МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ «ЧЕРНІГІВСЬКА ПОЛІТЕХНІКА»

Кафедра іноземних мов професійного спрямування

ENGLISH FOR HR MANAGEMENT
Методичні вказівки
до практичних занять та самостійної роботи
студентів спеціальності 073 *Менеджмент*
(Менеджмент, Управління персоналом та
економіка праці, Управління бізнесом, Кайдзен менеджмент)
освітньо-кваліфікаційного рівня «бакалавр»
(частина 1)

Обговорено і рекомендовано
на засіданні кафедри іноземних
мов професійного спрямування
протокол № 4 від 25 листопада
2020р.

Чернігів   2020

English for HR management: методичні вказівки до практичних занять та самостійної роботи студентів спеціальності 073 *Менеджмент (Менеджмент, Управління персоналом та економіка праці, Управління бізнесом, Кайдзен менеджмент) (частина 1)* / Укл.: О. В. Ніколаєнко, Т. О. Ушата. Чернігів : НУ «Чернігівська політехніка», 2020. 90 с.

Вступ

Методичні вказівки з англійської мови **English for HR management** призначені для практичних занять та самостійної роботи студентів спеціальності 073 *Менеджмент(Менеджмент, Управління персоналом та економіка праці, Управління бізнесом, Кайдзен менеджмент).*

Навчальний матеріал охоплює загальні поняття, основні напрямки й принципи управління персоналом, особливості відбору та найму персоналу, адаптації нових та підвищення кваліфікації існуючих працівників, а також принципи та методи оплати праці та заохочення працівників. Кожен розділ базується на текстах для вивчаючого та переглядового читання, що дозволяють ознайомитися з професійною термінологією, поглибити знання в професійній сфері. Тлумачення термінів та понять в текстах та переклад активної лексики, що подається в кожному розділі, полегшують сприйняття та розуміння інформації.

Різноманітні вправи спрямовані на перевірку розуміння прочитаного, опанування лексики фахової тематики, формування професійної іншомовної комунікативної компетенції.

Окремою частиною додається тематичний глосарій фахової термінології.

Методичні вказівки розраховані на студентів, які володіють базовим рівнем англійської мови.

Contents

Unit 1

WHAT IS HUMANN RESOURCE MANAGEMENT

1.1   Do you know the meanings of the following words? Try to match up each of them to its Ukrainian equivalent. Use your dictionary if necessary.

a) to forecast

b) to develop

c) skill

d) to recruit

e) to select

f) concerned with

g) to bring

h) appropriate

i) performance

j) appraisal

k) to evaluate

l) accomplishment

m) to reward

n) compliance with

o) reason

p) sound

q) to ensure

r) to meet

s) need

t) to design

u) to implement

v) workforce

w) competitive

а) винагороджувати

б) виконувати

в) доброякісний

г) забезпечувати

д) набирати

е) конкуруючий

є) уміння, майстерність

ж) відповідність *(чомусь)*

з) прогнозувати

и) вибирати, відбирати

і) причина

ї) потреба

к) планувати

л) приводити, доставляти

м) задовольняти *(щось),* відповідати *(чомусь)*

н) виконання

о) розвивати(ся)

п) працівники, робоча сила

р) досягнення

с) оцінювати

т) оцінка

у) придатний

ф) що має відношення до *(чогось),* що займається *(чимось)*

1.2   Which verbs in A can go with which nouns in B?

E.g. to forecast the number of employees

A	B
to forecast	best employees
to develop	HR programs
to recruit	work accomplishments
to carry out	the skills
to evaluate	*the number of employees*
to reward	individuals
to meet	the work
to implement	the needs

1.3 <u>Pre-reading task</u>

Work in small groups.

Can you answer the following questions?

- What activities are needed to bring the appropriate workforce into the company?

- Why is it important to find employees that have the appropriate skills?

Preface each answer with one of the following according to what is true for you:

I think I know ...	*I'm not sure ...*
I've no idea ...	*I don't know ...*

1.3   Reading

THE NATURE OF HUMAN RESOURCE MANAGEMENT

Nature of human resource management (HRM) includes activities that first forecast the number and type of employees an organization will need, then find, and develop employees with necessary skills.

For example, human resource planning, recruiting, and selecting are programs concerned with bringing the appropriate individuals into the organization. Orientation and training programs develop the skills required by employees to carry out the work of the company. Performance appraisal evaluates work accomplishments, while compensation can reward those who perform at high levels.

Compliance with the law is also important, but such compliance is not the major reason for developing sound human resource programs. The primary reason is to ensure a sufficient number of employees who have the appropriate skills to meet the organization's needs.

If these HR programs are appropriately designed and implemented, the organization will have an efficient workforce that serves as a primary strength in competitive markets.

