being reappointed *On her reappointment as chairman, she thanked the board for their support. The board decided to offer him reap-pointment for a further two years at the end of his fixed-term contract.*

**reason** /\_ri\_z(ə)n/*noun*an explanationas to why something has happened

*The chairman was asked for his reasons for cancelling the meeting. The com-pany gave no reason for the sudden clo-sure of the factory.*

**reasonable** /\_ri\_z(ə)nəb(ə)l/*adjec-tive* **1.**sensible or not annoyed *The manager of the shop was very reason-able when I tried to explain that I had left my credit cards at home.* **2.**moder-ate or not expensive *The union has*

**reasonable behaviour** **218** **reconcile**

*decided to put in a reasonable wage claim.*

**reasonable** **behaviour**

/ri\_z(ə)nəb(ə)l b \_he vjə/ *noun* a way of approach by an employer when mak-ing employees redundant

**reassess** /ri\_ə\_ses/*verb*to assessagain *The manager was asked to reas-sess the department staff, after the as-sessments were badly done by the supervisors.*

**reassessment** /ri\_ə\_sesmənt/*noun*a new assessment

**reassign** /ri\_ə\_sa n/*verb*to assignsomething again or to assign someone to a new position

**reassignment** /ri\_ə\_sa nmənt/*noun*a new assignment

**reassure** /ri\_ə\_ʃυə/*verb*to makesomeone calm or less worried *The* *manager tried to reassure her that she would not lose her job.*

**rebuke** /r\_bju\_k/*noun*an act ofcriticising someone for doing something

**receipt** /r\_si\_t/*noun* **1.** a piece of pa-per showing that money has been paid or that something has been received

*She lost her taxi receipt. Keep the re-ceipt for items purchased in case you need to change them later. Please produce your receipt if you want to ex-change items.* **2.**the act of receivingsomething *Goods will be supplied* *within thirty days of receipt of order* **to acknowledge receipt of a letter** towrite to say that you have received a let-ter *We acknowledge receipt of your* *letter of the 15th. Invoices are pay-able within thirty days of receipt. On receipt of the notification, the company lodged an appeal.*

**reception** /r\_sepʃən/*noun*a place ina hotel or office where visitors register or say who they have come to see

**receptionist** /r\_sepʃən st/*noun*aperson in a hotel or office who meets guests or clients, answers the phone, etc.

**recession** /r\_seʃ(ə)n/*noun*a fall intrade or in the economy *The recession* *has reduced profits in many companies. Several firms have closed factories because of the recession.*

COMMENT: There are various ways of de-ciding if a recession is taking place: the usual one is when the GNP falls for three consecutive quarters.

**recipient** /r\_s piənt/*noun*a personwho receives something *She was the* *recipient of an allowance from the com-pany. A registered letter must be signed for by the recipient.*

**reckonable year** /rekənəb(ə)l\_j ə/*noun* a year in which full National In-surance Contributions have been paid (used to calculate the state retirement pension)

**recognise** /\_rekə na z/**, recognize** *verb* **1.**to know someone or somethingbecause you have seen or heard them before *I recognised his voice before* *he said who he was. Do you recognise the handwriting on the application form?* **2.****to recognise a union**toagree that a union can act on behalf of employees in a company *Although* *more than half the staff had joined the union, the management refused to re-cognise it.*

**recognition** /rekə\_n ʃ(ə)n/*noun*the act of recognising something or somebody **recognition of a trade un-ion***,* **union recognition** the act of agree-ing that a union can act on behalf of employees in a company

**recognition agreement** /rekə-

\_n ʃ(ə)n ə ri\_mənt/ *noun* a document which sets out the terms under which a union is recognised, and the ways in which management and union will work together in the future

**recommend** /rekə\_mend/*verb* **1.** tosuggest that something should be done

*The management consultant recom-mended a different form of pay struc-ture.* **2.**to say that someone orsomething is good *I certainly would* *not recommend Miss Smith for the job.*

**recommendation** /rekəmen-

\_de ʃ(ə)n/ *noun* an act of saying that someone or something is good *We ap-pointed him on the recommendation of his former employer.* **to make a rec-ommendation** to suggest that some-thing should be done

**reconcile** /\_rekənsa l/*verb* **1.** tomake two financial accounts or state-

**reconsider** **219** **red tape**

ments agree *She is trying to reconcile* *one account with another* or *to reconcile the two accounts.* **2.**to make two thingsagree *Their manager tried to recon-cile the different points of view.*

**reconsider** /ri\_kən\_s də/*verb*tothink again about a decision which has already been made *The interim agree-ment will provide a breathing space while both sides reconsider their positions.*

**record** *noun*/\_rekɔ\_d/ **1.** a report ofsomething which has happened *The* *chairman signed the minutes as a true record of the last meeting.* **for the re-cord***,* **to keep the record straight** tonote something which has been done

*For the record, I would like these sales figures to be noted in the minutes.* **on****record** correctly reported*The chair-man is on record as saying that profits are set to rise.* **to go on record as****stating** to state emphatically, so that itcan be noted **2.** a description of what has happened in the past *the salesperson’s* *record of service* or *service record the company’s record in industrial relations*

*He has a very poor timekeeping re-cord. verb* /r\_kɔ\_d/to note or report

**to record a complaint** to listen to acomplaint and make a note of it *Your* *complaint has been recorded and will be investigated.*

**record of achievement** /rekɔ\_d əvə\_tʃi\_vmənt/ *noun* a document given to

someone who has finished a course of instruction, showing their achievement in class, exam results, etc.

