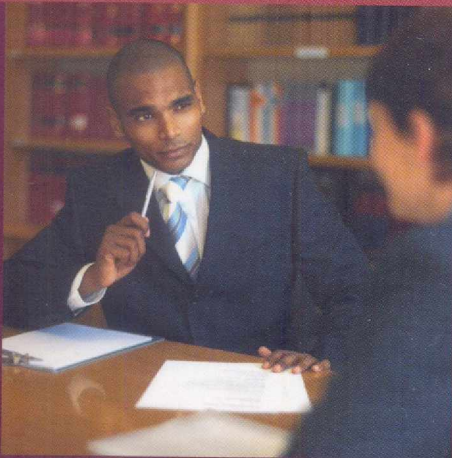


OXFORD Business English

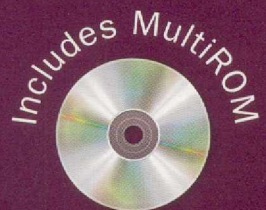
English for Human Resources

Pat Pledger

EXPRESS SERIES



OXFORD



Contents

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5	1 Recruitment	Job descriptions Person specifications Recruitment sources and advertising	The language of job descriptions Exchanging information Making suggestions Agreeing and disagreeing
14	2 Selection	Job advertisements A curriculum vitae The job interview Ageism	Arranging an appointment The language of interview questioning Establishing rapport
24	3 Employee relations	Employment contracts Disciplinary and grievance procedures Health and safety at work – stress and workplace injuries	The language of contracts Writing offer and rejection letters Giving and requesting information
33	4 HR development	HR development practices Dealing with staff problems Appraisal interviews and reports Training courses Equal opportunities and diversity	Making recommendations The language of appraisal interviews (diplomatic language, softening disagreement)
42	5 Reward and remuneration	Salaries and fringe benefits Salary reviews	Asking for and giving feedback Clarifying Agreeing and disagreeing Interrupting Talking about figures and numbers
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1

Recruitment

STARTER

Put the following list of recruitment tasks in the order you think they normally occur.

- ☐ a Check or write the job description.
- ☐ b Make a job offer.
- ☐ c Prepare a person specification.
- ☐ d Advertise the job.
- ☐ e Shortlist applicants from the first interviews.
- ☐ f Conduct second interviews.
- ☐ g Carry out screening and interviews.
- ☐ h Select the most suitable candidate.
- ☒ i After an employee resigns, analyse the job and consider alternatives for hiring a replacement (e.g. internal staff versus the labour market).
- ☐ j Send feedback to unsuccessful applicants.

Compare your results with a colleague's or check the Answer key.

In the above example an employee resigns. Can you think of other reasons to look for new staff?
Which recruitment tasks above are you involved in?

- 1 Job descriptions and person specifications are two important HR tools.
What type of information do they include? Sort the items below into the chart.

~~desirable skills~~
previous experience
reporting relationship (who person is responsible to and for)
job title
practical requirements (shift work, travel, etc.)

location of workplace
skills and qualities needed for job
main purpose of job
qualifications/training
key duties/responsibilities
personal style/behaviour

Job description

Person specification

desirable skills

2 Label the sections of the job description extract below with section headings from the box.

Essential experience • Job title • Key duties/responsibilities •
Main purpose of job • Reports to • Responsible for • Workplace location

JOB DESCRIPTION

- _____ 1 Training Manager – U.K.
- _____ 2 General Manager, U.K. and Northern Europe
- _____ 3 A small team of U.K. trainers
2 administrators
1 secretary/personal assistant
- _____ 4 To design, develop, and carry out general training programmes for U.K.-based personnel, with particular emphasis on IT and sales-related training. To work closely with branch managers on implementing team-building training and monitoring effectiveness.
- _____ 5 To design and implement new training courses and record results and to identify future needs of the company.

To prepare a staff training manual for use at all branch offices.

To carry out an initial training audit and prepare a report on findings with on-going suggestions.

To be responsible for the annual U.K. training budget, to report to the Board annually, and to work within the agreed budget.

To visit all branch offices regularly in order to train branch managers, review on-going training, and assess customer service.

To report weekly to the General Manager, U.K. and Northern Europe.
- _____ 6 Training management and evaluation experience.
Management and coordination of team of trainers.
Budget management.
- _____ 7 Based in Manchester, the job involves substantial travelling in Great Britain and Northern Ireland (e.g. to visit branch offices and carry out training programmes).

3 True or false? Correct the false statements.

- 1 The job is based in Northern Ireland and doesn't require much travelling.
- 2 The training manager is responsible for three people.
- 3 The job is for somebody with an extensive training background.
- 4 The training manager reports directly to the Board of Directors.
- 5 The training manager is responsible for conducting an audit of training requirements and preparing a new training manual.

USEFUL LANGUAGE

The language of job descriptions

Keep job descriptions simple so that they are easy for job applicants to understand. Avoid complicated phrases, company jargon, or abbreviations. Below are some useful verbs to use when explaining key responsibilities:

to **develop** general training programmes
 to **work** closely with branch managers
 to **implement** new training courses
 to **prepare** a staff training manual
 to **carry out** an initial training audit
 to **assess** customer service
 to **be responsible for** the training budget
 to **identify** future needs
 to **involve** extensive travelling

Other useful 'doing' verbs for job descriptions:

to advise or to inform	to plan or to organize
to maintain or to keep at the same level	to support or to assist
to monitor or to check	to supply or to provide

Remember ...

- people work **for** or **at** a company
- they work **in** a department or team
- they are responsible **for** other staff and **for** (doing) their work
- they are responsible **to** or accountable **to** their boss/manager

4 Choose the correct verbs to complete the sentences.

- 1 The training manager **reports to/manages/monitors** the general manager.
- 2 The suitable applicant must be able to **develop/work/implement** closely with branch offices and **develop/introduce/support** a good team spirit.
- 3 We need to **contribute/implement/train** new training courses and **identify/develop/manage** needs for the future development of the staff.
- 4 There is a certain amount of hands-on work which involves **carrying out/ensuring/contributing** training courses for U.K.-based personnel.
- 5 First you need to **maintain/prepare/operate** a new staff training manual.
- 6 U.K. branch offices need to be supported, so the job **maintains/ensures/involves** a lot of travelling.

5 Complete the gaps with verbs from the list to describe some of the competencies of a manager. Try to use each verb once.

build • develop • ensure • identify • improve • motivate • react to



A manager should be able to:

_____ ¹ staff performance.

_____ ² an effective team.

_____ ³ change.

_____ ⁴ staff.

_____ ⁵ creativity.

_____ ⁶ problems.

_____ ⁷ deadlines are met.

6 Use some of the verbs covered in this unit so far to write a short job description of your own job. Then swap job descriptions with a partner and discuss any improvements that could be made.

7 Now look at the person specification on the next page. It is for the training manager's position described on page 6. Work with a partner to decide where the section headings go.

Additional information • Skills and qualities needed for job • Desirable skills •
Personal style/behaviour • Previous experience • Qualifications/training

8 Match these words and phrases from the person specification with their definitions.

☐ 1 to work on your own initiative

☐ 4 leadership

☐ 6 to coordinate

☐ 2 interpersonal skills

☐ 5 sound knowledge

☐ 7 training audit

☐ 3 open lines of communication

- a the ability to develop good relationships between yourself and others
- b to organize the different parts of an activity or the people involved so that everything works well
- c a careful examination to find out how much training is done and whether it is effective and necessary
- d creating and maintaining an atmosphere in which people communicate easily and effectively
- e to work independently, without anyone telling you what to do
- f a good level of information about or understanding of something
- g the ability to head a group or company

Person Specification

Training Manager – U.K.

1

Educated to degree level or equivalent experience
Institute of Training certificate
Language skills in French and German an advantage

2

At least five years' experience in a leadership/managerial training role in an IT or a high-tech company
Member of recognized training organization(s)

3

Applicants must be able to demonstrate success in the following areas:
Managerial ability
Team building and ability to motivate staff
Creativity:
a) to identify future training needs
b) to design materials and manuals
c) to design and carry out training programmes
Preparation and implementation of training budgets and audits
Monitor staff performance throughout the organization
Maintain open lines of communication on all training issues with managers and Board

4

Sound IT experience and knowledge of all general software programs
Customer care and quality management experience

5

Proven interpersonal skills
Ability to communicate at all levels of the organization
Active decision-maker able to work on own initiative
Innovative
Intercultural awareness and sensitivity
Team worker

6

Must be mobile and able to travel on a weekly basis.
This is a progressive role with opportunities for promotion in the U.S. or Europe.

9 Now write a person specification for your own job and evaluate it with your colleagues.



10 Listen to the conversation between Jackie Branigan, head of HR at the U.K. head office of a large European manufacturing company, and David Grundy, her recruitment officer. Tick ☒ the types of recruitment sources they mention.

- | | |
|--|---|
| ☐ National newspapers | ☐ Recruitment agencies |
| ☐ Company intranet | ☐ Trade magazines |
| ☐ Local newspapers | ☐ Internet |
| ☐ Word of mouth | ☐ International business magazines |



Listen again and decide whether the following statements about the conversation are true ☒ or false ☒.

- 1 Jackie is responsible for the recruitment of the personnel in Madrid. ☐
- 2 Francisco Menendez is general manager of the Madrid office. ☐
- 3 The personnel officer they are looking for must have 2–5 years' generalist HR experience. ☐
- 4 Applicants should have either a qualification in human resources management or a university degree. ☐
- 5 English is not important for the job. ☐
- 6 David is confident that they will have good applicants from inside the company. ☐
- 7 There are not many job advertisements in the Spanish HR paper. ☐
- 8 David is offering applicants interviews in the U.K. and in Madrid. ☐
- 9 They are looking for a personnel officer because of a recent merger. ☐
- 10 Jackie will conduct the interviews. ☐

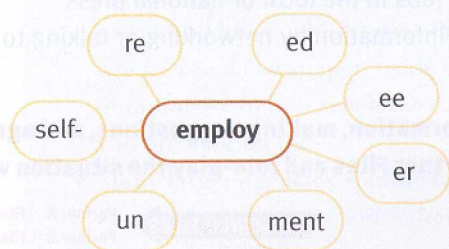
11 Match the words and phrases from the conversation with their meanings.

- | | |
|---------------------------|--|
| a keep (sb) posted | 1 discuss something |
| b disciplinary procedures | 2 (have been) given official approval |
| c have a word about | 3 an organization's private computer network |
| d merger | 4 inside a company |
| e trade paper | 5 when two companies become one |
| f cleared | 6 newspaper or magazine for a specific profession |
| g in-house | 7 keep somebody informed |
| h intranet | 8 ways of warning employees that they are breaking the rules |

Now complete the sentences from the conversation with the words and phrases above.

- Can we just _____ the search for the personnel officer ...
- ... the job description and person specification have been finalized and _____ with Francisco Menendez ...
- ... firstly on our European _____
- I don't think there's much chance of finding anybody _____ or in the European offices.
- ... we took on a lot of employees with the _____ in 2006.
- What about an ad in the Spanish _____ ?
- Just _____ (me), please.
- I have a meeting about _____ in about five minutes.

12 Word families: Complete the following sentences with words related to the key words – employ and recruit. (You might need to add prefixes or suffixes and change the form.) Here's some help with employ to get you started.



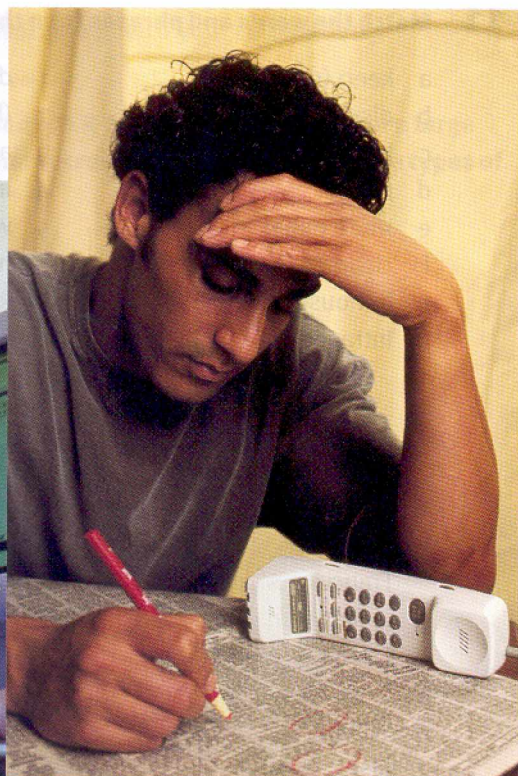
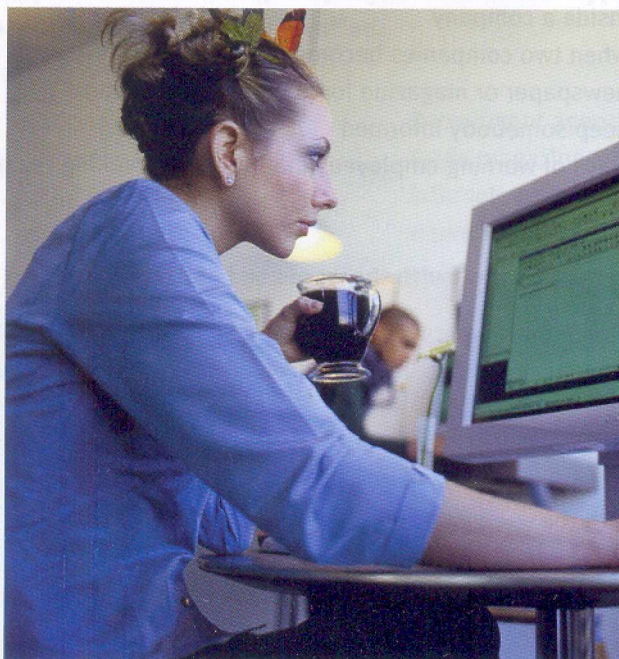
employ

- We are unable to use people who are self-employed unless they work for several different companies.
- There are more people on the job markets when levels of _____ are high.
- She told her _____ she was looking for another job.
- We engaged six new _____ in the last quarter.
- We _____ her in the same position when she returned from maternity leave.

recruit

- Last year we _____ two team leaders for our call centre.
- We've revised our overall _____ procedures because of the new employment legislation.

13 Match the definitions (a–g) with the different sources of recruitment (1–7). Which sources does your company use to find new employees? Which sources do you think are most effective?



- | | |
|------------------------------|---|
| 1 word of mouth | a Internet recruitment sites for job seekers |
| 2 internal advertising | b magazines for specific professions |
| 3 media advertising | c organizations that match jobs with people's experience |
| 4 advertising in trade press | d letters received from people looking for a job (but not responding to an advertisement) |
| 5 online recruitment | e advertising vacancies inside a company |
| 6 recruitment agencies | f advertising jobs in the local or national press |
| 7 unsolicited applications | g passing on information by networking or talking to people |

14 First study the Useful Language for exchanging information, making suggestions, and agreeing and disagreeing. Then look at your profile in the Partner Files and role-play the situation with your partner.

PARTNER FILES

Partner A File 01, p. 60
Partner B File 01, p. 62

USEFUL LANGUAGE

Exchanging information

Can we just have a word about ...?
I'd like to be up to date on what's happening.
So where/what are you planning to ...?
Well, firstly I thought I would ...
I'll look into it (though).

Making suggestions

I suggest we ...
In my opinion ...
What do you think about ...?
Actually, there is someone in the company who ...
Well, we should consider ...

Agreeing and disagreeing

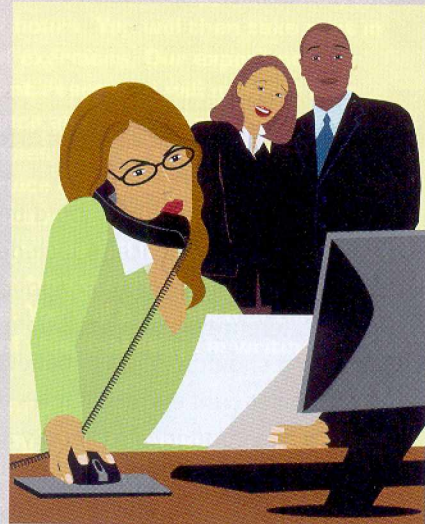
I agree./I disagree.
I think so too.
You have got a point (there).
Yes, (that's a) good idea.
(I'm) Not sure I agree with you there.

OUTPUT

Read the article on the benefits of using recruitment advertising agencies and discuss the questions below.

The benefits of using recruitment advertising agencies

Traditionally, recruitment advertising agencies are responsible for designing, writing, and placing job advertisements in the media. While this is still their main responsibility, they are now offering companies other services such as internal employee communication and the development of company literature, websites, and corporate identity (CI) in general. This change in focus reflects changes in the world of business. More and more companies now recognize the value of good employees and just how important it is to hold on to and attract skilled staff. Effective communication can help build bridges between the staff and the employer and provide both with an identity they can be proud of.



Here are just some of the benefits of using recruitment advertising agencies:

- Agencies have the expertise that companies do not always have in-house. This includes not only the ability to write and design ads but also the knowledge of, and relationships with, the press and media. Agencies can negotiate better prices and know which type of advert – whether in a newspaper, trade magazine, or online – can best reach the candidates you are looking for.
- Many larger agencies operate in wide, even global, markets and represent companies of different sizes across many different sectors or industries. This can help them understand a company's position within the recruitment marketplace and to see an employer's greatest selling points.
- Developing a new recruitment campaign or a new corporate identity requires a lot of time and money. Using an agency to handle this for you allows you to concentrate on running your company. By making one agency responsible for all your recruitment needs, you can make sure your company has a consistent message and thus attracts the right staff to fit your corporate culture and share your company's goals.

OVER TO YOU

Does your company use recruitment advertising agencies for designing and placing job advertisements? What are the advantages and disadvantages in your field of business? How does your company deal with corporate identity? Is the same agency – or department in your company – responsible for both functions?

2

Selection

STARTER

Work with a partner. Decide whether you agree or disagree with these statements about job applications and interviews.

	Agree	Disagree
1 A curriculum vitae should be no longer than two A4 pages.	☐	☐
2 It is good practice to include a photograph on a curriculum vitae.	☐	☐
3 It is not necessary for applicants to put their date of birth on their application.	☐	☐
4 References which candidates supply with their applications could be false so you shouldn't always believe them.	☐	☐
5 You should enclose copies of certificates and exam results with a job application.	☐	☐
6 It is a good idea to supply applicants with a job description and person specification <i>before</i> the interview.	☐	☐
7 Applicants should never wear jeans to an interview.	☐	☐
8 At an interview it is appropriate to ask female applicants about their plans for starting a family.	☐	☐

DID YOU KNOW?

A *curriculum vitae* or CV in the U.K. is called a *résumé* in the U.S..

A *reference* is a letter written by someone who knows the applicant (usually the current or a former employer) and can give information about the applicant's abilities. The person who supplies a reference is called a *referee* (U.K.).

1 Look at the online job advertisement for Virgin Atlantic on page 15. Is it similar to a job advert from your company? If so, how? What do you think would attract applicants to apply for this job?

2 Match these phrases from the Virgin Atlantic advert (1–8) to the definitions on the right (a–h).

- | | |
|--|--|
| 1 to create rapport | a to have the right to extra advantages on top of salary |
| 2 to understand their needs | b to get extra money for working 'unsociable' hours |
| 3 to provide advice | c to suggest the best way to do something |
| 4 to promote a range of services | d to visit a company to discuss a job |
| 5 to attend an interview | e to develop a good relationship |
| 6 to be notified of the outcome | f to be told the results of a decision |
| 7 to receive a shift allowance | g to attract people's attention to what you offer |
| 8 to be entitled to a benefits package | h to know what they want |

Travel Adviser – The Office, Crawley



The Image

At Virgin Atlantic we're renowned for our high standards of customer service and know that first impressions count.