**records** /\_rekɔ\_dz/*plural noun*docu-ments which give information *The* *names of customers are kept in the com-pany’s records. We find from our re-cords that our invoice number 1234 has not been paid.*

**recreation** /rekri\_e ʃ(ə)n/*noun*lei-sure time *Giving the shift workers half* *an hour recreation in the middle of the morning has resulted in improved productivity.*

**recreational** /rekri\_e ʃ(ə)n(ə)l/*ad-jective* referring to recreation

**recreational** **facilities** /rekri-

\_e ʃ(ə)n(ə)l fəs l tiz/ *plural noun* sports centres, football pitches, gyms,

etc., provided by a company for the employees

**recruit** /r\_kru\_t/*verb* **to recruit new staff** to search for and appoint newstaff to join a company *We are re-cruiting staff for our new store. noun* a new member of staff *The induction* *programme for recruits begins on Wednesday.*

**recruitment** /r\_kru\_tmənt/**, recruit-ing** /r\_kru\_t ŋ/*noun* **recruitment of new staff** the process of searching forand appointing new staff to join a com-pany *Which section in HR deals with* *recruitment and selection?*

**recruitment** **consultant** /r-

\_kru\_tmənt kəns$ltənt/ *noun* an agency which recruits staff for a com-pany (usually interviewing and drawing up a shortlist of candidates for a final decision by the management)

**recruitment fair** /r\_kru\_tmənt feə/*noun* an exhibition where employers tryto recruit college graduates as new members of staff

**recruitment ratio** /r\_kru\_tməntre ʃiəυ/ *noun* a ratio of the number of

people appointed to jobs to the number of candidates applying *The recruit-ment ratio is low in departments where a high level of skills is required. The sudden demand for a large number of new employees has led to the lowering of the recruitment ratio.*

**red circle rate** /red\_s\_\_k(ə)l re t/*noun* a pay rate which is above the mini-mum rate for an employee’s evaluated level

**red circling** /red\_s\_\_kl ŋ/*noun*thepractice of paying staff at a higher rate, even if their jobs have been downgraded

**redeploy** /ri\_d\_plɔ/*verb*to moveemployees from one place to another or from one type of job to another *We* *closed the design department and rede-ployed the workforce in the publicity and sales departments.*

**redeployment** /ri\_d\_plɔ mənt/*noun* the act of moving employees fromone place of work to another or from one type of job to another

**red tape** /red\_te p/*noun*official pa-perwork which takes a long time to

ta m/**, refreshment**

**refreshment time**

**reduce** **220** **refreshment time**

complete *The appointment of the new* *manager has been held up by red tape in the HR department.*

**reduce** /r\_dju\_s/*verb*to make smalleror lower *We must reduce expenditure* *if we want to stay in business. We have made some staff redundant to re-duce overmanning. The company re-duced output because of a fall in demand. The government’s policy is to reduce inflation to 5%.* **to reduce****staff** to make employees redundant inorder to have a smaller number of staff

**to reduce salaries** to lower the levelof salaries

**reduction** /r\_d$kʃən/*noun*an actof making something smaller or less

*Reduction in demand has led to the cancellation of several new projects. The company was forced to make job reductions. We expect the new gov-ernment to introduce tax reductions. The new MD has proposed a series of staff reductions. Working only part-time will mean a significant reduc-tion in take-home pay.* **reduction of****manning levels** an act of reducing thenumber of employees needed in certain jobs **reduction of working hours** the act of reducing the number of hours worked

**redundancy** /r\_d$ndənsi/*noun* **1.** the dismissal of a person whose job no longer needs to be done **2.** a person who has lost a job because they are not needed any more *The takeover caused* *250 redundancies.*

**redundancy pay** /r\_d$ndənsi pe/**,**

**redundancy payment** /r\_d$ndənsipe mənt/ *noun* payment made to an employee to compensate for losing their job

**redundant** /r\_d$ndənt/*adjective* **1.**

(ability or skill) which is no longer needed or is useless *redundant clause* *in a contract The new legislation has made clause 6 redundant. Retraining can help workers whose old skills have become redundant.* **2.**(person) wholoses their job because their skills are no longer needed **to make someone re-dundant** to dismiss an employee who isnot needed any more

**redundant staff** /rd$ndənt\_stɑ\_f/*noun* staff who have lost their jobs be-cause they are not needed any more

**re-employ** /ri\_m\_plɔ/*verb*to em-ploy someone again *He came back to* *the factory hoping to be re-employed.*

**re-employment** /ri\_m\_plɔ mənt/*noun* the act of employing someoneagain

**re-engage** /ri\_n\_e d"/*verb*tore-employ someone, but not necessarily in the same job

**re-engagement** /ri\_n\_e d"mənt/*noun* the act of employing someoneagain, but not necessarily in the same job

**referee** /refə\_ri\_/*noun*a person suchas a former employer or teacher who can give a report on someone’s charac-ter, ability or job performance *She* *gave the name of her boss as a referee. When applying please give the names of three referees. He chose his former headmaster as referee.*

**reference** /\_ref(ə)rəns/*noun* **1.** theprocess of mentioning or dealing with *with reference to your letter of May 25th*

**2.** a person such as a former employer orteacher who can give a report on some-one’s character, ability or job perfor-mance *He gave the name of his* *former manager as a reference. Please use me as a reference if you wish.*

**reference period** /\_ref(ə)rənsp əriəd/ *noun* a period which is used as

a base for comparisons

**refresher course** /r\_freʃə kɔ\_s/*noun* a course of study designed to bringexisting skills or knowledge up to date

*Refresher courses were given to any-one who had not used this machinery for some time. She went on a refresher course in bookkeeping.*

**refreshment** /r\_freʃmənt/*noun*food and drink

/r \_freʃmənt

**break** /r -

\_freʃmənt bre k/ *noun* a rest time dur-ing work when employees can have something to eat or drink. **coffee**

**break, tea break**

**region** **221** **relations**

**region** /\_ri\_d"ən/*noun* **1.** a large areaof a country *Her territory consists of* *all the eastern region of the country.* **2.**

**in the region of** about or approxi-mately *She was earning a salary in* *the region of £35,000.*

**register** /\_red" stə/*noun*an officiallist *to enter something in a register* *to keep a register up to date* **to be on****the unemployment register** to be offi-cially classified as unemployed *verb* to write something in an official list

*After he was made redundant he regis-tered at the unemployment office.*

**registered** **disabled person**

/red" stəd d se b(ə)ld \_p\_\_s(ə)n/ *noun* a person who is registered with theDepartment for Employment as having a disability

**registered letter** /red" stəd\_letə/**, registered parcel** /red" stəd\_pɑ\_səl/

*noun* a letter or parcel which is noted bythe post office before it is sent, so that the sender can claim compensation if it is lost

**registered office** /red" stəd\_ɒf s/*noun* the office address of a companywhich is officially registered with the Companies’ Registrar

**registered** **unemployed**

/red" stəd əz $n m\_plɔ d/ *noun* a person who has not got a job, has regis-tered for unemployment benefit and is actively looking for work

**registrar** /red"\_strɑ\_/*noun*a personwho keeps official records

**regular** /\_re jυlə/*adjective*whichhappens or comes at the same time each day, each week, each month or each year *His regular train is the 12.45.* *The regular flight to Athens leaves at 06.00.*

**regular income** /re jυlər\_nk$m/*noun* an income which comes in everyweek or month *She works freelance* *so she does not have a regular income.*

**regular staff** /\_re jυlə stɑ\_f/*noun*the full-time staff

**rehabilitation** /ri\_əb l\_te ʃ(ə)n/*noun* the process of making someone fitfor work again (after illness, a period in prison, etc.)

COMMENT: By the Rehabilitation of Of-fenders Act, 1974, a person who is con-victed of an offence, and then spends a period of time without committing any other offence, is not required to reveal that they have a previous conviction.

**rehabilitation** **centre** /ri\_əb l-

\_te ʃ(ə)n sentə/ *noun* a centre where people who have not been working for some time (such as because of illness or unemployment) can be trained to re-enter the work environment

**rehire** /ri\_\_ha ə/*verb*to take back anemployee after they have been made re-dundant or have left the company *I* *don’t think it was a good idea to rehire those two workers.*

**reimburse** /ri\_m\_b\_\_s/*verb* **to re-imburse someone their expenses** topay someone back for money which they have spent *You will be reim-bursed for your expenses* or *your ex-penses will be reimbursed*.

**reimbursement** /ri\_m\_b\_\_smənt/*noun* the act of paying back money *reimbursement of expenses*

**reinstate** /ri\_n\_ste t/*verb*to allowsomeone to return to a job from which they were dismissed *The union de-manded that the sacked workers should be reinstated.*

**reinstatement** /ri\_n\_ste tmənt/*noun* the act of putting someone backinto a job from which they were dismissed

**reinstatement** **order** /ri\_n-

\_ste tmənt ɔ\_də/ *noun* an order by a tribunal to an employer to give a dis-missed person their job back

**reject** /r\_d"ekt/*verb*to refuse to ac-cept, or to say that something is not sat-isfactory *The union rejected the* *management’s proposals.*

**rejection** /r\_d"ekʃən/*noun*a refusalto accept, such as the refusal to give a customer credit *After the union’s re-jection of the offer, management came back with new redundancy terms.*

**relations** /r\_le ʃ(ə)nz/*plural noun*re-lationships with other people, compa-nies or countries *Relations between* *the management and the workforce have been strained recently.* **to break off**

**release** **222** **remunerative**

**relations with someone** to stop dealingwith someone

**release** /r\_li\_s/*noun*the act of settingfree *release from a contract He was* *offered early release so that he could take up his new job. verb* to end anemployee’s contract early

**relevant** /\_reləv(ə)nt/*adjective*whichhas to do with what is being discussed or the current situation *Can you give* *me the relevant papers? The new as-sistant does not have any relevant experience.*

**reliability** /rla ə\_b l ti/*noun*the factof being reliable

**reliable** /r\_la əb(ə)l/*adjective*whichcan be trusted *We are looking for a* *reliable bookkeeper to deal with the payroll. The sales manager is com-pletely reliable.*

**reliable test** /rla əb(ə)l\_test/*noun*a test which always gives correct results

**relief** /r\_li\_f/*noun* **1.** help **2.** a personwho takes the place of someone who is sick or on holiday *A relief manager* *has been sent from headquarters. The bus carrying relief workers was late.*

**relief shift** /r\_li\_f ʃ ft/*noun*a shiftwhich comes to take the place of an-other shift, usually the shift between the day shift and the night shift

**relieve** /r\_li\_v/*verb*to come to workto take the place of another employee at the end of a shift *The shift will be re-lieved at 06.30.*

**relocate** /ri\_ləυ\_ke t/*verb*to estab-lish an organisation in a new place, or to be established in a new place *The* *board decided to relocate the company in Scotland. When the company moved its headquarters, 1500 people had to be relocated. If the company moves down south, all the managerial staff will have to relocate.*