Our Reservations Team creates a rapport with our callers, understanding their needs, and providing advice and assistance on all their travel requirements. The responsibilities are varied and include promoting Virgin's ever expanding range of services, whilst maintaining our high levels of customer service.

The Demands

Speaking to around 100 callers each day, you need to be self-motivated whilst maintaining high levels of accuracy in this busy environment. On your shift pattern there will be a variety of start and finish times, including some early mornings and late nights. Don't forget, shift work means you might have to work weekends and bank holidays.

arrivals ↑
recruitment services

The Interview

The interview process consists of a group interview, which will last approximately one and a half hours. You will then take part in a series of exercises. Our experienced recruitment assessors will monitor your performance and look for specific competencies such as customer relationships, service orientation, and attention to detail. If you are successful through the group stage, you will be asked to attend an individual interview with two recruitment assessors. You will be notified of the outcome of this final stage in writing.

The Rewards

The starting salary is generous and, as a shift worker, you will also receive a shift allowance. There is an increase to the basic salary on successful completion of your six-month probationary period.

On completion of the probationary period, you will be entitled to a generous holiday allowance and a discretionary benefits package which includes a pension, life assurance, Virgin Group discount scheme, and concessionary travel (one of the best in the business!).

3 Some applicants had questions about the job. Supply the answers.

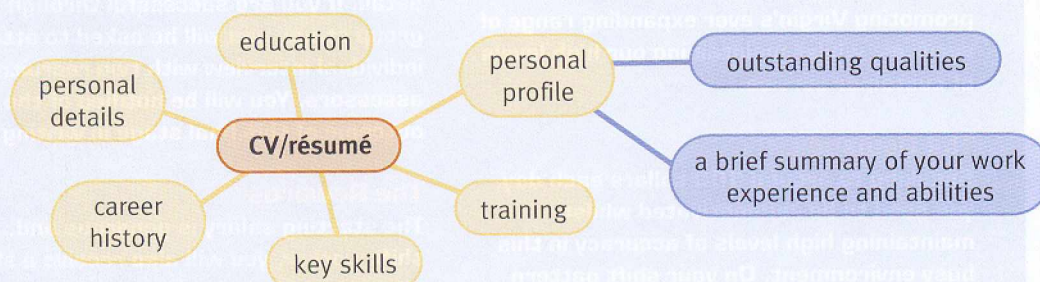
- 1 'What are the hours of work exactly?'
- 2 'What are the main responsibilities of the job?'
- 3 'How many calls will I have to handle a day?'
- 4 'Where is the job located?'
- 5 'What will the interview consist of and how will we learn the results?'
- 6 'Are there any other payments in addition to the basic salary?'
- 7 'What other benefits do you offer?'
- 8 'Does everyone receive the same benefits package?'

DID YOU KNOW?

Job advertisements can also be shortened to *job ads* or *job adverts*. They're also known as *recruitment advertising* or in newspapers and trade magazines as *appointments* (U.K.) and sometimes *job opportunities*.

4 What details would you expect to find in a curriculum vitae? Complete the mind map with items from the box. Can you add any more items to the mind map?

a brief summary of your work experience and abilities • dates of previous employment • duties in previous jobs • relevant courses attended • full contact details • language skills • main exams or degree • marital status • name and address • achievements/skills in career • ~~outstanding qualities~~ • previous employers • nationality • professional qualification or title • school and university details • qualifications or certificates from on-the-job training • specializations/publications



Now put these main headings into a logical order in which they might appear on a CV.

☐ education

☐ personal profile

☐ career history

☐ key skills

☐ training

☐ personal details

5 Read the letter on page 17 and label it with the following items (a–j).

- a invitation to an interview
- b acknowledgement of the applicant's letter
- c polite ending
- d subject of the letter
- e contact details for arranging an interview
- f salutation
- g letterhead
- h note that something has been sent with the letter
- i complimentary close
- j procedure if invited to a second interview



Mobile plus SA

Pº de la Castellana 28, 28046

25 August 2007

Ms Melanie Smith
Flat 4
21 Lymington Road
Epsom, Surrey
EP5 3RE
U.K.

Dear Ms Smith

Application for Call Centre Team Leader

Thank you for your letter of 15 August and your curriculum vitae, applying for a Team Leader position in our call centre in London.

We currently have two vacancies for Team Leaders in our U.K. call centre and we would like to invite you for an initial interview at our London office in the next two weeks. If successful, you will then be asked to attend a full day assessment centre with seven other applicants next month, after which a final decision will be made.

We will pay your travelling expenses to the interview and to the assessment centre, if selected. During the assessment centre, which will last from 9 a.m.–5 p.m., lunch with the other applicants and assessors is provided as part of the day. If you need overnight accommodation, then you will be booked into a local hotel near our office. Full details of the assessment centre procedure will be sent to you in advance if you are selected.

We would be grateful if you could telephone Jenny Mills, Personnel Assistant, in London on (0044) 020 845 9554 ext 2317 to arrange a convenient time for the interview. Please find enclosed an application form which we would like you to complete and take along to the interview with you.

We wish you success at the interview and look forward to welcoming you to our London office.

Yours sincerely

Sonsoles Rodriguez
Recruitment Officer

enc

6 True or false? Correct the false statements.

- 1 Melanie has applied for a position as Call Centre Assistant.
- 2 She sent a CV with her letter of application.
- 3 The whole recruitment process will be completed within two weeks.
- 4 The company will pay for Melanie's journey to the interview.
- 5 Applicants will be told what the assessment centre procedure involves when they get to the company.
- 6 They want Melanie to complete an application form.
- 7 Melanie has to call Madrid to arrange the interview.

7 Put the following parts of a letter into the correct order. Then check your answer with the model letter on page 74.

- a We would like to invite you to attend an interview at this office and would be grateful if you could telephone the undersigned as soon as possible to arrange a suitable date and time.
- b We look forward to welcoming you to our offices.
- c Thank you for your letter of 2 September, applying for the position of ... with this company.
- d If you have any questions, please raise them when you call to arrange the interview.
- e Alternatively, you can go to our website for these documents and other information about the company. A map showing the location of our office is also enclosed.
- f Enclosed is a copy of the person specification and job description for this job, which we would like you to familiarize yourself with before the interview.

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐

DID YOU KNOW?

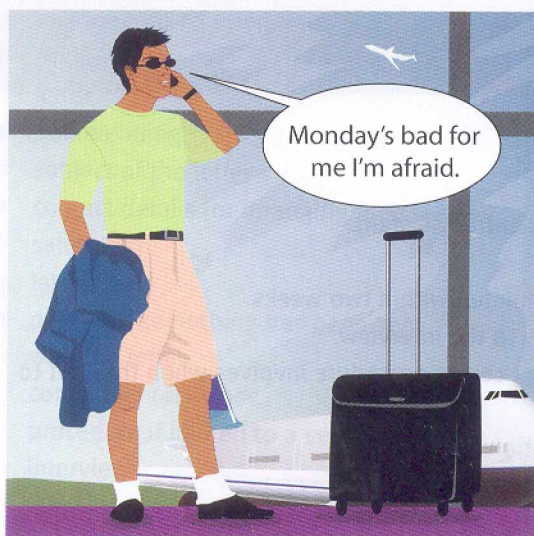
Remember: when you write business letters the general 'rule' is ...

- | | | |
|---|--|--|
| • when you don't know the person's name:
<i>Dear Sir or Madam</i>
<i>Yours faithfully</i> | • when you know the person's name:
<i>Dear Ms/Mrs/Mr Brownley</i>
<i>Yours sincerely</i> | • when you know the person well:
<i>Dear James</i>
<i>Best regards/Best wishes/Yours/</i>
<i>Kind regards/Sincerely</i> |
|---|--|--|

8 First study the Useful Language below for arranging an appointment. Then look at your profile in the Partner Files and, as a follow-up to the letter on page 17, make a telephone call to arrange an interview.

PARTNER FILES

Partner A File 02, p. 60
Partner B File 02, p. 62



USEFUL LANGUAGE

Arranging an appointment by telephone

What date would be convenient for you?
What time would suit you?
Would Monday at 10.30 suit you?
Is the 5th of March at 6 p.m. convenient?
How about 10 a.m.?
Tuesday the 8th of July would be good for me.
Monday's bad for me, I'm afraid.
That sounds fine.
Yes, that would be good for me.
I think that should be possible.

Did You Know?

When a company employs new staff, they are *taken on* (U.K.) or *hired* (U.S.). When these employees then decide to leave, they *resign* or *hand in their notice/resignation*.

When employees have to leave because they did something wrong, they are *dismissed* or their contracts are *terminated*. More informally, they are *sacked* (U.K.) or *fired* (U.S.). If they have to leave because a company can no longer employ them (e.g. due to bankruptcy or downsizing), the employee is *made redundant* (U.K.), *let go* (U.S.), or even *offered early retirement*.

When an employee is *laid off* (to *lay off*), it is usually only temporary (for a season or because of a drop in production) but sometimes it can be permanent.

9 Complete the sentences with some of the expressions above.

- 1 My best marketing assistant _____. She's got herself another job with more money!
- 2 Will we be able to _____ a replacement when John hands in his _____?
- 3 We can't continue working in these freezing temperatures, so we'll have to _____ six workers until the end of February.
- 4 Those staff who can't relocate to the new factory in the north when we close down will be _____.
- 5 Fill me in on the details; I believe one of our shop assistants has been _____ for stealing, is that right?
- 6 A new directive from head office has been introduced that all employees over 63 will be _____.

10 Sort the following interview strategies into a logical order.

- ☐ a Establish rapport and relax the candidate.
- ☐ b Read the candidate's application and have it with you at the interview.
- ☐ c Use open questions as much as possible to ensure the candidate gives detailed answers.
- ☐ d Allow the candidate to do most of the talking but keep the interview focussed.
- ☐ e Before finishing the interview, explain what will happen next and by when.
- ☐ f Use a quiet office away from noise and interruptions.
- ☐ g Welcome the applicant warmly, introduce yourself, and explain the structure of the interview clearly.
- ☐ h Allow the candidate time for his or her own questions.

Can you add any other tips? What cultural differences do you think would influence such a list?

AUDIO



3

11 You will hear extracts from Jenny's interview with Melanie Smith. Listen to the first extract and match the numbers to what they represent.

- | | |
|-------|----------------------------|
| five | days a week |
| eight | years in previous company |
| seven | team leaders |
| ten | years with present company |
| six | call centre operators |

AUDIO



3

Listen to the second extract and tick ☒ the call centre problems they discuss.

- 1 Difficulties with customer complaints ☐
- 2 Staff shortages ☐
- 3 High absenteeism ☐
- 4 Staff relationships ☐
- 5 Stress ☐



AUDIO



3

Listen to the third extract and complete the sentences.

- 1 I particularly _____ dealing with customers.
- 2 I have an _____ to build a good rapport with people on the telephone.
- 3 I believe I am _____ at it.
- 4 My _____ has a good job in this area.
- 5 My company did ask me if I would _____.

12 What do these words and expressions from the dialogue mean? Tick ☒ the correct definition.

- | | |
|---------------------------|--|
| 1 to fill someone in | ☐ a to complete a form |
| | ☐ b to give more information so they have all the details |
| 2 to be promoted | ☐ a to move to a higher position in a company |
| | ☐ b to take a lower position in a company |
| 3 to outline something | ☐ a to summarize |
| | ☐ b to give a detailed explanation |
| 4 liaison within the team | ☐ a exchange of information between team members |
| | ☐ b a romantic relationship |
| 5 to complain | ☐ a to say everything is fine |
| | ☐ b to say that you are unhappy about something |
| 6 directive | ☐ a a rule |
| | ☐ b a special person who deals with something |
| 7 to relocate | ☐ a to move to a new area (with your job) |
| | ☐ b to be asked to leave your job |

13 Use the following form to make notes about the interview. Listen again or refer to the transcript if you need to. Do you think Melanie should be short-listed for the assessment centre? Complete gap 10 below with your own ideas.

Interview notes

Name of applicant: (1) Melanie Smith

Job applied for: (2) _____

Date of interview: 04 September

Experience

- a 5 years' experience in a similar position.
- b (3) _____
- c (4) _____

Level of responsibility

- a reports directly to call centre supervisor
- b (5) _____
- c (6) _____

Specific abilities

Staff relationships: (7) _____

Customer service: good communication skills,
(8) _____

Reason for leaving

(9) _____

Suitability for the position

Melanie appears to have the right qualifications and experience to undertake this position. Her communication skills and relationship with staff (10) _____

Recommendation for shortlist to assessment centre: Yes ☐ No ☐

USEFUL LANGUAGE

The language of interview questioning

Look at the type of questions the interviewer asks in the dialogue on page 20. These are known as *open questions* and usually avoid *yes* and *no* answers. Below are some examples of the way you can word your interview questions to get people talking about themselves and their experience.

What ...?

What aspect of your job do you like best?

What do you know about ...?

What experience have you had of ...?

How ...?

How do you go about dealing with ...?

How would you handle ...?

Why ...?

Why do you want to leave your present job?

Why did you deal with the situation in that way?

OR

I'd like you to tell me ...

Could you give me an example of ...?

Interesting. What else do you ...?

14 Change these *closed* questions, which could be answered with *yes* or *no*, to *open* questions.

- 1 Do you get on well with your present supervisor?
- 2 Have you had many staff problems to deal with in your current job?
- 3 Do you consider yourself good at customer service?
- 4 Are you used to working shifts?
- 5 Are you able to work on your own initiative?
- 6 Do you work well under pressure?

15 First make a list of questions you would ask at an interview for your own job. Then exchange your list with a partner and practise asking and answering the questions in an interview situation. Try to use the Useful Language in the box below for establishing rapport and asking follow-up questions.

USEFUL LANGUAGE

Establishing rapport and relaxing the candidate

It's nice to welcome you here and I hope you'll enjoy the interview.

Please feel free to ask any questions you may have.

I'm going to start by ... and then we'll talk about Finally, we can deal with any points you would like to raise.

Asking follow-up questions

Could you tell me some more about ...?

What exactly do you mean by ...?

Could you enlarge on that?

16 Word families: Complete the following sentences with words related to the key words. (You might need to add prefixes or suffixes and change the form.)

- apply**
- 1 There were two _____ who were far better than the others in terms of previous experience.
 - 2 All candidates must complete an _____ form to bring to the interview.
 - 3 The employment legislation is not _____ to people working less than 25 hours per week.

- select** 4 As we had a lot of candidates for the advertised position, we were able to be very _____.
- 5 We offer a _____ of benefits to our personnel in addition to salary.
- assess** 6 In some types of recruitment, _____ centres are used regularly.
- 7 It was difficult to _____ the final two shortlisted applicants as they had such mixed skills.

OUTPUT

How important is age in the selection of candidates? Listen to the five speakers and complete the phrases.



- 1 It is not relevant to ask someone's age. You can work it out roughly from their _____¹ and, anyway, the important thing is whether or not they have the _____² to do the job, not how old they are.
- 2 Yes, I totally agree and older people have a lot of experience and _____³ to offer. Plus they are often better _____⁴ than their younger colleagues – they're more reliable and take less time off work.
- 3 I'm afraid I can't agree with you on that. Older people are not as _____⁵, they expect higher _____⁶ and they get sick a lot. And they have trouble fitting into a young team. Companies want younger employees who can bring in fresh ideas and are not so expensive!
- 4 You can't run a company efficiently with young, _____⁷ people. You need to retain older managers to train the younger ones and you have to organize effective succession planning in a company. There should be capacity for a broad age _____⁸ and diverse experience in all areas of the business.
- 5 I think laws on age _____⁹ are wrong. Why should the government be able to tell us who to hire? Only the companies know which people are right – or wrong – for the _____¹⁰. The government shouldn't tell us how to run our business.



Which opinions do you agree with?

OVER TO YOU

How would you feel if, after 20 years in your profession, you were considered too old for the job?
Do you think legislation on age discrimination will help the situation?
What kind of policies does your company have on age discrimination?

3

Employee relations

STARTER

Here are some word partnerships that apply to employee relations. Some of the letters are missing. Complete the words and then match them with the definitions on the right.

s _ _ _ dis _ _ _ m _ _ _ t _ _ _ n ¹

con _ _ _ ct of em _ _ _ _ m _ _ _ t ²

_ qu _ _ _ pay ³

pa _ _ _ n _ _ _ l _ _ _ ve ⁴

workp _ _ _ _ _ inj _ _ _ _ es ⁵

s _ _ ort-t _ _ m _ _ w _ _ rk _ _ _ g ⁶

disc _ _ pl _ _ n _ _ y and gr _ _ _ van _ _ _ e procedure ⁷

w _ _ _ k-re _ _ _ _ _ ted st _ _ _ _ _ _ _ _ _ ⁸

- a reduced working hours, usually when a company has a decrease in production
- b accidents that happen at work
- c to treat someone of either sex unfairly
- d the right for parents to take time off work to look after a child
- e the same salary for men and women
- f stress caused by negative factors in the job
- g procedure when an employee breaks the rules and what the employee can do if unhappy with a decision
- h written details given to an employee to confirm terms and conditions

Now match the headlines below with some of the word partnerships above.

A 6,000,000 hours lost in one year

B

80% of males don't take daddy time off

C

Woman refused job on oil rig

D

Secretary falls over pen – company must pay

E

Waiters paid more than waitresses



1 A recruitment officer, June Stewart, and a team leader, Chiara Rossi, are discussing terms and conditions with Marion Pelletier, who has just been offered a position with Business Systems Ltd at their Manchester office. Listen to the conversation and decide whether the following statements are true ☒ or false ☐.

- 1 Marion will be working flexitime in her new job. ☐
- 2 She will be paid for the first 12 weeks if she is ill. ☐
- 3 Her holiday entitlement is 20 days from the date she starts with Business Systems. ☐
- 4 She sent in copies of her references with her application. ☐
- 5 She hasn't told her employer in Marseille she's leaving yet. ☐
- 6 She will receive the offer letter in two weeks. ☐



Complete the sentences giving information about employment terms and conditions, by matching the two halves of the sentences.

- 1 I'm afraid we don't
 - 2 We'd like to tell you something
 - 3 I'm sure that won't be a problem
 - 4 By the way, we're currently looking
 - 5 So let's start with
 - 6 If you are ill, we expect you
- a as it's only a week.
 - b about conditions of employment.
 - c to phone in as early as possible ...
 - d your hours.
 - e at more flexible working arrangements ...
 - f operate flexitime yet.



Listen to the extract again and fill in the missing words in each sentence (the first letter and a clue at the end are given).

- 1 We currently o_____ a 40-hour week (plus lunches). (to do something in a particular way)
- 2 ... there may be o_____ during busy periods. (working longer hours than normal)
- 3 This is either paid or given as t_____ o_____ in lieu. (when you are not working)
- 4 Your paid a_____ holiday is 20 days. (per year)
- 5 We'll be t_____ up references with your previous and present employer. (to apply for)
- 6 We'll make the offer of employment 's_____ to satisfactory reference'. (conditional on)

DID YOU KNOW?

The practice whereby employees can choose exactly what time they start and finish work is called *flexible working*, *flexible hours*, *flexitime* (U.S.), and *flexitime* (U.K.).

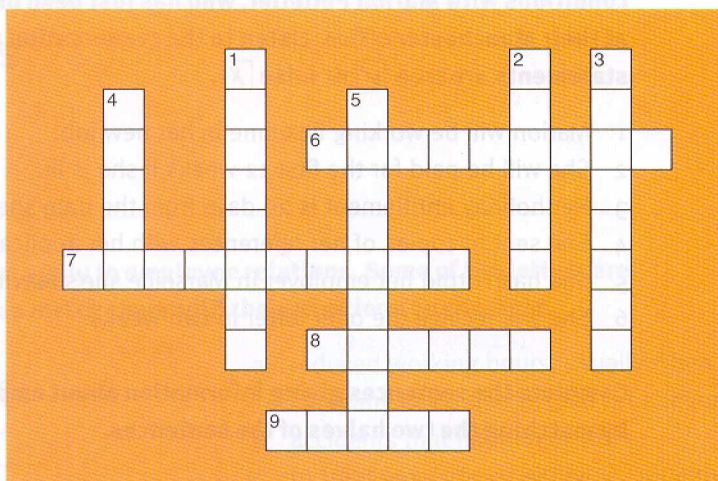
2 Complete the puzzle with words from the listening exercise.