**relocation** /ri\_ləυ\_ke ʃ(ə)n/*noun*theact of moving to a different place *We* *will pay all the staff relocation costs.*

**relocation** **allowance** /ri\_ləυ-

\_ke ʃ(ə)n əlaυəns/ *noun* a special pay-ment given to an employee who agrees to move to another town to work

**relocation** **expenses** /ri\_ləυ-

\_ke ʃ(ə)n kspens z/ *plural noun* ex-

penses involved when an employee has to move house because their place of work has changed, or when a new em-ployee has to move house to join the company, paid by the company

**remedial transfer** /rmi\_diəl\_tr\_nsf\_\_/ *noun* an act of transferring an employee to a more suitable job after they have not performed well in their present position *The HR manager and* *the supervisor discussed the possibility of a remedial transfer.*

**removal** /r\_mu\_v(ə)l/*noun* **1.** the actof moving to a new house or office

*Staff are allowed removal expenses on joining the company.* **2.**the act of sack-ing someone (usually a director) from a job *The removal of the managing di-rector is going to be very difficult.*

**remunerate** /r\_mju\_nəre t/*verb*topay someone for doing something *The* *company refused to remunerate them for their services.*

**remuneration** /rmju\_nə\_re ʃ(ə)n/*noun* payment for services *She has a monthly remuneration of £4800. The job is interesting but the remuneration is low. She receives a small remuner-ation of £400 a month. No one will work hard for such poor remuneration.*

COMMENT: Remuneration can take sev-eral forms: the regular monthly salary cheque, a cheque or cash payment for hours worked or for work completed, etc.

**remuneration** **package** /r-

mju\_nə\_re ʃ(ə)n p\_k d"/ *noun* the salary, pension contributions, bonuses and other forms of payment or benefit that make up an employee’s total remuneration

**remunerations committee** /r-

mju\_nə\_re ʃ(ə)nz kəm ti/ *noun* a committee of senior executives or non-executive directors who decide on directors’ salaries

**remunerations consultant** /r-

mju\_nə\_re ʃ(ə)nz kəns$ltənt/ *noun* an adviser who gives advice on wage and salary structures

**remunerative** /r\_mju\_nərət v/*ad-jective* referring to a job which payswell *She is in a highly remunerative* *job.*

**renew** **223** **report**

**renew** /r\_nju\_/*verb*to continue some-thing for a further period of time *His* *contract was renewed for a further three years.*

**renewal** /r\_nju\_əl/*noun*the act of re-newing *His contract is up for renewal* *in January.*

**reopen** /ri\_\_əυpən/*verb*to open again

*The office will reopen soon after its refit. The management agreed to re-open discussions with the union.*

**reopening** /ri\_\_əυp(ə)n ŋ/*noun*opening again *the reopening of the* *store after refitting*

**reopening clause** /ri\_\_əυp(ə)n ŋklɔ\_z/ *noun* a clause in an agreement between a union and an employer which allows the union to reopen discussions on a particular issue during the term of the agreement

**reorganisation** /ri\_ɔ\_ əna -

\_ze ʃ(ə)n/**, reorganization** *noun* the act of organising something in a new way *His job was downgraded in the* *office reorganisation* or *in the reorgani-sation of the office.*

**reorganise** /ri\_\_ɔ\_əna z/**, reorga-nize** *verb*to organise in a new way

*We have reorganised all our reps’ territories.*

**repair shop** /r\_peə ʃɒp/*noun*asmall factory where machines are repaired

**repeat** /r\_pi\_t/*verb*to do or say some-thing again *He repeated his address* *slowly so that the saleswoman could write it down. When asked what the company planned to do, the chairman repeated ‘Nothing’. We’ll have to re-peat the survey next year.* **repeated****absences from work** the act of beingabsent from work again and again

**repetitive** /r\_pet t v/*adjective*whichhappens again and again

**repetitive strain injury** /rpet t v\_stre n nd"əri/**, repetitive stress** **injury** /rpet t v\_stresnd"əri/*noun*

a pain in the arm felt by someone who performs the same movement many times over a certain period, such as when keyboarding. Abbr **RSI**

**repetitive work** /r\_pet t v w\_\_k/*noun* work which involves repeating the

same task over and over again *Super-visors try to introduce some variation into the work pattern since repetitive work leads to boredom. Psychologists claim that repetitive work can be just as stressful as more demanding but varied work.*

**replace** /r\_ple s/*verb*to put someoneor something in the place of someone or something else *They replaced the* *foreman with a younger man. We are replacing all our salaried staff with freelancers.*

**replacement** /r\_ple smənt/*noun* **1.** an item which replaces something *We* *are out of stock and are waiting for re-placements.* **2.**a person who replacessomeone *My assistant leaves us next* *week, so we are advertising for a replacement.*

**replacement rate** /r\_ple sməntre t/ *noun* the proportion of an organi-sation’s workforce that is replaced every year *The high replacement rate can* *be put down to dissatisfaction with working conditions.*

**report** /r\_pɔ\_t/*noun*a statement de-scribing what has happened or describ-ing a state of affairs *The accountants* *are drafting a report on salary scales. The sales manager reads all the reports from the sales team. verb* **1.**to make astatement describing something *Each* *manager reports on the progress made in their departments over the last six weeks.* **2.****to report to someone**to beresponsible to or to be under someone

*She reports direct to the managing di-rector. The salesforce reports to the sales director.* **3.**to go to a place or toattend *She has been asked to report* *for an interview. Please report to our London office for training.* **to report****sick** to state officially that you are sickand so cannot work