Across

- 6 the opposite of temporary
7 ways of doing things
8 instead (of sth else)
9 to get official permission:
to ... sth with sb

Down

- 1 people who supply the information
in 5 down
2 to agree to sth, to keep a promise
3 an official written agreement
4 letter containing all terms and
conditions: ... letter
5 information about how well you
worked in your previous job(s)



3 Complete the table with words and phrases from the box.

Working time	Employment status	Absence	Ending employment
<i>shift work</i>	<i>trial period</i>	<i>annual leave</i>	

~~shift work~~ • notice period • ~~annual leave~~ • part-time employment • ~~trial period~~ •
core time • sick leave • public holiday • resignation • vacation • dismissal •
fixed-term contract • six-day week • redundancy • temporary employment • flexitime
• probationary period • holiday entitlement

Compare your table with a partner's and try to add words to each category.

4 Word families: Complete the following sentences with words related to the key word *flex*. (You might need to add prefixes or suffixes and change the form.)

- We have a very _____ system in the company for our staff who need time off work for childcare.
- We've been operating _____ in the company since the early 90s.
- There is little or no _____ for our staff in terms of hours of work as they have to be around when our customers need them.
- Unfortunately, our managing director is very _____ when it comes to deadlines.

5 Look at the list of points that should be mentioned in a contract of employment in the U.K. Match them to the extracts from some model contracts (a–j).

- | | |
|---|---|
| 1 date the employment begins | 6 location of workplace |
| 2 rate of pay and when/how paid | 7 notice period |
| 3 normal hours of work/overtime/shift patterns | 8 sick pay provision |
| 4 holiday entitlement (including public holidays) | 9 pension scheme terms |
| 5 job title (or a brief description of the job) | 10 disciplinary rules and grievance procedure |

a The amount of notice you are required to give or be given by your employer in the first four years is four weeks.

b A copy of the company's disciplinary procedure is attached to this contract and employees are asked to read it carefully.

c Your basic salary will be £35,000 per annum, payable monthly in arrears by credit transfer to your bank or building society.

d Your normal place of work will be the above address. From time to time the company may require you to work at other sites on a temporary basis.

e Your employment begins on 1 January 20...

f The company does not offer a pension scheme but provides access to a stakeholder pension. Details can be obtained from the personnel department.

g You may be required to work on a public holiday. If so, you are entitled to time off in lieu.

h Normal hours of work are 37½ per week, 9 am to 5.30 pm Monday to Friday, with one unpaid hour for lunch each day.

i You must inform the office by 10 am on the first day of absence. Failure to do so may render you subject to disciplinary action and may also bar you from sick pay.

j Your current job title and responsibilities are detailed in Schedule 1 and may be amended from time to time. Any changes will be discussed with you fully and notified to you in writing.

How are contracts similar or different in your country? What points must be mentioned?

USEFUL LANGUAGE

The language of contracts

The language used in contracts of employment is highly formal and includes fixed phrases, formal vocabulary, the passive, and the *will* future. Some examples are given below.

Fixed phrases

will be notified in writing
payable monthly in arrears
failure to do so
subject to disciplinary action

Use of formal vocabulary

<i>to render</i>		<i>to make</i>
<i>to amend</i>	instead of	<i>to change</i>
<i>to be entitled to</i>		<i>to have the right to</i>
<i>to notify</i>		<i>to tell</i>

Use of passive

employees are asked ...
you may be required ...
details can be obtained ...
more information can be found in ...
employees are expected ...

Use of future

your place of work will be ...
any changes will be discussed ...

6 Complete these sentences with words and phrases from the box.

can be found • notified in writing • are expected • may be required •
 notify • payable monthly in arrears • will be discussed • are asked •
 subject to disciplinary action • are entitled to

- Full details of the sick pay scheme _____ in the staff handbook.
- You _____ to work in another office of the company from time to time.
- Employees _____ to work overtime as and when needed.
- Changes to your contract _____ and you will be _____.
- You _____ four weeks' holiday per annum after completion of six months' probation.
- Your salary is _____ on the last day of each month.
- Employees _____ to _____ the company of any absence by 10 a.m. on the first day.
- You may be _____ if you fail to do this.

7 An offer letter and a rejection letter have been mixed up. Look at the paragraphs a–j on the opposite page, sort them, and put them into the correct order.

Offer letter

d - c -

Rejection letter

g - b -

- a We would like you to start on 1 November 2007, if possible. During your first week you will participate in an induction seminar to familiarize you fully with the company. Full details of this will be sent to you nearer the time.
- b Thank you for attending the interview for the above position. It was very nice meeting you.
- c Further to your recent interviews, we have pleasure in offering you the position of International Marketing Assistant in the U.K. Marketing Department, based at this address, at a commencing salary of £29,000 per annum. This offer is conditional on receiving satisfactory references from your present and last employers and to the satisfactory completion of a three-month probationary period on either side.
- d Dear Ms Pelletier
- e We appreciate your interest and would like to take this opportunity to wish you every success in your future career.
- f Please let us know as soon as possible if you would like to accept by signing and returning one copy of the contract. We will then take up references. We hope you will join us and very much look forward to hearing from you.
- g Dear Mr Chevalier
- h We have now fully considered your application and regret we are unable to offer you a second interview on this occasion.
- i Basic hours of work are normally 9 a.m. to 6 p.m. Monday to Friday, including an hour for lunch. It will be necessary for you to work overtime as and when required. Holiday entitlement is 20 days per annum, rising to 25 after two years' service. Normally holiday cannot be taken during the probationary period. All terms, conditions, and benefits are detailed in the handbook and contract enclosed.
- j We will hold your details pending and let you know if a suitable opening occurs in the future.

8 Look at these words and phrases from the letters above, and match the words in italics with similar words on the right (a–h).

- | | |
|--|-------------------------------------|
| 1 a <i>commencing</i> salary of ... | a enclosed |
| 2 the offer is <i>conditional on</i> receiving ... | b learn about |
| 3 <i>probationary</i> period | c starting |
| 4 <i>accompanying</i> details | d year |
| 5 <i>per annum</i> | e subject to |
| 6 are <i>detailed</i> in ... | f set out |
| 7 to <i>familiarize</i> | g until we have something available |
| 8 We will hold your details <i>pending</i> ... | h trial |

9 Work with a partner to role-play a discussion about terms and conditions of employment. Partner A is the personnel officer and Partner B is the interviewee. Use some of the Useful Language below.

PARTNER FILES

Partner A File 03, p. 60
Partner B File 03, p. 62

USEFUL LANGUAGE

Giving information

I'd like to tell you something about ...
Please ask about anything you are not sure of.
I'm sure that's not a problem ...
I'm afraid we don't ...

Requesting information

Could you tell me ... ?
Will you honour this?
Would it be possible to ... ?
Could you please let us know ... ?

10 Read this article from an HR trade magazine and complete the gaps with words from the list.

behaviour • breaking • conditions • disciplinary • entitled •
entitlement • occur • policy • representative • safety

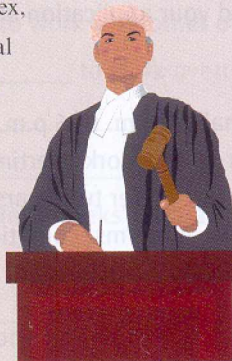
Dealing with grievances

Problems can _____¹ in the best run companies for many reasons, such as over terms and _____², management decisions, discrimination (on grounds of race, sex, disability, and religion), sexual harassment, bullying, health, and _____³ issues.

Within two months of starting a job, employees are _____⁴ to a written statement setting down the main conditions of their employment. As well as information on pay, hours, holiday _____⁵, and notice periods, the statement must also cover what the company will do if they have to discipline an employee for _____⁶ the rules (the warning procedure) and who the employee can apply to if they

are dissatisfied with a _____⁷ decision. All employees have the right to be accompanied by another employee or a union _____⁸ (if applicable) at any disciplinary interview.

A disciplinary procedure would normally be used when an employee does not follow company _____⁹, breaks rules, or displays inappropriate workplace behaviour. Employees must be fully informed of their inappropriate _____¹⁰ and given an opportunity to explain themselves. The procedure should be handled in a private and respectful manner and the employee's previous record should be taken into account.



Now discuss the article and the following questions.

- 1 What should employees in your company do if they have a grievance? What role, if any, does the trade union play?
- 2 What are some of the problems that can lead to disciplinary procedures?
- 3 How do you discipline staff if they do something wrong?

11 Below are some headlines from articles on HR issues. In pairs decide what you think they refer to and then discuss your answers with the whole group.

1 **Absence levels rising ...**

2 **Is there a doctor in the house?**

3 **Women sue over sex discrimination**

4 **Deaths from overwork (Karoshi) increase in Japan**

5 **Staff quit over Internet use and abuse**

6 **Wellness management – a growing necessity?**

7 **U.S. ban on smoking in the workplace reduces heart attacks**

8 **Consultation on workplace noise rules**

Have any of these issues arisen in your company? How did you deal with them?

12 Number the following workplace stress factors in order of importance (1 most stressful, 10 least stressful). Compare your results with a partner's.

- ☐ interpersonal relationships at work (problems with co-workers)
- ☐ tight deadlines (pressure to get work done in time)
- ☐ intimidation from supervisors
- ☐ work environment/equipment (unsatisfactory working conditions)
- ☐ workload
- ☐ job security (fear of losing one's job)
- ☐ working hours
- ☐ low autonomy (working under constant supervision)
- ☐ repetitive work
- ☐ work/life balance (finding time for responsibilities at home)

What health and safety measures is your company taking to reduce stress levels in staff?

13 Which of the health and safety measures below do you think are typical of a) factories, b) offices or shops, or c) any environment? Work with a partner to add items to the list.

- | | |
|---|---|
| 1 carry out fire drills ☒ | 6 remove dangerous obstacles ☐ |
| 2 make sure furniture is properly adjusted ☐ | 7 provide safety equipment (hard hats, etc.) ☐ |
| 3 prevent exposure to harmful substances ☐ | 8 do risk assessments ☐ |
| 4 provide eye tests ☐ | 9 train first aiders ☐ |
| 5 post safety signs ☐ | 10 wear protective clothing ☐ |

Which measures have been introduced at your workplace?

OUTPUT

What do the figures represent in the following article about workplace injuries? Read the article to find out, then discuss the questions which follow.

- a 7.5 million b 249 c 127,000 d 563,000

Workplace injuries

- A factory worker had his right leg amputated below the knee when he was run over by a fork lift truck.
- A team manager tripped on some carpeting and fell down the stairs at work, breaking her ankle. She was unable to walk for several months and is still in pain and using a stick almost a year later. She has been unable to return to work since.
- A nurse has been off work for six months with severe back pain resulting from lifting patients. She is unable to drive or sit down for long periods and is awaiting an operation.

According to a 2003 report by the Health and Safety Executive, a British government agency responsible for health and safety issues at work, over 7.5 million working days are lost each year in the U.K. due to accidents at the workplace. The report went on to say that the amount of time and money lost because of employee injury is probably actually much higher, as the law requires that only fatal (i.e. those resulting in death) and serious injuries are reported.

Figures for 2001 and 2002 indicate that while only 249 people died in accidents at work (a decrease of 15% from previous years), there were 27,477 non-fatal major injuries, including amputations, eye injuries, and broken arms and legs, and over 127,000 injuries which were less serious but still kept the employees out of work for over three days. Two of the main causes of non-fatal injuries are slipping and tripping up (37% of the total).

While there is a growing awareness among employers about the prevention of serious accidents at work, the greatest workplace health problem today is back pain and strain to the neck, arm, and hands. Lifting loads that are too heavy, sitting incorrectly, and doing repetitive work for long periods of time are typical causes of such injuries. Finally, a rapidly growing area of ill health relates to mental health problems such as stress and anxiety, of which there were 563,000 sufferers in the U.K. last year. In fact, work-related stress has doubled over the past ten years and is becoming one of the major problems facing companies and HR professionals today.

OVER TO YOU

How do you think these figures relate to statistics from your country?

What procedure do you have in your company for reporting workplace accidents and injuries?

What training or assistance do you offer employees to prevent back pain in their daily work?

4

HR development

STARTER

Discuss the statements below with a partner. Do you agree or disagree with them?

What aspects of HR development do you think the statements refer to? Are they key HR concepts?

- 1 'Nobody can guarantee lifetime employment, but there's a lot you can do to improve the odds.'
- 2 'Quality feedback improves performance.'
- 3 'Those most at risk of leaving are new employees.'
- 4 'All animals are equal, but some are more equal than others.'

1 Match the HR staff development practices in the box with their definitions (1–8) below.

appraisal • equal opportunity policies • flexible working practices •
induction programme • long-term individual development • mentoring •
secondment • team development

- 1 flexible working practices: to adapt the way of working (flexitime, teleworking, etc.) to suit the diverse needs of employees' lives
- 2 _____: the temporary transfer of an employee to another organization or part of the company
- 3 _____: continually updating and promoting the professional development of employees
- 4 _____: regular evaluation of an employee's performance, development requirements, and potential
- 5 _____: to maintain fair working practices and equal treatment for each employee
- 6 _____: to motivate a group of employees to work together effectively
- 7 _____: to provide an employee with an experienced person who can assist with professional development and offer support and advice
- 8 _____: to inform new staff about the company and its procedures and to help them to settle successfully into their new job

Which aspects of staff development mentioned above does your company use? Which do you think are the most effective?



2 Listen to four people talking about staff problems, and fill in the missing words. Then discuss with a partner what solution you would recommend for each problem.



- 1 You know, I only started here four months ago but I'm already thinking about leaving. Gerry, the shop floor _____¹, is always correcting me, always telling me that things are done differently here and he's so negative. He never gives me any real help. And my team is also against me. I just don't know how much longer I can cope. I don't feel in control of the _____².

Natasha: Shop floor team leader

- 2 Listen, I'm having _____³ with a major project. I have put together a team of marketing staff from all our different branches, not just here but all over the world, to work together to update our global marketing procedures. The problem is that nobody _____⁴ the meetings and progress is slow. Several members have already asked to leave the project.



Miguel: Marketing director



- 3 I need help with a problem employee. He's making a lot of mistakes and is argumentative with _____⁵. What's more, he's taken 20 days' sick leave in the last year and other employees are complaining about it. Several clients have also recently _____⁶ about his attitude.

Janet: Departmental manager

- 4 I've been here seven years and I desperately need some training on the latest _____⁷ and accounting procedures in my field. I'm now coordinating an international project and it's embarrassing that I know almost nothing about E.U. law. My boss tells me we're too busy for training _____⁸, but it's essential that I'm totally up to date. What do you recommend? Can you talk to my boss?



Holger: Project manager

Now listen again and match the problem with the most appropriate solution below.

Development solutions

- a We are so global in our business approaches, I recommend that we introduce team development training for our managers and staff generally. My proposal is to put it on the agenda for the international managers meeting in three weeks' time.
- b It's essential that we enable our employees to broaden their professional skills and keep up to date in their field of work. We'll lose staff if we continue to expect them to muddle through without investing in their – and our – future!
- c Clearly this should be dealt with by the manager personally! It's high time we introduced a staff appraisal scheme. This is long overdue and will focus managers' minds on the development and evaluation of their employees and hopefully avoid a lot of communication problems like this one.
- d In order to avoid problems like this, we need to introduce an induction programme to inform and empower new employees. Maybe we should look into the benefits of a mentoring scheme too.

USEFUL LANGUAGE

Making recommendations

We need to introduce ...

My proposal is to put/is that we put ...

Maybe we should also look into ...

I propose introducing/that we introduce ...

It's essential to take up/that we take up
references ...

I (can) recommend talking/that we talk ...

It's high time (that) we introduced ...

3 Study the useful language for making recommendations above. Then use the following phrases to make recommendations about staff development issues of your own.

I recommend hiring _____.

It's *high time* we introduced _____.It's *essential* client needs _____.Obviously we *need to* ensure that _____.Maybe we *should* also _____.Having studied the problem and discussed it with my staff, *I propose* _____.My *proposal* is that we _____.**4 Now use the language above to make recommendations. Discuss with a partner what HR development you would recommend for these staff problems.**

- 1 A female accountant has complained that her salary is lower than two other male employees who do the same work. She was promoted to the job five years ago, is very well qualified, and has been with the company longer than one of the two men.
- 2 A long-established company has lost some good employees recently because they found it impossible to balance their working lives with the demands of their family life. There is currently no flexitime, very few part-time jobs, and only one male employee has taken paternity leave to look after his child due to the negative feeling about such practices.
- 3 An engineering company has lost a number of international contracts that it expected to win. The sales manager suspects it is because the engineers find it difficult to communicate their ideas in presentations in English. Their written English is good and they do not have a lot of time to study.
- 4 An editor has developed severe pain in his arm. He finds his workstation inappropriate and wants new furniture. The cost of the furniture is £2000. He is working on a very important project and it would not be good for him to take time off at this stage.

5 Below are some of the reasons why companies introduce appraisal schemes. Match the correct heading (a–d) with the sentences.

- a Succession planning
- b Motivating staff
- c Improving performance
- d Encouraging better communication

- 1 To give feedback on what employees are achieving already and enable them to do their job better.
- 2 To enable companies to identify potential for future promotion and focus on certain individuals.
- 3 To promote better contact between managers and their staff.
- 4 Open feedback and setting targets for the future, generally encourages staff.



6 Gaby Meyer, a line manager at Aus-pharma, is carrying out an appraisal interview with Peter Grahame, an employee from the Edinburgh branch who is on secondment in Vienna for two years. Listen to their conversation. Put the problems and solutions they discuss below the appropriate appraisal goal.

Peter and Gaby need to improve communication • Peter needs to delegate more
 • 25% down for six months • arrange a meeting with the team • get your team's output up to scratch • Gaby is always busy • Antonio to have cultural training • meet weekly for a while • Peter to have leadership training



Motivating staff

Improving performance

Encouraging better communication



7 Listen to the interview again and using the words below, complete the appraisal report on Peter Grahame. Decide on the last two action points yourself and then compare them with a partner.

communicate • cultural • decrease • delegate • leadership • long-term sickness •
production director • overtime • relationships • skills • training manager • to detail

Aus-pharma AG

Appraisal Report

Name: Peter Grahame
Appraiser: Gaby Meyer
Date: 12 December 20..

Job title: Team Leader (bottling)
Location: Vienna
Date of last appraisal: na

Strengths:

Attention _____¹, excellent. Accuracy, good.

Peter feels he doesn't have any problems with staff _____².

Wife now in employment of her choice.

Weaknesses:

Peter doesn't always _____³ to team members and this causes overwork for himself and thus a _____⁴ in output. Communication _____⁵ need attention.

Problems:

Decrease in output caused by Antonio's _____⁶, inability of other team members to work _____⁷, shortage of staff in the team. Peter didn't feel able to _____⁸ with me. Antonio needs _____⁹ training (as does all the team!).

Action:

1 Speak to _____¹⁰ about:

- temporary transfer of member of staff to Peter's team.
- _____¹¹ skills and time management training for Peter.

2 Talk to _____¹² about cultural training for all of Peter's team.

3 _____¹³

4 _____¹⁴

Signed: Appraiser _____ Appraisee _____

8 Match these expressions from the dialogue with their definitions.

- | | |
|------------------------------|--|
| 1 to pay attention to detail | a to make sth as good as it can be |
| 2 to get a little behind | b to notice and deal with small individual facts |
| 3 to be on target | c to feel happy in a new environment |
| 4 to raise an issue | d to be at the exact level predicted |
| 5 to get sth up to scratch | e to mention sth for people to discuss |
| 6 to settle in | f to be slower than expected |

USEFUL LANGUAGE

The language of appraisal interviews

The idea of appraisal is to put the wrongs right and then look forward. Questions should always be formulated carefully to avoid upsetting the appraisee during the interview. Being diplomatic and using language to soften disagreement also helps to create a 'positive' environment.