‘…responsibilities include the production of premium quality business reports’ [*Times*]

‘…the research director will manage a team of business analysts monitoring and reporting on the latest development in retail distribution’ [*Times*]

‘…the successful candidate will report to the area director for profit responsibility for sales of leading brands’ [*Times*]

**reportable accident** **224** **resentment**

**reportable accident** /rpɔ\_təb(ə)l\_\_ks d(ə)nt/ *noun* an accident which causes death, or which makes an em-ployee stay away from work for more than three days

**reporting pay** /r\_pɔ\_t ŋ pe/*noun*guaranteed pay for employees who re-port for work whether there is work for them to do or not *The reporting pay* *system can be a drain on the company’s resources when the order book is low.*

**represent** /repr\_zent/*verb* **1.** towork for a company, showing goods or services to possible buyers *He repre-sents an American car firm in Europe. Our French distributor represents sev-eral other competing firms. Which sector of the workforce does she repre-sent on the committee?* **2.**to act on be-half of someone *He sent his solicitor* *and accountant to represent him at the meeting. Three managers represent the workforce in discussions with the directors.*

**representation** /repr zen\_te ʃ(ə)n/*noun* **1.**the act of selling goods for acompany *We offered them exclusive* *representation in Europe. They have no representation in the USA.* **2.**the factof having someone to act on your behalf

*The minority shareholders want rep-resentation on the board. The ordi-nary shop floor workers want representation on the committee.* **3.**acomplaint made on behalf of someone

*The managers made representations to the board on behalf of the hourly-paid members of staff.*

**representative** /repr\_zentət v/*noun* **1.**a person who acts on someone’sbehalf *He sent his solicitor and ac-countant to act as his representatives at the meeting. The board refused to meet the representatives of the workforce.* **2.**same as**sales**

**representative**

**reprimand** /\_repr mɑ\_nd/*noun*offi-cial criticism given to an employee

*After receiving one reprimand he knew he would be sacked for further absen-teeism. verb* to criticise someone offi-cially *He was reprimanded by the* *manager.*

**repudiate** /r\_pju\_die t/*verb*to refuseto accept something **to repudiate an** **agreement** *or* **a contract** to refuse toperform one’s obligations under an agreement or contract

**repudiation** /rpju\_di\_e ʃ(ə)n/*noun*a refusal to accept something

**request** /r\_kwest/*noun*an act of ask-ing for something *They put in a re-quest for a government subsidy. His request for a loan was turned down by the bank.* **on request**if asked for

*We will send samples on request* or *‘samples available on request.’*

**requirement** /r\_kwa əmənt/*noun*what is needed **to meet the require-ments of a job** to have the right qualifi-cations or experience for a job

**requisition** /rekw\_z ʃ(ə)n/*noun*anofficial order for something *What is* *the reference number of your latest requisition?*

**requisition form** /rekw\_z ʃ(ə)nfɔ\_m/ *noun* a form sent to the human re-sources department from a department in an organisation asking for a new em-ployee to be found to fill a vacancy

*The requisition form should contain all details of the job specification and terms of employment offered.*

**research** /r\_s\_\_tʃ/*noun*the processof trying to find out facts or information

**research and development** /r-

s\_\_tʃ ən d \_veləpmənt/ *noun* scien-tific investigation which leads to mak-ing new products or improving existing products *The company spends mil-lions on research and development.*

Abbr **R&D**

**resent** /r\_zent/*verb*to feel annoyedabout something *The rest of the office* *resented his promotion to manager.*

**resentful** /r\_zentf(ə)l/*adjective*feel-ing annoyed about something *The ju-nior members of staff feel resentful that the managers have a separate dining room.*

**resentment** /r\_zentmənt/*noun*afeeling of annoyance at something

*The resentment of the unions at their treatment by management ended in a se-ries of one-day strikes.*

**residence** **225** **respresentational rights**

**residence** /\_rez d(ə)ns/*noun* **1.** ahouse or flat where someone lives *He* *has a country residence where he spends his weekends.* **2.**the act of livingor operating officially in a country

**residence permit** /\_rez d(ə)nsp\_\_m t/ *noun* an official document al-lowing a foreigner to live in a country

*She was granted a residence permit for one year* or *a one-year residence permit. He has applied for a residence permit.*

**resident** /\_rez d(ə)nt/*noun*a personor company considered to be living or operating in a country for official or tax purposes *The company is resident in* *France.*

**residual** /r\_z djuəl/*adjective*re-maining after everything else has gone

**residual** **unemployment** /r-

z djuəl $n m\_plɔ mənt/ *noun* unem-ployment amongst people who are not capable of doing the work available

**resign** /r\_za n/*verb*to give up a job

*He resigned from his post as treasurer. He has resigned with effect from July 1st. She resigned as finance director.*

**resignation** /rez\_ne ʃ(ə)n/*noun*the act of giving up a job *He wrote his* *letter of resignation to the chairman.* **to hand in *or* to give in *or* to send in your resignation** to resign from yourjob

**resizing** /ri\_\_sa z ŋ/*noun*same as **upsizing**

**resolution** /rezə\_lu\_ʃ(ə)n/*noun*adecision to be reached at a meeting

*The meeting rejected the resolution* or *the resolution was defeated by ten votes to twenty. The meeting carried* or *adopted a resolution to go on strike. A resolution was passed to raise salaries by six per cent.* **to put a resolution to****a meeting** to ask a meeting to vote on aproposal