Being diplomatic

- Use *would*, *could*, and *may* to make statements less direct: *That would/could/may be very difficult.* (Not: ~~That is very difficult.~~)
- Avoid negative words like *terrible*, *awful*, *very bad*. (Not: ~~That's a terrible attitude.~~) Instead use *not very* plus a positive word: *That's not a very positive attitude.*

Appraisal questions

Could you tell me (how things are going with ...)?
How do you see (your team developing in ...)?
Would you like to give me more details about ...?

When did you realize that ...?

Would you mind giving me more information on ...?

Is there anything else we should talk about?

Softening disagreement

With respect, I think ...

To be quite frank, Sven, I don't think ...

Frankly, we should deal with that differently ...

I respect your opinion, but ...

I'm afraid we can't/I'm sorry but we can't ...

You have a point there, but ...

To a certain extent I agree, but ...

9 How can you improve these statements and questions from an appraisal interview? Find more diplomatic equivalents in the appraisal dialogue in exercise 6.

Example: 1 *How do you see the relationship with your team?*

1 *Don't you have a good relationship with your team?*

5 *The results are awful, Peter.*

2 *Your figures were really bad – 25% below target won't do!*

6 *You just have to learn how to delegate more!*

3 *You should have told me.*

7 *Communication with me has to improve immediately, is that clear?*

4 *It's terrible you didn't even tell me about it.*

8 *So Peter – how's the wife – any happier?*

- 10** Now work with a partner to practise an appraisal interview with a member of staff who is unhappy in his or her job. Either use the profiles in the Partner Files or think of a situation of your own.

PARTNER FILES

Partner A File 04, p. 60
Partner B File 04, p. 62

USEFUL LANGUAGE

Asking about the job

I'd like you to tell me how you see your progress over the last year.
Has there been anything you have found difficult to cope with?
How are things with the rest of the department?
What do you like most about your work?

Talking about problems

Unfortunately, there have been some problems. There seems to be a personality problem between myself and someone in the department.
Well, actually, someone is making life rather unpleasant for me.
I didn't feel able to talk to you about it earlier.

- 11** Match the headings to these short descriptions of four training courses.

Assertive leadership skills

Leadership and team building

Managing your time

Balancing priorities and managing projects

1

Being a competent leader means being able to motivate and get things done. The course includes decision-making, diplomacy, and being sensitive to the needs of others.
(8-hour 1-day course)

2

Learn how to set priorities, control your workload, and complete tasks on time.
Identify what's important and fulfil targets and objectives more effectively in less time.
(1-day seminar)

3

Successful leaders know how to ...
• handle people effectively and get results.
• deal with conflicts and communicate confidently.
• earn the respect of their peer group and their superiors.
(2-day course for managers and supervisors)

4

Prioritize and keep on top of multiple projects, manage conflicting demands, and take control over your workload.
Set deadlines and stick to them. Get more done in less time than you thought possible.
(2-day seminar)

Which course would you send Peter Grahame on? Why? Discuss with a partner.

- 12** Match words from both sets to form word partnerships from the course descriptions above. The first one has been done for you.

1 competent

5 to set

priorities

control

group

2 peer

6 to complete

people

results

3 to take

7 to fulfil

leader

targets

tasks

4 to get

8 to handle

13 In pairs, design a one-day 'time management' course for a department in your company. Write an introduction as in the examples on page 39 and a short list of the contents. (Try to use a few of the word partnerships in exercise 12.) Present your results and compare with others in the group.

14 Word families: Complete the following sentences with words related to the key words. (You might need to add prefixes or suffixes and change the form.)

equal

- 1 _____ pay for men and women is still a big issue in some sectors of business.
- 2 All personnel are subject to the same rules, so everybody is dealt with _____.
- 3 The Race Relations Act is about doing away with _____ and discrimination.

appraise

- 4 If we introduce an _____ scheme, we must offer training on interviewing techniques and managing the scheme.
- 5 The people doing the interviews are the _____ and the people being assessed are the _____.

15 Where would you expect to find the following statements written? Do you find similar statements in your company or other companies in your country? What is your reaction to them?

"... striving to be an equal opportunities employer and service provider. We are working towards a workforce that reflects the wider community and actively encourages job applications from under-represented groups."

"... committed to Equal Opportunities & Investors in People."

"... offers flexible patterns of work including job-sharing, part-time, and short-term contracts and is working towards equality of opportunity for all."

"... we value having a workforce as diverse as the city we serve. We therefore welcome, develop, and promote people from all sections of the community."

"... our policy is that all people receive equal treatment regardless of their sex, marital status, sexuality, race, creed, colour, ethnic or national origin, or disability."



OUTPUT

Read the following article from an equal opportunities website.

The screenshot shows a website with a navigation menu on the left containing links like 'About us', 'Age', 'Childcare', 'Disability', 'Gender', 'Harassment', 'Race', 'Religion and belief', and 'Sexuality'. The main article is titled 'Equal opportunities versus diversity ...'. It discusses the differences between equal opportunities and diversity, listing various protected characteristics. A cartoon illustration shows a green alien with a speech bubble saying, 'I'm sure we can find you a position in our sorting office.'

Equal opportunities versus diversity ...

Companies in the U.K. are encouraged to publish equal opportunity policies which show that they are equal opportunities employers and do not harass, victimize, or discriminate against people (whether employees, applicants for employment, customers, service providers, or members of the public) because of:

- race, ethnic origin, nationality
- gender
- age
- marital or family status
- sexual orientation
- disability
- trade union membership
- religion or religious belief

How does this differ from 'managing diversity'? Managing diversity is about respecting people and helping them to maximize their potential. Unlike 'equal opportunities', it does not focus on specific groups of people, nor does it only address situations where direct discrimination may occur. Diversity acknowledges that the differences people bring to a job may enhance the business and furthermore that their perspectives and ideas can improve the overall quality of the workplace. In other words, diversity recognizes the benefits of differences and, to provide for these differences, allows for such things as flexible working hours, time off for caring for dependants, paternity freedom, and doing away with age criteria.

Equality checklists ✓
for Managers & Supervisors

I'm sure we can find you a position in our sorting office.

OVER TO YOU

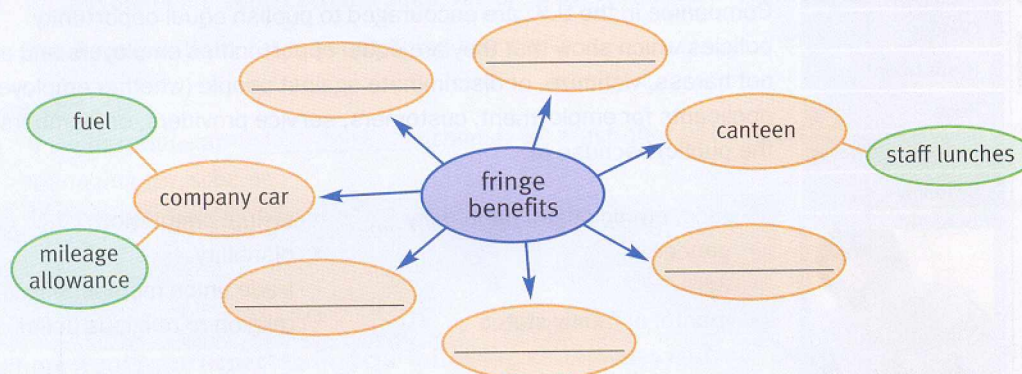
According to the article, what is the reason for publishing equal opportunity statements?
Do you think such statements add value to the reputation of a company?
How many companies that you know of are actively involved in diversity? How is it dealt with in your organization?

5

Reward and remuneration

STARTER

Benefits (i.e. rewards companies give their staff in addition to money) are often called 'fringe benefits' or 'perks'. Add as many different fringe benefits to this mind map as you can.



Do you think staff are more motivated by receiving a higher salary with fewer benefits or a lower basic salary with lots of benefits? Discuss with your colleagues.

1 Put the paragraphs from an article about a tax-free benefit into the correct order.

On your bike

- The Cycle to Work Scheme allows employers to reclaim the VAT (value added tax) and capital (tax) allowances and loan bikes and equipment to their employees for journeys to work. Alternatively the employee can pay back the cost of the bike and equipment by monthly salary deductions.
- These include the fact that employees should be using the cycle for journeys between home and the workplace (or to the station) or from one workplace to another.
- To promote a healthier workplace and to reduce pollution in the environment, the U.K. government introduced a tax-free benefit several years ago to encourage companies to buy bikes and equipment for their staff and for staff to reduce commuting to work by car. It can be dealt with in one of two ways.

1 ☐ 2 ☐ 3 ☐

Complete the common expressions from the article by matching the two halves.

- | | |
|----------------|--------------------------------|
| 1 to reduce | a a healthier workplace |
| 2 to introduce | b a tax-free benefit |
| 3 to allow | c employers to reclaim the VAT |
| 4 to promote | d pollution |

What tax-free benefits or perks can you give staff in your country?



2 Listen to the departmental meeting between Sophie Baptiste, the personnel manager of an international company in Birmingham and her staff, Paola Canarutto and Steve Greenway, about benefits. Match the person with the benefit they mention.

- | | |
|----------|---|
| 1 Sophie | a family-friendly benefits and flexible working hours |
| 2 Paola | b childcare and eldercare |
| 3 Steve | c profit-sharing bonus |

Did You Know?

Another term for *pay* or *salary* is *remuneration* or *compensation*.

A *remuneration package* is the total of all financial and non-financial benefits an employee receives (i.e. the salary plus a car, a pension scheme and life assurance).

3 Match phrases from the three columns to make true statements about the meeting. Listen again if necessary.

- | | | |
|-----------------------------|-----------------|--|
| 1 Sophie called the meeting | talked to | the new profit-sharing bonus at their next meeting. |
| 2 Paola felt they needed | to discuss | colleagues in other offices about flexitime initiatives. |
| 3 Steve was in favour of | to prepare | more flexibility for staff. |
| 4 He was keen to | giving | a summary of benefits and costs. |
| 5 Steve will prepare | to inform Paola | employees greater freedom to have a good |
| a proposal | and Steve about | work/life balance. |
| 6 Sophie asked Paola | to submit | their benefits package. |
| 7 Paola has already | encourage | female staff back to work. |
| 8 Sophie is going | to introduce | at the next regular meeting. |

4 Complete these phrases from the meeting.

USEFUL LANGUAGE

Asking for somebody's opinion or ideas

What is your view on this?

Could I have some feedback?

Could _____¹, Steve?

_____² prepare a
summary ...?

Clarifying

What exactly _____³
by ...?

As _____⁴, we need ...

I'll fill you in on ...

Giving an opinion or feedback

Yes, I think we need ...

Well, I'm _____⁵
of ...

Good idea.

However, _____⁶
look ...

That's _____⁷.

By the way, ...

5 Two companies have posted their remuneration packages on the job page of their company websites. Label the descriptions of benefits (1–12) with items a–l.

- | | |
|---------------------------------|-------------------------------|
| a performance-related pay | g profit-sharing bonus scheme |
| b sports club membership | h life insurance |
| c employee assistance programme | i cafeteria |
| d flexible working hours | j creche/childcare facilities |
| e relocation expenses | k shares in success |
| f pension scheme | l salaries |

Benefits & rewards

We want to attract, motivate and hold on to our best personnel by rewarding you fairly with the following benefits:

- ☐ 1 A first-class non-contributory retirement scheme (i.e. fully paid by the employer).
- ☐ 2 Coverage for your loved ones of four times your annual salary.
- ☐ 3 Free shares after one year's service, dependent on company profits.
- ☐ 4 Fitness, sports facilities, massage, and yoga classes plus 20% off membership of a wide selection of fitness clubs.
- ☐ 5 Daily nursery / kindergarten provision.
- ☐ 6 Counselling and advice on personal and domestic issues.

Remuneration package

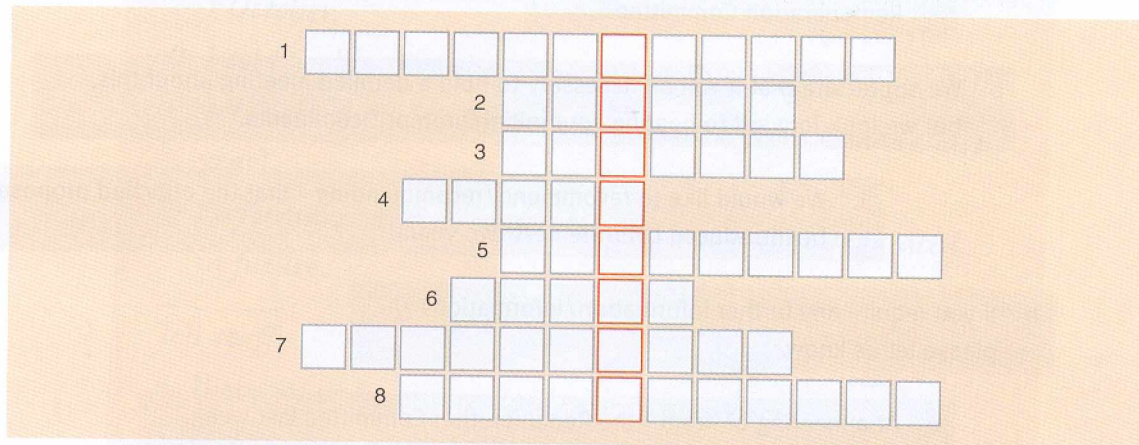
In return for your contribution to our organization, you can expect a role that offers considerable variety and a chance to pursue your ambitions with the company both nationwide and internationally.

- ☐ 7 Depending on level, role, and experience, we offer attractive salary packages to recruit and retain the best personnel.
- ☐ 8 Payment is reviewed on a merit basis, based on how well you carry out your job.
- ☐ 9 You can adjust working hours to suit personal and family commitments.
- ☐ 10 Paid out twice a year dependent upon business results.
- ☐ 11 Hot meals, salads, and snacks at heavily subsidized prices.
- ☐ 12 Comprehensive moving expenses if you take up a new position or are transferred.

Which package do you find more attractive? Why?

6 Use the clues to complete the puzzle and find the hidden word.

- | | | |
|---|--|---|
| 1 you don't have to pay anything: non-... | 4 a small part of a company which is bought or given as an investment | 6 according to how good you are: on a ... basis |
| 2 a place where children are looked after | 5 an informal restaurant where you take the food to the table yourself | 7 moving an employee to a new worksite |
| 3 money received regularly after retirement | | 8 giving professional advice |



7 Word families: Complete the following sentences with words related to the key words. (You might need to add prefixes or suffixes and change the form.)

benefit

- We all _____ greatly from job satisfaction.
- People receive sickness and unemployment _____ from the State.
- Your husband is the _____ of your life assurance policy in the event of your death.

review

- Salaries are normally _____ annually.
- We carry out appraisal or performance _____ in September/October each year.

8 Now use phrases from page 43 and below to role play a meeting with your colleague(s) about benefit packages. Either refer to the role cards in the Partner Files or think of your own situation.

PARTNER FILES

Partner A File 05, p. 61
 Partner B File 05, p. 63
 Partner B1 File 07, p. 63

USEFUL LANGUAGE

Agreeing and disagreeing

I entirely agree.
 I'm inclined to agree with you on that.
 Yes, but have you considered ...?
 I'm afraid I can't go along with that.
 Sorry, but I really can't agree.

Interrupting

Could I just say that ...?
 I'd like to add a point here.
 Excuse me, can I just come in here?
 Sorry, but may I just clarify a point before we go on?

9 You are writing a short follow-up email to the Board about your recommendations. Choose the correct words in each sentence, then put the sentences in the right order.

Dear Board Members

- a Best wishes/Yours faithfully¹
Remuneration Committee
- b We appreciate that it will be necessary to hold a detailed meeting about this, but we look forward to hearing your initial/prompt² comments.
- c We would like to recommend/recommending³ that the attached proposals be introduced over the next two years.
- d If you require any further information/informations⁴, please let us know.
- e At a meeting of/from⁵ the Remuneration Committee last week, the question of a new benefits package has been/was⁶ raised.
- f We feel this would offer/involve⁷ the staff more flexible working arrangements, while benefiting the company in terms of a happy and contented workforce/workers⁸.



10 Sophie is now talking to the marketing manager, Tim Brown, about salary increases for his staff. Listen to their conversation. Then complete what they say by matching the two halves of the sentences.

- 1 ... we haven't reviewed salaries
 - 2 ... come back to me
 - 3 ... we haven't had to make
 - 4 ... are there any staff developments
 - 5 Your department
 - 6 I'm worried about the number of hours
- a is particularly vulnerable ...
 - b on the horizon?
 - c for over a year.
 - d any staff redundant.
 - e some of your staff are working.
 - f with recommendations ...



Look at Tim's notes from the meeting and correct them where necessary.

- 1 The Board ^{has agreed} ~~needs to agree~~ the ^{5%} ~~5.5%~~ review, effective from 1 October.
- 2 I told Sophie that there are at least six staff who should get more than 5% (those who relocated from Canada last year).
- 3 Performance review and salary review will be separated in future.

Tell staff

- 4 There won't be any redundancies this year.
- 5 Performance reviews will take place in the new year.
- 6 Flexitime will be introduced next year.
- 7 No figure for next year's bonuses yet.

Action

- 8 Give Sophie my recommendations asap.
- 9 Keep reviews to the agreed level if possible.

Listen again to check your corrections.

DID YOU KNOW?

In the U.K. a salary increase is also called *a rise*. It is called *a raise* in the U.S.

Can you remember the words Sophie and Tim use to talk about trends? Enter them below. Then listen again or read the transcript to check.

upward movement

an increase

downward movement

USEFUL LANGUAGE

Talking about figures and numbers

Figures and numbers are used extensively in human resources to talk about salaries, bonuses, and budgets. The following abbreviations are commonly used in writing:

k	thousand	€50 k (fifty thousand euros)
m	million	\$10 m (ten million dollars)
bn	billion	£5.75 bn (five point seven five billion pounds)
inc	including	€25,000 (inc benefits) (twenty-five thousand euros, including benefits).
ph	per hour	\$10.00 ph (ten dollars per hour)
pa	per annum	€20,000 pa (twenty thousand euros per annum)

Note the differences:

459	four hundred and fifty-nine (U.K.)	45,000 (Not: 45.000)
	four hundred fifty-nine (U.S.)	\$8.75 (Not: \$8.75)

11 How do you say these figures? Say them or write them out in full.

- | | | |
|--------------|----------------|-----------------|
| 1 €5000 | 3 \$50,239,150 | 5 \$110,000,000 |
| 2 £60,000 pa | 4 €70 bn | 6 £150 ph |

12 In the U.K. it is usual to quote salaries when advertising jobs. Match the salaries or wages below (1–6) with the extracts from job adverts (a–f). How do these salaries and hourly rates compare to those in your country?

- | | |
|--|--|
| 1 Salary approx. £18,000 pa | 4 £8.25 per hour (rising to £8.80 per hour after 12 weeks) |
| 2 £45,724–£48,750 pa – a relocation package is available | 5 £8.00 ph Monday to Saturday/£10.00 ph Sunday and bank holidays |
| 3 £8.00 per inspection | 6 Salary £50,000 + car + extensive benefits |

Read this article from an HR trade magazine and discuss the questions which follow.

a Vehicle Inspectors

Use your own car to look at the vehicles of prospective insurance customers and complete a simple checklist. Pay according to how many inspections you carry out. Ideal candidate must have own car, hold a full driving licence ...

b Customer Service Assistants

We are currently seeking people with previous customer service experience, who can work flexible shifts. The job involves dealing with our customers at the airport, giving advice, recommending products, and offering travel tips ...

c Now recruiting bus drivers ...

Full-time vacancies available for PCV licence holders. You will benefit from 4 weeks' paid holiday, pension scheme, and free travel on bus and underground services ...

d Head of Personnel Services

One of the oldest police forces in the country with ca. 2300 staff, with an excellent reputation for performance, seeks an experienced HR professional to lead an HR team across the county ...

e

Electricians

Productivity bonus, 40 hours per week, vehicle supplied. Applications are invited from experienced and qualified electricians to join our busy team. Please apply for a recruitment pack by phoning ...

f

U.K. Sales Manager, Essex

required to lead the U.K. sales force. At least five years' successful experience in a similar post in the food and beverage sector is a must. Excellent communication skills, a flair for business, and a competitive spirit are essential ...

Did You Know?

Wage was traditionally used for the money paid regularly to a worker (usually in cash on a weekly basis) and *salary* for monthly pay. However *wage* is still used as an alternative to *salary* when talking about *pay* in general, e.g. *wage differentials*, *wage freeze*, *minimum wage*.

OUTPUT

Dissatisfaction over benefits packages

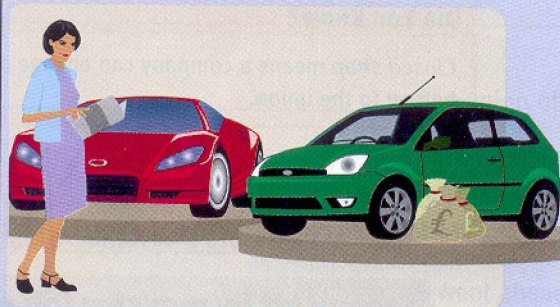
Companies are wasting billions providing non-salary benefits, the value of which is not understood by employees

New research has revealed that many employees don't appreciate their benefits or know their value in monetary terms, despite the fact that 90% of employers believe such benefits are essential to both attract and keep staff.

At a time of strong competition in the recruitment market, it's essential that money is spent on relevant benefits and that they are appreciated by the staff. There is a move towards more flexible benefits where employees can choose their package, the report stated. A number of initiatives are currently being piloted by companies.

One such company recently decided to introduce a new benefits package in stages and then issued all staff with an employee benefits statement, so they could see exactly what they were getting. Now they are running focus groups on the scheme, before introducing fully flexible benefits. These focus groups allow staff and employers to examine the full

extent of the benefits being offered, and to find out which benefits have the most value to each individual and how they can best help the work/life balance of today's employees.



Is this being too democratic? As long as budgets are not exceeded, what could be better than to consult with employees on what benefits they prefer? You could have a more contented and motivated workforce at the end of the day.

OVER TO YOU

What fringe benefits, if any, are negotiable in your company? Are new employees ever asked what benefits they would prefer to have?

6

Industrial relations

STARTER

How much do you know about trade unions? Discuss the following statements with a partner and correct any that you think are false. Do others in the group agree with you?

- 1 There are 164 million trade union members worldwide, which makes trade unions the world's largest social movement.
- 2 Trade unions are called 'labor unions' in the U.S.
- 3 The term a 'closed shop' relates to the unions in the retail business.
- 4 The E.U.'s 4 largest states all have modest levels of unionisation (Italy 30%, the U.K. 29%, Germany 27%, France 9%).
- 5 In France, Works Councils must be established in every company with 50+ employees, subject to election every 2 years.
- 6 The major purpose of trade unions is to look after the interests of employers.
- 7 Margaret Thatcher was in conflict with the British trades unions in the 1980s.
- 8 Since the fall of the Iron Curtain in 1989, unionisation in a lot of eastern European countries has increased dramatically.



DID YOU KNOW?

Closed shop means a company can engage only employees who belong to the union.

1 Work with a partner. What do you think the following headlines are about?

France hit by massive job protests

**Finance workers in Denmark
anxious over bank security**

**Flights disrupted following
industrial action by Spanish
air traffic controllers**

**Now read the summaries of the three stories behind the headlines to see if you were right.
Find words or phrases which mean the following:**

- 1 to protest
- 2 to stop operating
- 3 a worldwide plan
- 4 a strike

- A A nationwide strike in France over First Employment Contracts (CPE), allowing employers to terminate job contracts for the under-26s at any time during a 2-year trial period without giving a reason, caused over 1 million people to take to the streets across France. Large parts of France's transport networks ground to a halt and airport authorities warned of delays and disruption.
- B The leader of the finance workers' union has called for national and European action to make workplaces more secure. Thousands of bank staff have been victims of bank robberies (an average of one a day in Denmark), with many requiring post traumatic stress treatment. He encouraged unions and employers to work together in a global initiative for safer workplaces.
- C 80% of flights in Spanish airspace were affected by industrial action as air traffic controllers at one of Madrid's airports refused to extend hours to cope with an increase in flights. Last night Spain's airport authority and the air traffic controllers' union were in what were described as 'tense negotiations'.

2 Put the phrases below into the right word order. Then use them to complete the sentences.

- a a shop closed enforce enforce a closed shop
- b conditions pay and negotiate _____
- c take action industrial _____
- d interests after look employees' _____
- e wage involved be in negotiations _____
- f agreement collective discuss a _____
- g offer put a counter- forward _____
- 1 The Personnel Manager is going to _____ to the union of a 5% pay rise.
- 2 Each year we have to _____ with the union representatives.
- 3 The major publishing company had no choice but to enforce a closed shop.
- 4 The workers threatened to _____ if the redundancies went ahead.
- 5 In the U.K., shop stewards are elected by union members to _____ and represent them to management.
- 6 Legislation lays down minimum time periods for consultation to _____ when more than 20 redundancies are proposed.
- 7 The company will soon _____ with the union.

Did You Know?

Non-union companies in U.K. do not have an official or a recognized joint employee consultation system. Unionized companies have *shop stewards* (or *union representatives*) who have been elected by union members to represent them to management.

AUDIO



3 Listen to a conversation between Klaus Bohn, the personnel manager of a global company in Cologne, and Jason Hughes, the industrial relations manager of their plant in the U.K.

Which statements in each group below best describes the situation they are discussing?



- 1
 - a A 3% increase has been turned down.
 - b A 5% increase has been agreed.
 - c A 5% review was given a year ago.
- 2
 - a There may have to be some redundancies worldwide.
 - b There may have to be some redundancies in the U.K.
 - c There may have to be some redundancies in Amsterdam.
- 3
 - a White-collar staff have had salaries frozen for 5 years.
 - b White-collar workers' salaries were last reviewed 2 years ago.
 - c White-collar workers have no chance of a salary review.
- 4
 - a Workers at the plant are on strike.
 - b Workers at the plant are dissatisfied with the proposed wage increase.
 - c Workers at the plant are concerned about safety issues.
- 5
 - a Workers at the plant have heard rumours of closure.
 - b Workers at the plant have heard rumours wages may be reduced.
 - c Workers at the plant have heard rumours that jobs may be transferred to Poland.

4 Listen to the dialogue again and complete the questions with the words in the box below. Then use the information in the dialogue to answer the questions.

counter • behind • freeze • tactics • fail • rumours • agreement

- 1 What's _____ the union's rejection of the pay deal?
- 2 What exactly was Jason's _____-argument?
- 3 Why did the union representatives and their members _____ to reach _____?

- 4 Why did they _____ the salaries of white-collar staff two years ago?
- 5 What are the _____ going around the plant?
- 6 Why have Klaus and Jason got to plan their _____ ?

It looks as if there could be a long and difficult negotiation with the union representing the workers at the British plant. How can companies avoid situations like this?

5 Which phrase in each pair matches the definition (1–6)?

- | | |
|---|--|
| 1 to reject a proposal or suggestion | 4 a response to another suggestion |
| a to make a counter-offer | a a counter-argument |
| b to fail to reach agreement | b a negotiation |
| 2 workers on the production line | 5 the place where the goods are produced |
| a blue-collar workers | a the plant |
| b white-collar workers | b the shop floor |
| 3 a general fall in orders across many business sectors | 6 to stop pay for a certain period |
| a when productivity is down | a to freeze salaries |
| b an economic downturn | b to negotiate a new pay deal |

6 What makes a successful negotiation? Work with a partner to rank the tips below from 1–10 (1 being the most important). Can you add any more tips to the list?

- | | |
|---|---|
| ☐ Always listen carefully to the other person. | ☐ Use persuasion, not threats. |
| ☐ Be flexible and prepared to compromise. | ☐ Prepare your arguments. |
| ☐ Be positive – highlight the 'common ground'. | ☐ Be constructive and avoid open conflict. |
| ☐ Build rapport and be courteous. | ☐ Always remember your aims. |
| ☐ Use simple and clear language. | ☐ When agreement is reached, summarize clearly and close the deal. |



7 Match the following sentences to the five parts of a negotiation. Check your answers with a partner.

building rapport ☐ ☐

addressing conflict ☐ ☐

establishing objectives and aims ☐ ☐

concluding ☒ ☐

bargaining ☐ ☐

- 1 Excellent, then let me conclude by summing up the meeting.
- 2 If the white-collar workers accepted a pay freeze last year, it's not unreasonable to give them a higher increase now.
- 3 Let's not get too hot under the collar.
- 4 We'd like to start by welcoming everyone and restating our proposals.
- 5 Believe me, we'd really like to shake hands and walk out of here today with a positive result.
- 6 But we want your assurances that there will be no industrial action.
- 7 We are happy to meet you today to work out a solution.
- 8 That's it, then. A successful conclusion for everybody.
- 9 We've studied the figures and the bottom line is that there's not much money in the pot, so we have to reach a compromise!
- 10 Management has asked us to give you their assurances on this point.



8 Before you listen to Jason Hughes and Klaus Bohn negotiating with the union representatives, among them Helen Barker and Bob Cage, match the following verbs, nouns, and definitions that appear in the negotiation.

verbs

- | | |
|---------------|-----------------------|
| 1 to work out | 5 to face |
| 2 to reject | 6 to reach |
| 3 to contain | 7 to put |
| 4 to threaten | 8 to post (something) |

nouns

- | | |
|---------------------------------|---------------------------|
| a a compromise | e costs |
| b something on the notice board | f a solution |
| c closure | g industrial action |
| d the offer | h your cards on the table |

definition

- to refuse a suggestion
- to say you intend to strike
- to agree to meet in the middle
- to confront the consequences of shutting down (part of the company)
- to solve by reasoning
- to hold expenses within a fixed limit
- to declare one's position
- to display information for everyone in the company to read

Now listen to the negotiation to check your answers.

AUDIO



Listen again and decide whether the following statements about the negotiation are true or false.

- 1 Things will get worse in the next 6-9 months as the economic outlook is worsening.
- 2 Overtime is only allowed on the night shift.
- 3 If the workers don't get more money, they will go on strike.
- 4 The area where the plant is located has high unemployment.
- 5 The management can't promise anything positive.
- 6 Sales have been getting worse at the Dutch plant.

9 After the meeting, Jason writes the following email to the management committee. Complete the gaps with the correct form of the verbs below.

• not be • be • give • meet • not be • receive • transfer • accept

Dear Management Committee

As you know, Klaus Bohn and I _____¹ with the union representatives last night to discuss their rejection of the pay offer of 3%, effective 1 March and the threat of industrial action. Apart from the fact that white-collar workers _____² 5%, there _____³, as I suspected, strong rumours going round that we're closing the plant and _____⁴ work to Poland.

We _____⁵ the union representatives our assurances that this _____⁶ the case and agreed the 3% increase from 1 March, followed by a further 1½% in nine months, as long as there _____⁷ a substantial fall in sales and provided that there is no industrial action. They _____⁸ the offer on behalf of their members.

We feel this is a successful conclusion to the negotiations.

Best wishes
Jason Hughes

What types of negotiations have you been involved in? Describe your experiences to your colleagues.



USEFUL LANGUAGE

The language of negotiating

A negotiation is often a very delicate procedure where even the language you use can influence the outcome. While diplomatic language (see page 38) and building rapport are both essential for keeping the negotiation polite and friendly, there are also many fixed phrases which can help make finding the right words easier. Below are some typical phrases for persuading and bargaining.

Persuading

It would be to your advantage to ...

It might be in your interest to ...

We can reassure you on that point totally.

It's the best offer around. You won't find a better one.

Bargaining

We would agree on one condition.

If you agree to ..., we can ...

If you threaten us, we'll withdraw the offer.

If you stopped picketing, then I think we could make a counter-offer.

*We might put a better offer on the table, **provided (that)** you stop the strike.*

*I'd go along with that **on condition that** you returned to work.*

*That seems a good compromise, as **long as** there is no industrial action of any kind.*

***Unless** your members return to normal working tomorrow, we'll withdraw our offer.*

10 Use the key words in brackets to make complete sentences about the conditions and offers below. The first sentence has been done for you.

- 1 our members get 5% increase in pay/take industrial action (unless)
Unless our members get a 5% increase in pay they will take industrial action.
- 2 be an increase in sales/can offer further 2% pay rise (provided that)

- 3 no further increases in pay/be no job losses Amsterdam (if/will)

- 4 another review in nine months/no industrial action (on condition that)

- 5 productivity increased/pay a bonus end of the year (if/could)

- 6 open on Sundays from 10–4 p.m./lose business to competitors (unless)

- 7 customer service not suffer/introduce flexible working hours (provided)

11 Work with a partner. Choose a few situations below – or think of your own – and try to persuade your partner to accept your position. Be prepared to bargain.

- 1 You've referred several people for a secretarial position. You feel that one candidate is clearly the best but the manager prefers another person.
- 2 You need two staff to work at the weekend.
- 3 You'd like to take four of your six weeks' holiday together this year. (The rule is a maximum of two weeks at a time.)
- 4 Your post room now needs to work a two-shift day: 5 a.m.–1 p.m. and 1 p.m.–9 p.m. The staff are not happy about this.
- 5 An employee has decided to leave the company. You need to convince him/her to stay.

12 Word families: Complete the following sentences with words related to the key words. (You might need to add prefixes or suffixes and change the form.)

negotiate

- 1 Jason Hughes has an excellent record as a first-class _____.
- 2 The offer we made to the union was not _____.
- 3 The next _____ on pay and conditions takes place on 1 September.

consult

- 4 We use a very experienced _____ from a firm of industrial mediators when we have a tough problem with the union.
- 5 Our joint _____ committee meets twice a year.
- 6 _____ with the union can be difficult at the best of times!

13 Work with a partner to do a role-play. First look at the Useful Language on page 56. Then use the role cards in the Partner Files or think up your own situation to negotiate with your partner.

PARTNER FILES

Partner A File o6, p. 61
Partner B File o6, p. 63

OUTPUT

Has your company ever outsourced any jobs? What was the reaction of your staff? Read the following extracts and discuss with the rest of the group.

A major Spanish supermarket chain plans to outsource 350 jobs for software professionals to India. The plan is to have approximately 650 staff in its Indian subsidiary by the end of 2007. Originally the chain gave assurances that the move would not lead to widespread job losses.

1500 steel workers in Sweden were informed their jobs were safe after a major deal with a Finnish-led metal consortium was finalized. Workers welcomed the news as there had been widespread rumours that the plant would be closed.

Two unions have voted against strike action over the closure of a Coventry car plant in the U.K.. This will lead to a loss of 900 jobs. Despite a protest march in September, workers were urged by their employers not to take strike action as it would not be 'in the interests of the employees, customers and the company'.

Experts at the National Outsourcing Association state that companies will be more open with staff and unions in the future about outsourcing plans, following strike action at various organizations last year. Union consultation should be introduced as early as possible in an effort to avert industrial disputes, it stated ...

OVER TO YOU

What action would you take in such cases, whether unionized or not, to prevent rumours and possible industrial action? Exactly how much of a commitment should an employer have to its staff?

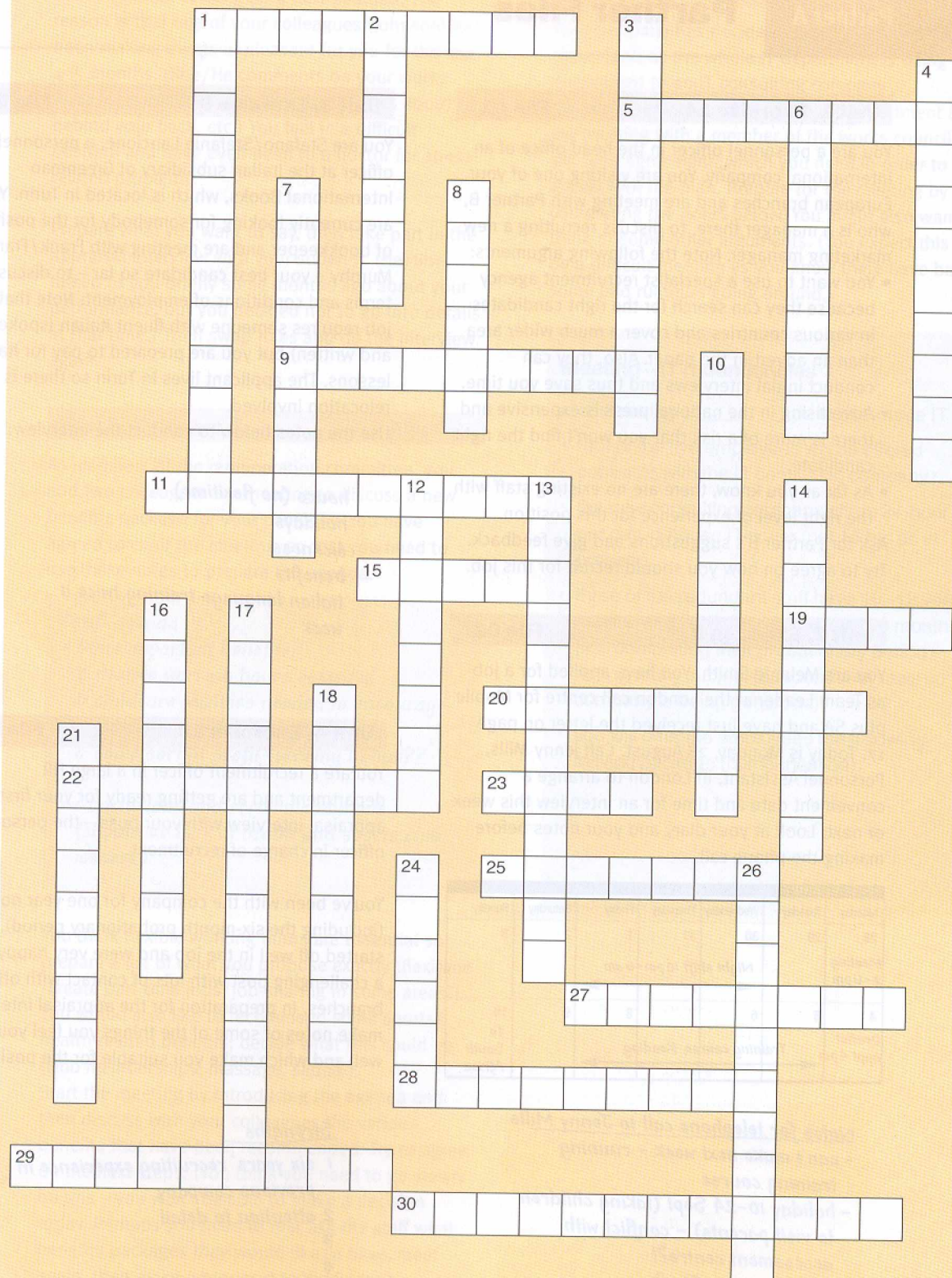
Test yourself!