**resolve** /r\_zɒlv/*verb*to decide to dosomething *The meeting resolved that* *a strike ballot should be held.*

**resources** /r\_sɔ\_s z/*plural noun* **1.** asource of supply of something **2.** the money available for doing something

enough money to pay for the new project

**respondent** /r\_spɒndənt/*noun*anemployer who is defending a case brought before the industrial tribunal by an employee

**responsibilities** /rspɒns\_b l tiz/*plural noun* duties *He finds the re-sponsibilities of being managing direc-tor too heavy.*

**responsibility** /rspɒns\_b l ti/*noun* the fact of being responsible *The manager has overall responsibility for the welfare of the staff in her department.*

**responsible** /r\_spɒns b(ə)l/*adjec-tive* **1.****responsible to someone**beingunder someone’s authority *She is di-rectly responsible to the managing di-rector.* **responsible for**directing orbeing in charge of doing a certain job

*He is responsible for all sales. He is responsible for the staff in his depart-ment.* **2.**(person) who is sensible or whocan be trusted **a responsible job** job where important decisions have to be taken or where the employee has many responsibilities *He is looking for a re-sponsible job in marketing.*

**responsible job** /r\_spɒnsəb(ə)ld"ɒb/ *noun* a job where important deci-sions have to be taken or where the em-ployee has many responsibilities *She* *is looking for a responsible job in marketing.*

**responsibly** /r\_spɒns bli/*adverb*ina responsible way *The staff acted very* *responsibly when the fire broke out.*

**responsive** /r\_spɒns v/*adjective*re-ferring to a person who listens and does what someone asks *The human re-sources manager was responsive to her request for compassionate leave.*

**responsive listening** /rspɒns v\_l s(ə)n ŋ/ *noun* the act of listening carefully and responding to what an-other person says *The HR manager’s* *responsive listening made the trainee feel that she understood her problems.*

**respresentational** **rights**

**the cost of the new project is easily** /repr zente ʃ(ə)n(ə)l\_ra ts/*plural*

**within our resources** we have quite*noun*the rights of a union to represent

**restart** **226** **retainer**

employees in dealings with management

**restart** /r\_stɑ\_t/*verb*to start some-thing again *Negotiations will restart* *tomorrow.*

**restart interview** /\_ri\_stɑ\_t ntəvju\_/ *noun* an interview given to

someone who is unemployed, with the aim of advising them on means of get-ting back to work

**rest break** /\_rest bre k/*noun*a periodof time during the working day when an employee is allowed to be away from their workstation for a rest or meal break (NOTE: Many countries have laws

governing how often employees are al-lowed rest breaks and how long those rest breaks should be, depending on the number of hours the employee works in a day.)

**rest period** /\_restp əriəd/*noun*thelength of time between periods of work that an employee is entitled to have for

rest (NOTE: Many countries have laws governing the rights of employees to have a particular number of periods of rest per day, per week, and, some-times, per month.)

**restraint** /r\_stre nt/*noun*control

**restrict** /r\_str kt/*verb*to limit or toimpose controls on *We are restricted* *to twenty staff by the size of our offices.*

**restrictive** /r\_str kt v/*adjective*which limits

**restrictive covenant** /rstr kt v\_k$vənənt/ *noun* a clause in a contract

which prevents someone from doing something

**restrictive practices** /rstr kt v

\_pr\_kt s z/**, restrictive trade prac-tices** /rstr kt v\_tre dpr\_kt s z/

*plural noun* ways of working whichmake people less free (such as trade un-ions stopping workers from doing cer-tain jobs or companies not allowing customers a free choice of product) *As* *part of a policy of restrictive practices he refused to do anything which was not laid down in his contract of employ-ment. Restrictive practices in industry mean that employers will not be able to afford to take on more labour.*

**restructuring** /ri\_\_str$ktʃər ŋ/*noun*the process of reorganising the financial basis of a company

**result** /r\_z$lt/*noun*something whichhappens because of something else

*What was the result of the price investi-gation? The company doubled its sales force with the result that the sales rose by 26%. verb* **to result in**toproduce as a result *The doubling of* *the sales force resulted in increased sales. The extra orders resulted in overtime work for all the factory staff. We have to fill several vacancies result-ing from the recent internal promotions.*

**result-driven** /r\_z$ltdr v(ə)n/*ad-jective* used to describe a strategy or or-ganisation that focuses mainly on results and achievements (NOTE: A re-

sult-driven organisation concentrates on achieving its aims, and delivering products at the required time, cost, and quality, and considers performance to be more important than procedures.)

**resume** /r\_zju\_m/*verb*to start again

*The discussions resumed after a two hour break.*

**résumé** /\_rezju\_me/**, resume** *noun**US* a summary of a person’s work expe-rience and qualifications sent to a pro-spective employer by someone applying

for a job (NOTE: British English is **cur-riculum vitae**)

**resumption** /r\_z$mpʃən/*noun*anact of starting again **we expect an** **early resumption of negotiations** weexpect negotiations will start again soon

**retail price(s) index** /ri\_te l\_pra s z ndeks/ *noun* an index which

shows how prices of consumer goods have increased or decreased over a pe-riod of time. Abbr **RPI**

**retain** /r\_te n/*verb* **1.** to keep*mea-sures to retain experienced staff Out of the profits, the company has retained £50,000 as provision against bad debts.*

**2. to retain a lawyer to act for a company** to agree with a lawyer thatthey will act for you (and pay them a fee in advance)

**retainer** /r\_te nə/*noun*money paid inadvance to someone so that they will work for you, and not for someone else

*We pay them a retainer of £1,000.*

**retention** **227** **reward**

**retention** /r\_tenʃən/the process ofkeeping the loyalty of existing employ-ees and persuading them not to work for another company