Across

- 1 what you write to an unsuccessful candidate: ... letter
- 5 to move to a new area with your job
- 9 a programme for new staff to help them settle into a company
- 11 when you don't have a job, you're ...
- 15 a shorter word for *fringe benefits*
- 19 a way of asking applicants for information at an interview so that they can't just give *yes/no* answers: ... questions
- 20 the regular evaluation of an employee's performance and potential
- 22 written or verbal comments on an employee's character and job performance (in a previous job)
- 23 in American English it is called a *raise*
- 25 being able to maintain a reasonable level of commitment between work and private life: work/life ...
- 27 same salary or wage for men and women in the same job (two words)
- 28 valuing the differences between people to maximize potential
- 29 the time a woman is away from the office to have a baby: ... leave
- 30 initial period of employment during which an employee is not yet considered permanent: ... period

Down

- 1 total financial and non-financial benefits an employee gets: ... package
- 2 the series of jobs or the professions people spend most of their life working in
- 3 unpleasant or offensive behaviour towards someone
- 4 the opposite of *specialist*
- 6 disagreement between people
- 7 being able to choose a starting and finishing time each day as long as total hours are worked
- 8 a specified period of time in a contract for telling a company an employee is leaving: ... period
- 10 details of the content of a job and the skills needed for it: job ...
- 12 working longer hours than your normal contract
- 13 ways of warning staff that they are breaking rules: ... procedures
- 14 extra money for working shifts: shift ...
- 16 goods are produced here (two words)
- 17 treating people differently because of race, age, sex, colour, etc
- 18 another word for *applicant*
- 21 a complaint about being treated unfairly
- 24 if you can only hire employees who are union members: ... shop
- 26 written details of terms and conditions of work: ... contract



Partner A

Partner Files

Unit 1, Exercise 14

File 01

You are a personnel officer in the head office of an international company. You are visiting one of your European branches and are meeting with Partner B, who is a manager there, to discuss recruiting a new marketing manager. Note the following arguments:

- You want to use a specialist recruitment agency because they can search for the right candidates in various countries and cover a much wider area than an advert in the paper. Also, they can conduct initial interviews and thus save you time.
- Advertising in the national press is expensive and there is more of a risk that you won't find the right candidate.
- As far as you know, there are no existing staff with the right level of experience for this position.

Ask for Partner B's suggestions and give feedback. Try to agree on how you should recruit for this job.

Unit 2, Exercise 8

File 02

You are Melanie Smith. You have applied for a job as Team Leader at the London call centre for Mobile plus SA and have just received the letter on page 17. Today is Monday, 28 August. Call Jenny Mills, Personnel Assistant, in London to arrange a convenient date and time for an interview this week or next. Look at your diary and your notes before making the phone call.

AUGUST/SEPTEMBER						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
28 Meeting 2-6 pm	29	30 Night shift 10 pm-6 am	31	1	2	3
4 Dentist appt 4 pm	5 Training course, Reading	6	7	8	9	10 To South Africa

Notes for telephone call to Jenny Mills

- can't make next week - running training course
- holiday 10-24 Sept (taking children to visit parents) - conflict with assessment centre?!
- directions to office?
- parking?

Unit 3, Exercise 9

File 03

You are Stefano/Stefania Lancione, a personnel officer at the Italian subsidiary of Greenman International Books, which is located in Turin. You are currently looking for somebody for the position of bookkeeper and are meeting with Frank/Francis Murphy - your best candidate so far - to discuss the terms and conditions of employment. Note that the job requires someone with fluent Italian (spoken and written) but you are prepared to pay for Italian lessons. The applicant lives in Turin so there is no relocation involved.

Use the notes below to conduct the interview:

hours (no flexitime)
holidays
sickness
benefits
Italian language training twice a week

Unit 4, Exercise 10

File 04

You are a recruitment officer in a large HR department and are getting ready for your first appraisal interview with your boss - the personnel officer in charge of recruitment.

You've been with the company for one year now (including the six-month probationary period). You started off well in the job and were very happy - it's a challenging post with lots of contact with other branches. In preparation for the appraisal interview, make notes of some of the things you feel you do well and which make you suitable for the position.

Strengths

- 1 six years' recruiting experience in previous company
- 2 attention to detail
- 3
- 4

Although you like your job, lately you have been thinking about looking for a new position. The reason is that one of your colleagues (Johnson) has been making things unpleasant for you for the last 4–5 months. (She/He comments on your work, removes paperwork from your desk, talks about you behind your back, etc.) You feel in a difficult position and have even been to a doctor for stress-related problems.

Prepare what you want to say, then take part in the appraisal interview with your superior. (He/She talked to you briefly some months ago about your performance, but you decided not to go into details at that time.) Then swap roles and do the interview again.

Unit 5, Exercise 8

File 05

As members of the remuneration committee, you and two colleagues are meeting to discuss a new benefits package for your company. You have agreed to chair the meeting, so first you need to use these notes to prepare the agenda.

Draft agenda

- *Most important benefits?*
 - a *flexible working hours essential*
 - b *childcare facilities needed to encourage female employees back to work*
 - c *some sort of profit-sharing bonus??*
- *Conclusions and recommendations (should we look at health and sports club issues?)*

You think flexible working hours are essential so prepare a list of what you propose exactly (flexitime / create part-time jobs / job-sharing in some areas?).

You would also like to recommend some sports / health-related benefits; decide what this could be (club memberships, massage, sauna?).

Start the meeting by introducing the agenda and then discuss with your colleagues the various benefits that have been recommended. Try to agree on the next steps. (You think you need to go slowly on this – you won't be able to make a decision today. Perhaps you need to first ask the staff what benefits packages *they* would like to have, meet again, then make a proposal to the Board.)

Unit 6, Exercise 13

File 06

Your company has decided to make five IT staff redundant, as the whole IT department is being outsourced to an IT consulting company.

You are a senior member of the HR department and are meeting with a member of the works council to get their agreement, which you need in order to go ahead with the plan. Prepare for the meeting by completing the notes below. You might also want to think of some other arguments. (You expect this to be a difficult meeting as you know there have been some bad rumours going around.)

Meeting – IT redundancies

- cost saving €_____ pa to outsource IT
- four of the five employees will be offered contracts with the IT consulting company *
- the new consulting company offers 24-hour per day in-house IT cover (not 15 hrs as at present)
- three of the redundant staff have 10–12 years' service and two joined in the last five months (still completing their probationary period – not normally subject to redundancy laws so company is being generous).
- you will offer the employees the following leaving package (compensation):

—
—
—

Partner B

Partner Files

Unit 1, Exercise 14

File 01

You are the manager of a European branch of an international company. A personnel officer from your head office (Partner A) is visiting you to discuss recruitment for the job of marketing manager at your branch office. This is what you think:

- You would like to advertise in the national press and deal with the applications yourself, as this is the usual procedure in your country. (Recruitment agencies don't have a very high profile here and don't know your company like you do.)
- There is somebody in the company who you think could be a suitable candidate.

Make suggestions and give feedback on Partner A's suggestions. Try to agree on how you should recruit for this job.

Unit 2, Exercise 8

File 02

You are Jenny Mills, Personnel Assistant in the London office of Mobile plus SA. You are responsible for arranging and carrying out interviews for the new call centre positions. The best candidate so far for the position of team leader is Melanie Smith, who is going to call you to arrange an interview. Use your notes and this extract from your calendar to deal with the phone call and to make an appointment for an interview next week, ideally on either 7 or 8 September. (Today is 28 August.)

AUGUST / SEPTEMBER						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
28	29	30	31 Visit Valencia office	1	2	3
4 10-12 Dept meeting	5	6	7 Interviews (Assess. Centre: 21st or 26th Sept?)	8	9	10

Good applicant - probable AC candidate

- give directions to office
- she should bring application form to interview
- assessment centre dates

Unit 3, Exercise 9

File 03

You are Frank/Francis Murphy and are applying for the position of bookkeeper at the Italian subsidiary of Greenman International Books, which is located in Turin. Greenman are looking for somebody with fluent Italian to deal with their Italian clients, and although you have lived in Turin for three years now, you are worried that your Italian won't be good enough. You are currently meeting with Stefano/Stefania Lancione, the personnel officer at Greenman, to discuss the terms and conditions of the job.

Here are the things to mention at the interview:

- Flexitime? (You need to take your seven-year-old child to school each day so can't start before 9.30 a.m. The afternoon is no problem as your partner collects your child from school.)
- Travel expenses?
- Your Italian is good, but not fluent. Are lessons available?

Unit 4, Exercise 10

File 04

You are the personnel officer responsible for the recruitment section of a large HR department and are about to carry out an appraisal interview with one of your recruitment officers who has completed a year's service. You were very happy with his/her work during the six-month probationary period, but it seems something has gone wrong. You feel he/she has good potential and would like him/her to be a success.

Look at the notes you have made about some problems and prepare some questions to ask the employee during the appraisal interview. After the interview, swap roles and do the interview again.

problems over last six months

- two periods of sickness of ten days each. What was wrong?
- a lot of mistakes reported
- complaint from a long-term employee and colleague (Johnson) about long breaks from the desk, lack of attention to detail
- we spoke briefly three months ago (he/she was nervous and tense)

Unit 5, Exercise 8**File 05**

As members of the remuneration committee, you and two colleagues are meeting to discuss a new benefits package for your company. You have agreed to take the minutes in this second meeting.

- You personally think childcare facilities for both male and female staff are the most essential benefit to offer. (You have two children aged two and six years, and your partner is currently on maternity/paternity leave for one year.) So far only one man has taken paternity leave in your company and there are a number of female colleagues who are under extreme stress because they can't find reliable childcare they can afford.
- You don't think bonuses are a good idea; most people prefer to have a good salary and a better work/life balance.

You feel there has now been enough discussion (and you are very busy with other things at the moment), so you want to make a decision quickly! Prepare some suggestions for childcare issues to present at the meeting and try to agree with your colleagues on the next steps.

Unit 6, Exercise 13**File 06**

You are a member of the works council. You have a negotiation meeting with a senior member of HR about five redundancies in the IT department. As far as you know, the five employees are being made redundant without good reason (it seems the company want to outsource the jobs to an IT consulting company) and you've heard the company isn't being very generous with its leaving package (compensation). Check your notes before going into the negotiation and try to add one or two other points to negotiate.

Points to raise at meeting

- *Over the last two years, ten key staff have been outsourced to different companies. We need some assurances this will not continue.*
- *What compensation payment is the company proposing to pay redundant employees? (Negotiate a higher one!)*
- *They say they are saving costs by outsourcing. What will the money saved be used for? Who will benefit?*

Partner B 1**Unit 5, Exercise 8****File 07**

As members of the remuneration committee, you and two colleagues are meeting to discuss a new benefits package for your company.

Childcare issues are fine but you don't have children and would prefer to have some sort of reward incentives (profit sharing, performance-related pay, free shares in the company?) which would motivate all employees, not just the ones with children. You agree that some sort of flexible working arrangements are necessary, though; too many of your colleagues work excessive overtime and there have been one or two cases of stress-related illnesses recently.

Decide what recommendations you would like to make exactly, and be ready to present your suggestions at the meeting. Hopefully, you and your colleagues can agree on a proposal today, so you can make recommendations to management this week. (You have offered to write the email to management and you are going on a two-week holiday in three days.)

Answer key

UNIT 1

page 5

Starter

(suggested order)

- | | | | |
|-----|-----|-----|------|
| 1 i | 4 d | 7 f | 10 j |
| 2 a | 5 g | 8 h | |
| 3 c | 6 e | 9 b | |

1 Job description

job title
main purpose of job
reporting relationship
location of workplace
key duties/responsibilities

Person specification

desirable skills
practical requirements
previous experience
qualifications/training
skills and qualities needed for job
personal style/behaviour

page 6

- 1 Job title
- 2 Reports to
- 3 Responsible for
- 4 Main purpose of job
- 5 Key duties/responsibilities
- 6 Essential experience
- 7 Workplace location

page 7

- 3 1 False: The job is based in Manchester and requires a lot of travelling in Great Britain and Northern Ireland.
- 2 False: The training manager is responsible for two administrators, one PA and a team of trainers.
- 3 True
- 4 False: He/She reports directly to the General Manager, U.K. and Northern Europe.
- 5 True

- | | |
|-----------------------|----------------|
| 4 1 reports to | 4 carrying out |
| 2 work; develop | 5 prepare |
| 3 implement; identify | 6 involves |

page 8

- | | |
|-------------|------------|
| 5 1 improve | 5 develop |
| 2 build | 6 identify |
| 3 react to | 7 ensure |
| 4 motivate | |
- 7 1 Qualifications/training
 - 2 Previous experience
 - 3 Skills and qualities needed for job
 - 4 Desirable skills
 - 5 Personal style/behaviour
 - 6 Additional information

- 8 1 e 2 a 3 d 4 g 5 f 6 b 7 c

page 10

- 10 They mention recruiting via the intranet (in-house), using recruitment agencies that specialize in HR, and advertising in a Spanish HR trade magazine.

- 1 False: David is responsible for this.
- 2 True
- 3 True
- 4 True
- 5 False: Applicants must have *high-level English skills*.
- 6 False: He doesn't think there is *much chance of finding anybody in-house or in the European offices*.
- 7 True
- 8 True
- 9 False: The merger is not given as the reason for the job search.
- 10 False: She only asks to be kept *posted* about them.

page 11

- | | | | | | | | |
|--------|-----|-----|-----|-----|-----|-----|-----|
| 11 a 7 | b 8 | c 1 | d 5 | e 6 | f 2 | g 4 | h 3 |
| 1 c | 2 f | 3 h | 4 g | 5 d | 6 e | 7 a | 8 b |

- | | |
|--------------------|---------------|
| 12 1 self-employed | 5 re-employed |
| 2 unemployment | 6 recruited |
| 3 employer | 7 recruitment |
| 4 employees | |

page 12

- 13 1 g 2 e 3 f 4 b 5 a 6 c 7 d

UNIT 2

page 14

Starter

(suggested answers with comments)

- 1 Agree: An applicant should be able to summarize his/her background in a concise and clear way in a maximum of two pages.
- 2 Agree and disagree: A photo is still expected in some countries but it is not considered appropriate in the U.K. or the U.S., as it is felt that how a person looks should not influence a decision to interview or not.
- 3 Agree: In these days of age discrimination, it is no longer necessary to put the date of birth on a CV. It is optional. An HR person can get a very good idea of an applicant's age by looking at the details of their education and experience. (See also the OUTPUT in this unit.)
- 4 Agree: In the U.K. or U.S. interviewers take names and addresses of referees, or applicants put the details on their CV and a direct application for a reference by letter or phone is made by the recruitment people. Jobs are offered 'subject to satisfactory reference' until the references are received.

- 5 Disagree: In the U.K. this would be frowned on – only a two-page CV and a covering letter or email should be sent with an application. Any other documents will be asked for if/when required.
- 6 Agree: This is good HR practice. The applicant is then fully informed before the interview and better prepared for the questions that will be asked. Additionally, applicants have a chance to decide before an interview if they are suitable for or really interested in the position.
- 7 Agree: This is sound advice for applicants as most HR people wouldn't expect interviewees to wear jeans to an interview, unless they are a particularly relaxed media company/advertising agency for example.
- 8 Disagree: This is private information and does not make a woman more or less suitable for the job. It is also against sex discrimination laws.

1 (suggested answer)

Jobs in the travel business always attract applicants, especially when concessionary travel is mentioned. The style of the ad is also informal and has a challenging feel to it.

2 1 e 2 h 3 c 4 g 5 d 6 f 7 b 8 a

page 15

- 3 1 The hours of work will vary. You'll be working on a shift basis, which includes weekends and bank holidays.
- 2 The main responsibilities are dealing with reservations and customer travel needs, promoting Virgin's range of services, and general customer service.
- 3 You will handle around 100 calls a day.
- 4 The job is located in Crawley.
- 5 It will consist of a group interview for 90 minutes, followed by a series of exercises and then an individual interview with two assessors. You will be notified of the results in writing.
- 6 In addition to the salary, you'll receive a shift allowance and a salary increase upon completion of the six-month probationary period.
- 7 A generous holiday entitlement, a pension, life assurance, Virgin discounts, and cheaper travel.
- 8 No, the benefits are discretionary, which means the employer will decide who gets what.

page 16

- 4 personal profile = outstanding qualities, a brief summary of your work experience and abilities
training = relevant courses attended, qualifications or certificates from on-the-job training
key skills = achievements/skills in career, language skills
career history = duties in previous jobs, previous employers, dates of previous employment
personal details = name and address, nationality, full contact details, marital status, specializations/publications, professional qualification or title (eg BSc, PhD)
education = school and university details, main exams or degree

Not all CVs have the same layout, but as a general rule the following might be a logical order:

- 1 personal details
- 2 personal profile
- 3 career history (last job first)
- 4 key skills
- 5 education
- 6 training

5 1 g 2 f 3 d 4 b 5 a 6 j 7 e
8 c 9 i 10 h

page 17

- 6 1 False: She applied for a position as Call Centre Team Leader.
- 2 True
- 3 False: The *initial* interview will take place within two weeks.
- 4 True
- 5 False: Details will be sent in advance to the applicants who are selected.
- 6 True
- 7 False: She has to call the London office to arrange the interview.

page 18

- 7 Correct order: c – a – f – e – d – b

page 19

- 9 1 has resigned/handed in her notice
- 2 take on/hire; notice/resignation
- 3 lay off
- 4 made redundant/let go
- 5 dismissed/sacked/fired
- 6 offered early retirement

10 (suggested answer)

1 f 2 b 3 g 4 a 5 c 6 d 7 h 8 e

page 20

- 11 five years with present company, eight team leaders, seven days a week, ten call centre operators, six years in previous company

They discuss difficulties with customer complaints and staff relationships.

1 enjoy 2 ability 3 good 4 partner 5 relocate

page 21

12 1 b 2 a 3 a 4 a 5 b 6 a 7 a

13 (suggested answers)

- 1 Melanie Smith
- 2 team leader, London call centre
- 3 promoted to team leader two years ago
- 4 six years' experience in customer service
- 5 responsible for ten staff in call centre
- 6 direct responsibility for difficult customers
- 7 in constant communication with own staff, regular weekly meetings, call centre staff move around teams to gain experience
- 8 enjoys customer contact and solving problems
- 9 company is relocating, doesn't wish to move (children at school/partner working in the same area)

- 10 seem excellent, she is used to a well structured call centre, and relationships with customers are given top priority.

page 22

14 (suggested answers)

- 1 Could you tell me about your relationship with your present supervisor?/How do you get on with ...?
- 2 Could you outline one or two staff problems you have had and how you dealt with them?
- 3 Could you give some examples of how you handle customers well?
- 4 What shift hours do you normally work?
- 5 Could you give me some details of decisions you have had to make on your own initiative?
- 6 How well do you work under pressure? Could you give some examples?

- 16 1 applicants 5 selection
2 application 6 assessment
3 applicable 7 assess
4 selective

Output

- 1 CV 2 ability 3 knowledge 4 employees
5 flexible 6 salaries 7 inexperienced 8 range
9 discrimination 10 job

UNIT 3

page 24

Starter

- 1 c sex discrimination
- 2 h contract of employment
- 3 e equal pay
- 4 d parental leave
- 5 b workplace injuries
- 6 a short-time working
- 7 g disciplinary and grievance procedure
- 8 f work-related stress

A 8 B 4 C 1 D 5 E 3

page 25

- 1 1 False: The company doesn't have flexitime yet.
- 2 True (plus payment under the 'Permanent Health Insurance Scheme' after that)
- 3 True
- 4 False: She wrote the names of the referees on the application form.
- 5 False: She has told them already.
- 6 False: She'll receive it in the next couple of days.