‘…a systematic approach to human resource planning can play a significant part in reducing recruitment and retention problems’ [*Personnel Management*]

**retention bonus** /r\_tenʃənbəυnəs/ *noun* a bonus payment paid to

employees who are obliged to stay on to close down a business, where their col-leagues will have been eligible for re-dundancy payments

**retention profile** /r\_tenʃənprəυfa l/ *noun* the analysis of all em-

ployees who join at the same date, showing how many leave each year, ex-pressed as a percentage of the original total

**retiral** /r\_ta ərəl/*noun US*same as **retirement**

**retire** /r\_ta ə/*verb* **1.** to stop work andtake a pension *She retired with a* *£15,000 pension. The founder of the company retired at the age of 85. The shop is owned by a retired policeman.* **2.**to make an employee stop work and take a pension *They decided to retire* *all staff over 50.*

**retiree** /rta ə\_ri\_/*noun*a person whohas retired or is about to retire

**retirement** /r\_ta əmənt/*noun* **1.** theact of retiring from work *I am looking* *forward to my retirement. Older staff are planning what they will do in retire-ment.* **2.**the period when a person isretired

**retirement annuity** /r\_ta əmənt ə-

nju\_ ti/ *noun* an annuity bought when someone retires, using part of the sum put into a personal pension plan

**retirement date** /r\_ta əmənt de t/*noun* the date on which someone retiresand takes a pension

**retirement pension** /r\_ta əməntpenʃən/ *noun* a state pension given in

the UK to a man who is over 65 and woman who is over 60. Women’s pen-sion age is gradually being adjusted to 65.

**retrain** /ri\_\_tre n/*verb*to train some-one for a new job, or to do the same job

in a more efficient way *She went back* *to college to be retrained.*

**retraining** /ri\_\_tre n ŋ/*noun*the actof training again *The shop is closed* *for staff retraining. He had to attend a retraining session. Retraining is nec-essary to keep up with new production methods.*

**retroactive** /retrəυ\_\_kt v/*adjective*which takes effect from a time in the past *The union is asking for a retroac-tive pay rise. They got a pay rise ret-roactive to last January.*

‘The salary increases, retroactive from April of the current year, reflect the marginal rise in private sector salaries’ [*Nikkei Weekly*]

**retroactively** /retrəυ\_\_kt vli/*ad-verb* going back to a time in the past

**returner** /r\_t\_\_nə/*noun*a person whogoes back to work after being away for a time

**reverse charge call** /rv\_\_s\_tʃɑ\_d"kɔ\_l/ *noun* a telephone call where the person receiving the call agrees to pay for it

**reversionary** **annuity** /r -

v\_\_ʃ(ə)n(ə)ri ə\_nju\_ ti/ *noun* an annu-ity paid to someone on the death of an-other person

**review** /r\_vju\_/*noun*a general exami-nation *to conduct a review of distribu-tors* **she had a salary review last****April** her salary was examined (and in-creased) in April *verb* to examine something generally **to review sala-ries** to look at all salaries in a companyto decide on increases *His salary will* *be reviewed at the end of the year. The company has decided to review freelance payments in the light of the rising cost of living.*

**revoke** /r\_vəυk/*verb*to cancel*to**revoke a decision* or *a clause in an agreement*

**reward** /r\_wɔ\_d/*noun*money or othergains from effort *The present given to* *the retiring manager was a reward for many years loyal service to the com-pany. Although the job is very de-manding, the rewards are considerable.*

*verb* to give a person something in re-turn for effort or achievement *The* *work is hard and not very rewarding financially.*

**reward management** **228** **role conflict**

**reward management** /r\_wɔ\_dm\_n d"mənt/ *noun* the creation and

running of a system that rewards the work done by employees (NOTE: Re-

ward management deals not only with basic pay, but also with the whole re-muneration package offered to em-ployees including such things as incentive schemes and fringe bene-fits.)

**reward package** /r\_wɔ\_dp\_k d"/*noun* the total of all money and benefitsgiven to an employee (including salary, bonuses, company car, pension plans, medical insurance, etc.)

**reward review** /r\_wɔ\_d rvju\_/*noun* a study of an employee’s perfor-mance to determine their correct pay level

**right** /ra t/*noun*a legal title to some-thing *The staff have a right to know* *how the company is doing.*

**rightful claimant** /ra tf(ə)l\_kle mənt/ *noun* a person who has a le-

gal claim to something (NOTE: this term has now replaced **plaintiff.** The other side in a case is the **defendant**)

**right-hand man** /\_ra t h\_ndm\_n/*noun* a man who is the main assistant tosomeone

**right of appeal** /ra t əv ə\_pi\_l/*noun*the right to challenge a decision of a tribunal

**right of association** /ra t əvəsəυsi\_e ʃ(ə)n/ *noun* the right of em-

ployees to join a union (as opposed to the right to dissociate, i.e. the right to re-fuse to join a union)

**right to dissociate** /ra t tə d-

\_səυsie t/ *noun* the right of employees to refuse to join a union (as opposed to the right of association, i.e. the right to join a union)

**right to manage** /ra t tə\_m\_n d"/*noun* a right which a management has totake decisions without necessarily tak-ing the opinions of the employees into account

**right to strike** /ra t tə\_stra k/*noun*a legal title for workers to stop working if they have a good reason for it

**right to work** /ra t tə\_w\_\_k/*noun*the right of an adult person to find work

**rigid** /\_r d" d/*adjective*not flexible orwhich cannot be changed *The econ-omy is being held back by rigid labour laws. The employees complained that the management was too rigid in inter-preting the rule book.*