1 f 2 b 3 a 4 e 5 d 6 c

- 1 operate 2 overtime 3 time off
4 annual 5 taking 6 subject

page 26

2 Across

- 6 permanent
- 7 procedures
- 8 in lieu
- 9 clear

Down

- 1 referees
- 2 honour
- 3 contract
- 4 offer
- 5 reference

3 Working time

- shift work
part-time employment
core time

six-day week
flexitime

Employment status

- trial period
fixed-term contract
temporary employment
probationary period

Absence

- annual leave
sick leave
public holiday
vacation (US)
holiday entitlement

Ending employment

- notice period
resignation
dismissal
redundancy

- 4 1 flexible
2 flexitime (or flexitime)
3 flexibility
4 inflexible

page 27

- 5 1 e 2 c 3 h 4 g 5 j 6 d 7 a 8 i
9 f 10 b

page 28

- 6 1 can be found
- 2 may be required
- 3 are expected
- 4 will be discussed, notified in writing
- 5 are entitled to
- 6 payable monthly in arrears
- 7 are asked; notify
- 8 subject to disciplinary action

7 Offer letter d - c - i - a - f

Rejection letter g - b - h - j - e

See model offer and rejection letters on pages 75-76.

page 29

- 8 1 c 2 e 3 h 4 a 5 d 6 f 7 b 8 g

page 30

- 10 1 occur 6 breaking
2 conditions 7 disciplinary
3 safety 8 representative
4 entitled 9 policy
5 entitlement 10 behaviour

page 31

11 (suggested answers)

- 1 More people are taking time off work due to sickness.
- 2 Some companies send staff to their own (in-house) company doctor.
- 3 Women are going to court because they feel they are treated unfairly just because they are women.
- 4 The Japanese problem of death from overwork continues to grow in Japan.
- 5 Using the Internet for accessing pornographic or other non-business sites can lead to dismissal, but in this case the employer has allowed the staff responsible to resign.

- 6 More and more companies are encouraging staff to look after their health.
- 7 Not allowing employees to smoke at work has reduced the number of heart attacks in the U.S.
- 8 Some industrial companies are discussing ways to reduce noise levels in the workplace to prevent health problems.

page 32

- 13 1 c 2 b 3 a 4 b 5 c 6 c 7 a 8 a
9 c 10 a

Output

- a 7.5 million working days are lost each year in the U.K. due to accidents in the workplace.
- b 249 people died in accidents at work during 2001 and 2002.
- c 127,000 accidents required staff to be off work for over three days.
- d 563,000 people suffered from mental health problems last year.

UNIT 4**page 33****Starter**

The statements refer to the following types of HR development.

- 1 long-term individual development
 - 2 appraisal (performance management)
 - 3 induction programme
 - 4 equal opportunity policies
- 1 1 flexible working practices
2 secondment
3 long-term individual development
4 appraisal
5 equal opportunity policies
6 team development
7 mentoring
8 induction programme

page 34

- 2 1 supervisor 5 colleagues
2 situation 6 complained
3 trouble 7 regulations
4 attends 8 courses
- 1 d 2 a 3 c 4 b

page 35

- 4 (suggested answers)
- 1 Clearly the company has a problem with equal pay. As soon as they clarify the situation, they should ensure that there aren't any other discrepancies like this. They should also check that their equal opportunity policies generally are in place.
 - 2 They should consider the advantages of introducing some flexible working practices into the company before too many other staff leave. Introducing some sort of flexitime system and then looking closely at their parental policies would be good places to start.
 - 3 They should consider sending the engineers on short, intensive English courses, with a focus on speaking and in particular presentation skills. If this is not possible they could think about using interpreters

- 4 Employers are required by law to minimize the risks to staff working on a VDU by ensuring workstations are well designed. It is also in the company's interest that employees are healthy and happy.

page 36

- 5 a 2 b 4 c 1 d 3

This is a normal annual appraisal interview to discuss progress in the past year and to resolve any problems.

6 Motivating staff

Peter needs to delegate more

Antonio to have cultural training

Peter to have leadership training

Improving performance

25% down for six months

arrange a meeting with the team

get your team's output up to scratch

Encouraging better communication

Peter and Gaby need to improve communication

Gaby is always busy

meet weekly for a while

page 37

- 7 1 to detail 7 overtime
2 relationships 8 communicate
3 delegate 9 cultural
4 decrease 10 production director
5 skills 11 leadership
6 long-term sickness 12 training manager

(suggested answers)

- 13 I must maintain better communication with Peter (weekly meetings).
14 Peter will discuss how to increase output in the short term with his team.

page 38

- 8 1 b 2 f 3 d 4 e 5 a 6 c
- 9 1 How do you see the relationship with your team?
2 ... you were actually 25 per cent down for six months ...
3 Why didn't you raise this issue (at the regular team meeting)?
4 I'm concerned you didn't feel able to discuss it with me.
5 The results are not very impressive, Peter.
6 You need to think about delegating more ...
7 I think you and I need to improve our communication ...
8 Finally, on a personal note, Peter, how is your wife settling in?

page 39

- 11 1 Leadership and team building
2 Managing your time
3 Assertive leadership skills
4 Balancing priorities and managing projects
- 12 1 competent leader 5 to set priorities
2 peer group 6 to complete tasks
3 to take control 7 to fulfil targets
4 to get results 8 to handle people

page 40

- 14 1 Equal 4 appraisal
2 equally 5 appraisers;
3 inequality appraisees

15 These statements have been taken from various job advertisements in newspapers and trade magazines. In the UK most job advertisements contain this type of statement to create a good impression and to show that the companies support diversity. It is considered good employment practice and gives an idea of the atmosphere inside a company.

UNIT 5

page 42

Starter

See exercise 5 for ideas.

- 1 Correct order: c – a – b

page 43

- 2 1 c 2 a 3 b
- 3 1 Sophie called the meeting to discuss their benefits package.
2 Paola felt they needed to introduce more flexibility for staff.
3 Steve was in favour of giving employees greater freedom to have a good work/life balance.
4 He was keen to encourage female staff back to work.
5 Steve will prepare a proposal to submit at the next regular meeting.
6 Sophie asked Paola to prepare a summary of benefits and costs.
7 Paola has already talked to colleagues in other offices about flexitime initiatives.
8 Sophie is going to inform Paola and Steve about the new profit-sharing bonus at their next meeting.
- 4 1 I have your input
2 Could you please
3 do you mean
4 you know
5 definitely in favour
6 I think we should also
7 fine

page 44

- 5 1 f 2 h 3 k 4 b 5 j 6 c
7 l 8 a 9 d 10 g 11 i 12 e

page 45

- 6 1 contributory 5 cafeteria
2 creche 6 merit
3 pension 7 relocation
4 share 8 counselling

The hidden word is: benefits.

- 7 1 benefit
2 benefits
3 beneficiary
4 reviewed
5 reviews

page 46

- 9 1 Best wishes 5 of
2 initial 6 was
3 recommend 7 offer
4 information 8 workforce

The order of sentences: e – c – f – b – d – a

- 10 1 c 2 f 3 d 4 b 5 a 6 e

page 47

- 10 1 The Board *has agreed* 5% [not 5.5%] from 1 October.
2 I told there are *one or two people* [not six] who should get more than 5% (those who relocated from *New York* and *London* [not Canada]).
3 Correct
4 Correct
5 Performance reviews will take place *in November and early December* [not in the new year].
6 They are *only thinking about* introducing flexible working.
7 Correct
8 Correct
9 Correct

upward downward

- an increase a drop
a raise less
to rise to slash

page 48

- 11 1 five thousand euros
2 sixty thousand pounds per annum
3 fifty million, two hundred and thirty nine thousand, one hundred and fifty dollars
4 seventy billion euros
5 a/one hundred and ten million dollars
6 a/one hundred and fifty pounds per hour

- 12 1 e 2 d 3 a 4 c 5 b 6 f

UNIT 6

page 50

Starter

- 1 Correct
2 Correct
3 False: It means a company can only take on employees who belong to the union
4 Correct
5 Correct
6 False: A union's main responsibility is to look after its *members'* interests.
7 Correct
8 False: Unionisation in lots of Eastern European countries has collapsed considerably
- 1 1 take to the streets
2 ground to a halt
3 global initiative
4 industrial action

page 51

- 2 1g put forward a counter-offer
- 2b negotiate pay and conditions
- 3a enforce a closed shop
- 4c take industrial action
- 5d look after employees' interests
- 6f discuss a collective agreement
- 7e be involved in wage negotiations

page 52

3 1 a 2 c 3 b 4 b 5 c

- 4 1 *behind*: The union wants the same increase as the white-collar workers.
- 2 *counter-*: He said that they had a 3% review a year ago, sales were down and there might have to be redundancies in Amsterdam if things don't improve.
- 3 *fail; agreement*: The union felt 3% was too low. They want 5% or they will take industrial action.
- 4 *freeze*: The company lost a big contract and there was also a recession.
- 5 *rumours*: The rumours are that work will be transferred to Poland due to an economic downturn in the industry.
- 5 *tactics*: The last thing they want is a strike and they cannot pay 5%, so a good outcome has to be achieved when they meet the union again.

page 53

5 1 b 2 a 3 b 4 a 5 b 6 a

6 (suggested order)

- 1 Prepare your arguments.
- 2 Be flexible and prepared to compromise.
- 3 Always remember your aims.
- 4 Use simple and clear language.
- 5 Always listen carefully to the other person.
- 6 Build rapport and be courteous.
- 7 Be positive – highlight the 'common ground'.
- 8 Be constructive and avoid conflict.
- 9 Use persuasion – not threats.
- 10 When agreement is reached, summarize clearly and close the deal.

page 54

- | | |
|----------------------------------|-------|
| 7 building rapport | 4, 7 |
| establishing objectives and aims | 9, 10 |
| bargaining | 2, 6 |
| addressing conflict | 3, 5 |
| concluding | 1, 8 |

- 8 1 f – to solve by reasoning
- 2 d – to refuse a suggestion
- 3 e – to hold expenses within a fixed limit
- 4 g – to say you intend to strike
- 5 c – to confront the consequences of shutting down (part of the company)
- 6 a – to agree to meet in the middle
- 7 h – to declare one's position
- 8 b – to display information for everyone in the company to read

- 1 False – They are expected to get better.
- 2 False – Overtime ceased six months ago.
- 3 True
- 4 True
- 5 False – Management made the statement that there is no plan to close the plant or transfer jobs to Poland.
- 6 True

page 55

- 9 1 met
- 2 are receiving
- 3 have been
- 4 transferring
- 5 gave
- 6 was not
- 7 is not
- 8 accepted

page 56

10 (suggested answers)

- 1 Unless our members get a 5% increase in pay, they will take industrial action.
- 2 Provided that there is an increase in sales, we can offer a further 2% pay rise
- 3 If we don't give a further increase in pay, there will be no job losses in Amsterdam.
- 4 There will be no industrial action on condition that there is another review in nine months.
- 5 If productivity increased, we could pay a bonus at the end of the year.
- 6 We'll lose business to our competitors unless we open on Sundays from 10–4 p.m.
- 7 Provided customer service doesn't suffer, we can introduce flexible working hours.

page 57

- 12 1 negotiator
- 2 negotiable
- 3 negotiation
- 4 consultant
- 5 consultative
- 6 Consultation

pages 58–59

Test yourself!

Across

- 1 rejection
- 5 relocate
- 9 induction
- 11 unemployed
- 15 perks
- 19 open
- 20 appraisal
- 22 reference
- 23 rise
- 25 balance
- 27 equal pay
- 28 diversity
- 29 maternity
- 30 probationary

Down

- 1 remuneration
- 2 careers
- 3 harassment
- 4 generalist
- 6 conflict
- 7 flexitime
- 8 notice
- 10 description
- 12 overtime
- 13 disciplinary
- 14 allowance
- 16 shop floor
- 17 discrimination
- 18 candidate
- 21 grievance
- 24 closed
- 26 employment

Transcripts

UNIT 1, EXERCISE 10



- Jackie** Good morning, David. How was your weekend?
- David** Excellent, thanks. Too short though!
- Jackie** Yes, I know what you mean. Can we just have a word about the search for the personnel officer in Madrid? I know that it's your responsibility, but I'd like to be up to date on what's happening.
- David** Well, the job description and person specification have both been finalized and cleared with Francisco Menendez in Madrid. We're looking for someone with 2–5 years' generalist HR experience, either an HR qualification or a degree and, last but not least, they must have high-level English skills.
- Jackie** So where are you planning to advertise?
- David** Well, firstly on our European intranet, although I don't think there's much chance of finding anybody in-house or in the European offices.
- Jackie** Not sure I agree with you there. Don't forget we took on a lot of employees with the merger in 2006 – there might be some human resources potential there.
- David** Yes, you have a point there. Then I thought I'd put the vacancy with a couple of HR specialist recruitment consultancies which operate across Europe.
- Jackie** OK. What about an ad in the Spanish HR trade paper? They have a monthly magazine, don't they?
- David** Yes, but there are very few job ads in there. I'll look into it though.
- Jackie** And where are you going to interview?
- David** Well, I thought I'd offer interviews in the UK and Madrid, if that's OK. It's important that Francisco Menendez is involved. As the general manager, he and the personnel officer will need to work together closely on the future recruitment campaign in Madrid.
- Jackie** Yes, good idea. Well, David, I can see you've got it all under control. Just keep me posted, please.
- David** No problem.
- Jackie** Oh, sorry, I've got to run. I have a meeting about disciplinary procedures in about five minutes. Oh, and by the way, I'll be back in the office again on Thursday, so perhaps we can talk again then.

UNIT 2, EXERCISE 11



- Jenny** ... I think that fills you in on the requirements of the job. So, could you tell me about your experience as a team leader in your present job?
- Melanie** Yes, I've been with my present company for five years. I started as a member of the call centre and was promoted to a team leader two years ago. I'm one of eight team leaders and we cover two shifts, seven days a week.
- Jenny** Could you explain what that involves?

Melanie Yes, I'm responsible for ten call centre operators and I report to the call centre supervisor. As you can see from my CV, I also did customer service in a production company for six years before that.

Jenny Could you outline some of the problems you've had to deal with since you became a team leader?

Melanie Well, they relate mainly to difficult customers and to one or two negative relationships in the group.

Jenny Could you enlarge on that?

Melanie As far as staff relationships are concerned, if the problem is not solved by discussion and liaison within the team, then we can usually move people to another team. The team leaders meet weekly to discuss the overall situation and we operate a very flexible call centre where the staff can move around different sections to gain more experience.

Jenny And how do you go about dealing with difficult customers or with customers who have a complaint?

Melanie We have a directive that says that a customer who is not happy about something should be transferred to a team leader immediately. It's one of our specific responsibilities. Otherwise my staff are instructed to tell the customer that I will call them back as soon as possible. If I'm not there, then another team leader deals with it.

Jenny What aspect of your job do you like best, Melanie?

Melanie I particularly enjoy dealing with customers. I think I have an ability to build a good rapport with people on the telephone – and I believe I am good at it.

Jenny Why do you want to leave your present job?

Melanie Part of the call centre is being transferred to another location in the South. My partner has a good job in this area and we have two children at school. I don't really want to move at this time, although my company did ask me if I would like to relocate.

Jenny I see. Thank you. As you know, the next part of the interview process would be an assessment centre...

UNIT 2, OUTPUT



- Speaker 1** It is not relevant to ask someone's age. You can work it out roughly from their CV and, anyway, the important thing is whether or not they have the ability to do the job, not how old they are.



Speaker 2

5 Yes, I totally agree and older people have a lot of experience and knowledge to offer. Plus they are often better employees than their younger colleagues – they're more reliable and take less time off work.



Speaker 3

6 I'm afraid I can't agree with you on that. Older people are not as flexible, they expect higher salaries and they get sick a lot. And they have trouble fitting into a young team. Companies want younger employees who can bring in fresh ideas and are not so expensive!



Speaker 4

7 You can't run a company efficiently with young, inexperienced people. You need to retain older managers to train the younger ones and you have to organize effective succession planning in a company. There should be capacity for a broad age range and diverse experience in all areas of the business.



Speaker 5

8 I think laws on age discrimination are wrong. Why should the government be able to tell us who to hire? Only the companies know which people are right – or wrong – for the job. The government shouldn't tell us how to run our business.

UNIT 3, EXERCISE 1



June

9 We'd like to tell you something about conditions of employment. Of course, they'll also be described in the contract of employment and the company handbook, as well as in the offer letter. Some employment procedures are different from those in France, Marion, but there is generally more flexibility here, I think. Please ask about anything you are not sure of.

Chiara

June

So, let's start with your hours. Normal working hours are 9-6 Monday to Friday, with an hour for lunch. We currently operate a 40-hour week (plus lunches). I'm afraid we don't operate flexitime yet and there may be overtime during busy periods. This is either paid or given as time off in lieu.

Marion

I see.

Chiara

By the way, we're currently looking at more flexible working arrangements for our employees, but that's still in the future.

Marion

OK. Could you tell me what happens if I am ill?

June

We pay for the first 12 weeks of sickness and operate a company 'Permanent Health Insurance' scheme which continues to pay you after that.

Chiara

If you're ill, Marion, we expect you to phone in as early as possible on the first day to tell us and then to keep us informed after that.

Marion

Yes, that's clear. Could you tell me something about the holiday allowance?

June

Your annual paid holiday is 20 days, rising to 25 after two years' service. You must clear dates first with your department head, of course.

Marion

I have a week's holiday booked in two months' time – will you honour this?

Chiara

I'm sure that won't be a problem as it's only a week. We can discuss it in detail later.

Marion

Great. Would it be possible to see the contract?

June

Yes, of course. One will be sent with the offer letter.

Chiara

We'll be taking up references with your previous and present employer. I know in France you would normally include references with your application, but as you know, here in the UK we prefer to apply for references ourselves. Which is why we'll make the offer of employment 'subject to satisfactory reference'.

Marion

Yes, I understand, I've given details of my referees on the application form. My present employer in Marseille knows I'm leaving, so you can go ahead and contact them. I'll tell them to expect a letter from you.

Chiara

Well thanks, Marion. I hope you'll be joining us soon and look forward to welcoming you to the department. Maybe you'd like to meet some of the team over a bite of lunch? We'll all be going to the canteen in around 15 minutes.

Marion

That sounds nice, thanks.

June

Yes, well, I'll leave Chiara to look after you Marion. We'll get the offer letter, contract, and handbook in the post within the next 24 hours. Could you please let us know if you want to accept the job offer by the beginning of next week?

Marion

Right. Thank you both very much. I feel very positive about everything.

UNIT 4, EXERCISE 2



Natasha: Shop floor team leader

10 You know, I only started here four months ago but I'm already thinking about leaving. Gerry, the shop floor supervisor, is always correcting me, always telling me that things are done differently here and he's so negative. He never gives any real help. And my team is also against me. I just don't know how much longer I can cope, I don't feel in control of the situation.



Miguel: Marketing director

11 Listen, I'm having trouble with a major project. I have put together a team of marketing staff from all our different branches, not just here but all over the world, to work together to update our global marketing procedures. The problem is that nobody attends the meetings and progress is slow. Several members have already asked to leave the project.



Janet: Departmental manager

12 I need help with a problem employee. He's making a lot of mistakes and is argumentative with colleagues. What's more, he's taken 20 days' sick leave in the last year and other employees are complaining about it. Several clients have also recently complained about his attitude.



Holger: Project manager

13 I've been here seven years and I desperately need some training on the latest regulations and accounting procedures in my field. I'm now coordinating an international project and it's embarrassing that I know almost nothing about EU law. My boss tells me we're too busy for training courses, but it's essential that I'm totally up to date. What do you recommend? Can you talk to my boss?

UNIT 4, EXERCISE 6



Peter ... Well, my biggest strengths are paying attention to detail and accuracy. Unfortunately, this slows me down and sometimes things get a little behind.

Gaby How do you see the relationship with your team?

Peter OK. I don't seem to have any problems there.

Gaby And the output of your team – tell me about that.

Peter Well, we were on target for the first three months and then we fell behind because of staff difficulties.

Gaby To be quite frank, Peter, you were actually 25 per cent down for six months of the year.

Peter Yes, well, that's because Antonio was on sick leave for so long.