**rise** /ra z/*noun* **1.** an increase*There**needs to be an increase in salaries to keep up with the rise in the cost of liv-ing.* **2.**an increase in pay *She asked her boss for a rise. He had a 6% rise in January.* (NOTE: American English is**raise**)*verb*to move upwards or to be-come higher *Salaries are rising faster* *than inflation.* (NOTE:**rising – rose –**

**risen**)

**rising unemployment** /ra z ŋ$n m\_plɔ mənt/ *noun* unemployment rates which are rising because more people are being made redundant

**risk-averse** /r sk ə\_v\_\_s/*adjective*not wanting to take risks

**roadshow** /\_rəυdʃəυ/*noun*a travel-ling exhibition where companies have stands to show what they do in order to attract potential trainees

**rock bottom** /rɒk\_bɒtəm/*noun* **sales have reached rock bottom** saleshave reached the lowest point possible

**role** /rəυl/*noun*a part played by some-one in a workplace or organisation

*The manager is more effective in his role as employer than as salesman. It is easier for an outsider to play the role of mediator in the dispute.*

**role ambiguity** /\_rəυl\_mbju\_ti/*noun* uncertainty on the part of an em-ployee about what their role within an organisation actually is and what col-leagues expect of them (NOTE: Role am-

biguity often occurs in newly created posts or in positions that are undergo-ing change.)

**role conflict** /\_rəυlkɒnfl kt/*noun*asituation in which two or more require-ments in a job are, or seem to be, incom-patible with each other (NOTE: Role

conflict can occur when colleagues have different expectations of what the priorities of the person doing a particu-lar job should be, or when someone’s loyalties are divided between a particu-lar department and the organisation as a whole, or between personal profes-

**role culture** **229** **run with**

sional ethics and the demands of the organisation.)

**role culture** /\_rəυlk$ltʃə/*noun*atype of corporate culture that assumes that employees are rational and that roles can be defined and discharged us-ing clearly defined procedures (NOTE:

An organisation with a role culture is believed to be very stable but bad at implementing change management.)

**role model** /\_rəυlmɒd(ə)l/*noun*someone whose behaviour is copied

**role play** /\_rəυl ple/**, role playing**

/\_rəυl ple ŋ/ *noun* a training technique where trainees play different roles (salesperson, customer, manager, junior, etc.) in order to get a better understand-ing of people and to improve their pow-ers of communication *Role-playing* *was used as part of the management training programme.*

‘…role playing designed to simulate work situations: for example, candidates may be asked to stand in for a fictional manager who has been taken sick’ [*Sunday Times*]

**roll call** /\_rəυl kɔ\_l/*noun*the callingout of the names of employees to see if they are present (as during a fire in an office or factory)

**rolling budget** /rəυl ŋ\_b$d" t/*noun* a budget which moves forward ona regular basis (such as a budget cover-ing a twelve-month period, which moves forward each month or quarter)

**rota** /\_rəυtə/**, roster** /\_rɒstə/*noun*alist showing when different members of staff will do certain duties *We are* *drawing up a new roster for Saturday afternoon work.*

**rotate** /rəυ\_te t/*verb*to do tasks inturns *The shifts are rotated every* *fortnight.*

**rotating shifts** /rəυte t ŋ\_ʃ fts/*noun* a system where employees taketurns in working different shifts *Ro-tating shifts can be unpopular with workers who do not want to break their routine.*

**rotation** /rəυ\_te ʃ(ə)n/*noun*the act oftaking turns **to fill the post of chair-man by rotation** each member of thegroup is chairman for a period then gives the post to another member

**round table discussions** /raυndte b(ə)l d \_sk$ʃ(ə)nz/ *plural noun* dis-

cussions involving several parties who sit round the same table

**routine** /ru\_\_ti\_n/*noun*a normal orregular way of doing something *Re-fitting the conference room has dis-turbed the office routine. adjective* normal or which happens regularly *routine work a routine call They carried out a routine check of the fire equipment.*

**RSI** *abbr*repetitive strain injury

**rule** /ru\_l/*noun* **1.** a general way ofconduct *It is a company rule that* *smoking is not allowed in the offices. The rules of the organisation are ex-plained during the induction sessions.* **as a rule** usually*As a rule, we do not**give discounts over 20%.* **2.****to work****to rule** to work strictly according to therules agreed by the company and union, and therefore to work very slowly *verb* **1.**to give an official decision

*The commission of inquiry ruled that the company was in breach of contract.* **2.**to be in force or to be current *The* *current ruling agreement is being redrafted.*

**rulebook** /\_ru\_lbυk/*noun*a bookwhich lists the rules by which the mem-bers of a union or self-regulatory or-ganisation must operate

**ruling** /\_ru\_l ŋ/*noun*a decision*The**inquiry gave a ruling on the case. Ac-cording to the ruling of the court, the contract was illegal.*

**rumour clinic** /\_ru\_məkl n k/*noun**US* an information service for employ-ees which corrects false rumours which might be circulating in an organisation

*Installing a rumour clinic is an im-portant part of the management’s inter-nal public relations.*

**run** /r$n/*verb*to manage or to organise

*She runs a mail-order business from home. They run a staff sports club.*

(NOTE: **running – ran – run**)

**runaway inflation** /r$nəwe n-

\_fle ʃ(ə)n/ *noun* very rapid inflation, which is almost impossible to reduce

**run with** /\_r$n w ð/*verb*to decide tocarry out an idea or project (*informal*)