Gaby I see. When did you realize that his absence would cause problems with meeting targets?

Peter Well, I knew it would from the beginning.

Gaby Then could you tell me why you didn't come to see me, Peter?

Peter You were away on that project in Turkey and I had hoped to solve the problem myself by working overtime. And with the help of Corinna Wielens.

Gaby So what happened then? Why didn't it work?

Peter Corinna had problems at home and couldn't put in extra time, and I had too much to do with the day-to-day stuff. No one else was able to do it.

Gaby With respect, I was only away for a month. Why didn't you raise this issue at the regular team meetings? I'm concerned you didn't feel able to discuss it with me.

Peter Actually, I prefer to deal with these things myself and you're always busy.

Gaby But the results are not very impressive, Peter. Your team can't help to resolve the problems if you don't discuss them. You need to think about delegating more to other team members. This will reduce the pressure on yourself. So how do you suggest we go on? How can I help you?

Peter Well, perhaps we could have another team member until Antonio returns, and maybe I need some training in leadership skills and time management. Actually, there's a bit of a cultural problem with Antonio, too. Before he went sick he was having difficulty dealing with the Austrian formality and wasn't very happy here. That caused a few problems with other members of the team.

Gaby OK, well, neither of the first two suggestions should present a problem. I'll talk to our production director this afternoon. And I know about Antonio's problems. He has discussed them with me and we're sending him on some cultural training when he's back. We may do it for all your team as it's such a mixed group. But, I'd like to add one other thing: I think you and I need to improve our communication, Peter, so let's meet weekly for a while and see how we go. OK?

Peter OK. That sounds good.

Gaby Right. Going back to the question of output, we have to get your team's output up to scratch as soon as possible. I'd like you to arrange a meeting with your team and discuss how you can improve performance in the coming months. OK?

Peter Yes, fine.

Gaby Finally, on a personal note, Peter, how is your wife settling in? I think there were a few problems initially?

Peter Yes, that's right. Actually, she's now found a job in her field – she's a physiotherapist – and she's very happy with it. So that has taken a lot of worry off my shoulders.

UNIT 5, EXERCISE 1



Sophie As you know, we need to review our benefits package to bring it in line with our offices in Denmark and the Netherlands. What is your view on this? Paola?

Paola Yes, I think we need to introduce more family-friendly benefits and also flexible working hours. Too many staff are working overtime and having problems with their work/life balance.

Sophie Could I have your input, Steve?

Steve Uh, yes. What exactly do you mean by work/life balance, Paola?

Paola It means trying to achieve a better balance between work and home life.

Steve I see. Well, I'm definitely in favour of flexible working hours. However, I think we should also look closely at childcare – and even eldercare – provisions to encourage some of our female staff back to work. In fact I'd like to submit a proposal on this at a future meeting.

Sophie Good idea. How much time do you need? Could you submit something at our regular meeting in a fortnight?

Steve That's fine.

Sophie Paola, could you please prepare a summary of all our current benefits and ask accounts to print off a list of the annual costs? These subjects are high on the agenda at the next international meeting in Zurich and I'd like us to have some good input for the meeting.

Paola Yes. OK. By the way, I've had several discussions with our colleagues in Amsterdam and Copenhagen on their ideas for new initiatives on flexible working, so I'll fill you in on that, too.

Sophie Good. And I'll give you the details of the new profit-sharing bonus the directors have been discussing ...

UNIT 5, EXERCISE 9



Sophie As you know, we haven't reviewed salaries for over a year. The Board has agreed a maximum 5% increase from the first of October and I'd like you to come back to me with recommendations for all your staff. I've produced a list, here with the relevant data about each employee in Marketing.

Tim That's fine, I've got one or two people who deserve more than 5%, particularly those who came from London and New York last year. They actually took a drop in salary and they've reminded me about this several times. It's eighteen months since we had our last raise, too.

Sophie Well, we might be able to give more in one or two cases if you reward less in others. Don't forget the rate of inflation is not expected to rise much in Britain this year and so far, touch wood, we haven't had to make any staff redundant.

Tim What's the position likely to be on the bonuses at the end of the year? Will they be slashed? And are there any other staff developments on the horizon?

Sophie Well, we are proposing to carry out the performance reviews in November and early December and that will determine the final bonus amounts. We're trying to separate the salary review from the performance review in future. We're also looking at flexible working and maternity and childcare issues. Your department is particularly vulnerable here as you have less staff and therefore a number of people who work too many hours. Also, there are several women on maternity leave at present who I believe you would like back. Frankly, Tim, I'm worried about the number of hours some of your staff are working. It has to be contained.

Tim OK, I hope we'll have the opportunity to discuss some of these issues at the management meeting. Thanks, Sophie. I'll get back to you within a week.

UNIT 6, EXERCISE 3



Jason I'm afraid we've got a problem, Klaus. The 3% increase Management agreed for the plant has been rejected by the Union.

Klaus Oh! What's behind it?

Jason They want the same increase as the white-collar staff – at least 5%. The union representatives held a meeting with their members last night and failed to reach agreement.

Klaus What was your counter-argument?

Jason We haven't had an official meeting yet – that will be next week. But I told them that sales were down and that if things got worse, we might have to think about some redundancies in Amsterdam. I also reminded them that they had a 3% review a year ago.

Klaus Did you know that the white-collar staff haven't had a review in salary for two years now? We froze their salaries because we had lost a huge contract and then there was a recession, but we decided to review the shop-floor workers to avoid industrial action. All this happened just before you joined.

Jason I see. Well, I know they want at least 5%. It appears there have been rumours of an economic downturn in the industry and the transfer of work to the Polish subsidiary. So of course the staff are nervous about the future of the plant. Despite this, they still feel 3% is too low and doesn't compensate them for loss of overtime over the last six months.

Klaus It doesn't make any sense. But I must say I thought it might happen.

Jason We've got to plan our tactics. We can't offer 5%, that's for sure, but we don't want any strikes at present. Let's talk to the management committee again before the meeting.

UNIT 6, EXERCISE 8



Jason Thank you for calling the meeting. We are happy to meet you today to work out a solution. We'd like to start by welcoming everyone and restating our proposals. Then perhaps you could outline why the offer was rejected by your members. Klaus?

Klaus Yes. A 3% increase has been agreed, which we consider is a reasonable and fair offer given the current economic situation and the fact that our sales are down. The outlook isn't a very bright one at present, but we think things will improve in the next six to nine months provided we can contain costs. I'd also like to remind you that you had a 3% review a year ago while the salaries of the white-collar workers were frozen.

Helen But our members aren't happy with 3% and, since overtime was stopped six months ago, they feel they have suffered enough. It's a difficult situation, that's true, but they want a minimum of 5%. What's more, they are threatening industrial action if they don't get it.

Jason That's a bit unfair, isn't it? I heard there are some rumours going around about transferring work to a Polish subsidiary. Has this got anything to do with it?

Bob Yes, that's right. They are worried that the plant is facing closure. That would be a disaster for an area like this which is already facing high unemployment. You know what rumours are like.

Klaus We'd like to reassure you that, as far as we are aware, there is no plan to close the plant or transfer business to Poland. Management has asked us to give you their assurances on this point. We've studied the figures and the bottom line is that there's not much money in the pot, so we have to reach a compromise!

Bob I'm sorry, but why should we believe this?

Outsourcing is happening everywhere at present – cheaper labour, cheaper factories ...

Jason Let's not get too hot under the collar, Bob. We consider ourselves to be a fair and reasonable employer with a consistent record of commitment and honesty with our employees. There's also the Dutch plant to consider. As I mentioned when we met before, if sales continue to fall in Amsterdam, we'll have a big problem here. We think we can deal with it, but if we have to pay out more money here, then it's unlikely we can. Listen, we'd like to put our cards on the table. If your members accept 3% now, we will give a further 1½% in nine months, as long as there isn't a substantial drop in sales. But we want your assurances that there will be no industrial action.

Helen Could we have ten minutes to talk about it outside?

Jason Certainly. Let's break for coffee and meet back in 20 minutes ...

Helen OK. We think this is a reasonable compromise. Our members will agree 3% now and 1½% in nine months. And you have our assurances there will be no industrial action.

Klaus That's it then. A successful conclusion for everybody. Thank you.

Jason Good, I'll send you written confirmation tomorrow, which you can post on the notice boards around the shop floor if you like. The 3% review will take effect from 1 March.

Model letters

An invitation to an interview

Business Systems Ltd

26 Lymington Road
Manchester M34 2RD
Tel: 0044 0675 23144
Fax: 0044 0675 23145
info@businesssystems.xyz.co.uk
www.businesssystems.xyz.co.uk

6 September 20..

Mr Henry Fisher
Mouse Cottage
Green Lane
Sevenoaks Kent
TN15 2AP

Dear Mr Fisher

International Marketing Assistant – Manchester

Thank you for your letter of 2 September, applying for the position of International Marketing Assistant with this company.

We would like to invite you to attend an interview at this office and would be grateful if you could telephone the undersigned as soon as possible to arrange a suitable date and time. Enclosed is a copy of the person specification and job description for this job, which we would like you to familiarize yourself with before the interview. Alternatively, you can go to our website for these documents and other information about the company. A map showing the location of our office is also enclosed.

If you have any questions, please raise them when you call to arrange the interview.

We look forward to welcoming you to our offices.

Yours sincerely

John Spence

John Spence
Personnel Assistant

encs

A rejection letter

10 September 20..

Mr George McAllister
65 Belsize Lane
Belsize Village
London NW3 5AS

Dear Mr McAllister

International Marketing Assistant – Manchester

Thank you for your letter of 4 September, applying for the position of International Marketing Assistant recently advertised in *The Times*.

We have studied your curriculum vitae in depth, but regret that we are unable to offer you an interview at this time.

We wish you every success elsewhere and appreciate your interest in our company.

Yours sincerely

A rejection letter (after the first interview)

20 September 20..

Ms Alexandra Bang
Vester Voldgade 106
Copenhagen V
DK-1552 Denmark

Dear Ms Bang

International Marketing Assistant – Manchester

Thank you for attending the interview on 17 September for the above position. It was very nice meeting you.

We have now fully considered your application and regret that we are unable to offer you a second interview/the position on this occasion. We would like to reimburse you for your return flight to the interview and would ask you to send details of the cost, together with a receipt or copy of the ticket, and your bank details.

We will hold your details pending and let you know if a suitable opening occurs in the future.

We appreciate your interest in our company and would like to take this opportunity of wishing you every success elsewhere.

Yours sincerely

An offer letter

Business Systems Ltd

26 Lymington Road
 Manchester M34 2RD
 Tel: 0044 0675 23144
 Fax: 0044 0675 23145
 info@businesssystems.xyz.co.uk
 www.businesssystems.xyz.co.uk

20 September 20..

Mr Henry Fisher
 Mouse Cottage
 Green Lane
 Sevenoaks Kent
 TN15 2AP

Dear Mr Fisher

International Marketing Assistant – Manchester

Further to your recent interviews, we have pleasure in offering you the position of International Marketing Assistant in the UK Marketing Department, based at this address, at a commencing salary of £40,000 per annum. This offer is conditional on receiving a satisfactory reference from your present and last employers and to the satisfactory completion of a three-month probationary period on either side.

Basic hours of work are normally 9 a.m. to 6 p.m. Monday to Friday, including an hour for lunch. It will be necessary for you to work overtime as and when required. Holiday entitlement is 20 days per annum, rising to 25 after two years' service. Normally holiday cannot be taken during the probationary period. All terms, conditions and benefits are detailed in the handbook and contract enclosed.

We would like you to start on 1 November 20.., if possible. During your first week you will participate in an induction seminar to familiarize you fully with the company. Full details of this will be sent to you nearer the time.

Please let us know as soon as possible if you would like to accept by signing and returning one copy of the contract. We will then take up references. We hope you will join us and very much look forward to hearing from you.

Yours sincerely

June Stewart

June Stewart
 Head of International HR

encs Contract of employment
 Company handbook

A request for a reference

Business Systems Ltd

26 Lymington Road
 Manchester M34 2RD
 Tel: 0044 0675 23144
 Fax: 0044 0675 23145
 info@businesssystems.xyz.co.uk
 www.businesssystems.xyz.co.uk

25 September 20...

Glenda Martin
 Human Resources Manager
 Greenman International Books
 25 Manning Avenue
 Glasgow G23 6RT

Dear Ms Martin

Re: Henry Fisher

The above-named is being considered for the post of International Marketing Assistant and has indicated that you would be willing to provide a reference. I should therefore be most grateful if you would confirm to me his position and the dates he was employed by your company.

It would also be helpful if you could clarify his sickness record over the last two years, as well as his reason for leaving your employment. Any information you can give as to Mr Fisher's suitability for the above type of position would be most helpful. I am enclosing a job description and person specification for the position he is being considered for.

Any information you provide will be treated in the strictest confidence and may I take this opportunity of thanking you in advance for any help you are able to give us. We would appreciate your prompt reply.

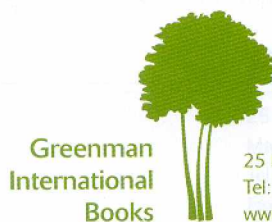
Yours sincerely

June Stewart

June Stewart
 Head of International HR

encs

A reference



**Greenman
International
Books**

25 Manning Avenue • Glasgow G23 6RT
Tel: 0044 0141 628749 • Fax: 0044 0141 628750
www.GreenmanInt.co.uk

June Stewart
Head of International HR
Business Systems Ltd
26 Lymington Road
Manchester M34 2RD

28 September 20..

Dear Ms Stewart

Henry Fisher

We refer to your letter of 25 September asking for a reference on behalf of the above.

Henry Fisher was employed by this company from 1 January 1998 until 31 October 2004, when he left of his own accord. We understand he was proposing to travel for four months in Australia. He started as a trainee in our Public Relations department and transferred to Marketing in April 2000 where he worked as a Marketing Assistant. During his time in our employ he gave good service and worked to our satisfaction in all areas. His involvement in international affairs covered the last two years of his employment. During this period he had eight days' sickness recorded.

We are delighted to give a reference for Mr Fisher and have no reason to believe he would not be suitable for the job outlined in your enclosures. We wish him well in his future career. This reference is given without responsibility on the part of the writer and the company.

Yours sincerely

Glenda Martin

Glenda Martin
Human Resources Manager

Useful phrases and vocabulary

Job interviews

Establishing rapport and relaxing a candidate

It's nice to welcome you here and I hope you'll enjoy the interview.

Please feel free to ask any questions you may have.

I'm going to start by ... and then we'll talk about ...

Finally, we can deal with any points you would like to raise.

Please ask about anything you are not sure of.

Giving information

I'd like to tell you something about ...

I'm afraid we don't ...

We'd be happy to ...

Let me fill you in on the details of ...

Questions

What experience have you had of ...?

What aspect of your job do you like best?

How would you handle ...?

How do you go about dealing with ...?

What do you know about managing ...?

Why do you want to leave your present job?

Could you outline your experience in ...?

Asking follow-up questions

Could you tell me more about ...?

What exactly do you mean by ...?

Could you enlarge on that?

I wonder if you could give me an example of ...

Why did you deal with the situation in that way?

Appraisal interviews

Questions

What do you like most about your work?

Could you tell me (how things are going with ...)?

How do you see (your team developing ...)?

Would you like to give me more details about ...?

When did you realize that ...?

Would you mind giving me more information on ...?

Is there anything else we should talk about?

Talking about problems

I'd like you to tell me (how you see your progress over the last year).

Has there been anything you have found difficult to cope with?

How are things with the rest of the department?

Have there been any problems?

Could there be a (personality) problem between ...?

Why weren't you able to talk about it?

Softening disagreement

With respect, I think ...

To be quite frank, I don't think ...

(I'm) Not sure I agree with you there.

Frankly, we should deal with that differently ...

I respect your opinion, but ...

I'm afraid we can't .../I'm sorry but we can't ...

To a certain extent I agree, but ...

Negotiating

Persuading

It would be to your advantage to ...

It might be in your interest to ...

We can reassure you on that point totally.

It's the best offer around. You won't find a better one.

I was wondering if you had any thoughts about ...?

Wouldn't it be an excellent idea if ...?

Bargaining and compromising

We could consider (doing) that if you promised to ...?

How would it look if we offered ...?

Sorry, we've already had a better offer, so ...

We would agree on one condition: ...

Our pay deal is conditional on ...

If you agree to ..., we can ...

If you threaten us, we'll withdraw the offer.

If we had to ..., it's unlikely we could ...

We might put a better offer on the table, provided (that) you ...

I'd go along with that on condition that you returned to work.

Unless you return to work, we'll withdraw our offer.

That seems a good compromise, as long as there is ...

Arranging an appointment

What date would be convenient for you?
 What time would suit you?
 Would Monday at 10.30 suit you?
 Is the 5th of March at 6 pm convenient?
 Can you manage ...?/How about ...?
 Tuesday would be good for me.
 Monday's bad for me, I'm afraid.
 That sounds fine.
 Yes, that would be good for me.
 I think that should be possible.

Exchanging information

Can we just have a word about ...?
 I'd like to be kept up to date on what's happening.
 So where/what are you planning to ...?
 Well, firstly I thought I would ...
 I'll look into it (though).

Asking for somebody's opinion or ideas

What is your view on this?
 Could I have some feedback?
 Could I have your input?
 Could you please prepare a summary ...?

Giving an opinion or feedback

Good idea./That's fine.
 As far as I'm concerned ...
 It seems to me that .../In my opinion ...
 Why don't we ...?
 Well, I'm definitely in favour of ...
 By the way, shouldn't we ...?

Agreeing and disagreeing

I entirely agree.
 Yes, (that's a) good idea.
 I'm inclined to agree with you on that.
 Yes, but have you considered ...?
 You have a point there, but ...
 I'm afraid I can't go along with that.
 Sorry, but I really can't agree.

Making recommendations and suggestions

We need to introduce ...
 My proposal is to put ...
 Maybe we should also look into ...
 I recommend introducing/that we introduce ...
 It's essential that we take up references ...
 I (can) recommend talking/that we talk ...
 It's high time (that) we introduced ...
 I suggest we might ...
 What do you think about ...?
 I believe we should consider ...

Clarifying

Could you repeat that?
 Sorry, I didn't quite get that.
 What exactly do you mean by ...?
 As you know, we really do need to ...
 I'll fill you in on ...

Interrupting

Could I just say that ...?
 I'd like to add a point here.
 Excuse me, can I just come in here?

Key HR word families

verb	noun (person)	noun (object/concept)	adjective / adverb
to apply	applicant	application	applicable
to appraise	appraiser appraisee	appraisal	
to assess	assessor	assessment	
to benefit	beneficiary	benefit	beneficial(ly)
to consult	consultant	consultancy consultation	consulting
to employ to reemploy	employer employee	(un)employment (in sb's) employ	self-employed (un)employed (un)employable
to equal (to be flexible)		(in)equality flexibility flexitime / flextime	(in)equal/equally (in)flexible/flexibly
to negotiate	negotiator	negotiation	negotiable
to recruit	recruit recruiter	recruitment	
to select		selection	selective(ly)

English for Human Resources

EXPRESS SERIES 

English for Human Resources is part of the EXPRESS SERIES. It is the ideal quick course for HR and recruitment professionals who need English for their jobs. It can be used to supplement a regular coursebook, on its own, as a stand-alone intensive specialist course, or for self-study. Before you next appraise or recruit in an international context refer to **English for Human Resources** to help you prepare.

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- **DID YOU KNOW?** boxes addressing cultural issues
- **STARTER** feature with motivating warm-up activities
- **OUTPUT** feature at the end of each unit offering optional listening and reading activities to encourage discussion and reflection
- Appendix with answer key, transcript, model letters, and useful phrases and vocabulary

Key Features of the MultiROM

- Realistic listening extracts
- Interactive exercises to practise useful phrases, vocabulary, and communication
- A–Z word list and other helpful reference documents

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