1.4   Comprehension check.

Are the following statements true or false? Correct the false ones.

a) One of the functions of human resource management is to predict the organization's future demand for staff.

b) Selecting programs involve developing the proficiency necessary for doing the work of the company.

c) Performance assessment is the judgement about how an employee is working.

d) The main goal of working out a good human resource program is to comply with the law.

e) The company's effective employees act as a key force in competitive markets.

1.5   Read the text once again. Find words in the text that mean the same as the following.

1) actions

2) cause

3) requirements

4) main

5) achievements

6) staff (three words)

7) institution

8) involves

9) planned

10) effective

11) proper

12) improve

13) predict

14) employment

15) assesses

16) functioning

17) do

18) administration

19) choosing

20) instruction

21) demand

22) put into practice

23) proficiency

24) assessment

25) high-class

26) involved in

1.6   Match up each of the words and phrases in A to its synonym or an explanation for it in B. Use your dictionary if necessary.

A

1.   organization

2.   work-related

3.   to make a decision

4.   reason

5.   to face

6.   competitor

7.   costs

8.   to compete

9.   skilled

10.   to deal with

11.   issue

12.   to affect

13.   complex

B

a. to make a choice

b. qualified

c. a company that sells the same goods or services as another company

d. to try to be more successful

e. to take action to do smth.

f. to influence

g. connected with work

h. personnel

i. to provide what is necessary

j. work that is done to keep smth. in good condition

k. to meet

14.	to meet the needs	l. to discover
15.	workforce	m. existing
16.	to be concerned with	n. to involve
17.	maintenance	o. common
18.	to find	p. problem
19.	general	q. cause
20.	current	r. company
21.	to concern	s. difficult
		t. to give attention to smth. because it is important
		u. expenses

1.7 Skim through text 2 and think of the suitable title.

Text 2.

A basic activity of HR managers is collecting information to use in making job-related decisions about individuals. Most HR programs use some combination of three types of information: job characteristics, worker qualifications, and job performance.

Job analysis is the systematic process of gathering information about important work-related aspects of a job. It identifies the first of two types of information, which includes the tasks that make up the job; the worker knowledge, skills, and abilities (KSAs) needed on the job; the information, equipment, and materials used; and the working conditions.

Table 1 provides some example task statements and KSAs that are appropriate for the position of regional sales manager.

Performance appraisal, discussed in a later section, is the process of collecting the third type of information, job performance of individual employees.

A partial list of tasks and KSAs for the position of regional sales manager

Job Tasks 1. Use data from last year's sales, the present state of the economy, and the number of competitors in the region to develop a sales forecast for each product item for the next six months.

2. Interview applicants for sales positions and, together with the district sales manager, decide which applicants to

select. Use training and experience forms, ability tests, and performance tests.

3. Develop promotion and sales campaigns using data from the sales forecast, recent sales, company-sponsored market surveys, and competitors' promotion and sales practices.

Knowledge, Skills, and Abilities Needed	Knowledge of algebra
	Ability to use situational interviewing for selection of sales staff
	Ability to design a promotion campaign for each product for a six-month time period
	Skill in use of personal computer for word processing and development of mathematical tables for sales forecasting

1.8 Comprehension check.

Working in pairs, answer the questions.

a)   What information must be collected to have full characteristics of job? *(job characteristics, worker qualifications, and job performance)*

b)   What does the abbreviation KSAs mean? *(knowledge, skills, and abilities)*

c)   What must a good sales manager be proficient in? *(Interview applicants for sales positions and, together with the district sales manager, decide which applicants to select.)*

d)   What must a regional sales manager do to work out a sales forecast for each product item? *(Use data from last year's sales, the present state of the economy, and the number of competitors in the region to develop a sales forecast for each product item for the next six months)*

e)   What does a regional sales manager need a sales forecast for? *(Develop promotion and sales campaigns using data from the sales forecast, recent sales, company-sponsored market surveys, and competitors' promotion and sales practices.)*

f)   In what way does a regional sales manager select applicants for sales positions? *(Use training and experience forms, ability tests, and performance tests.)*

1.9 Before you read the text about human resource management, try to choose the best variant for each question. Then read the text and check your answers. There is one example.

1. *An organization's most valued assets are*

a. incentive compensation systems

b. work systems

c. *the human capital of the organization.*

2. *Human resource management deals with*

a. technological processes

b. people working in a firm

c. compensation systems

3. *The human capital of the organization is*

a. the source of organizational capabilities

b. employment policies and practices

c. the people who contribute to the achievement of its objectives.

4. *The bureaucracy is*

a. a system of administration designed to dispose of a large body of work in a routine manner

b. employment policies and practices

c. the ability to get things done effectively

5. *To be motivated means*

a. to have the necessary abilities and skills

b. to be adequately incentivized

c. to provide the necessary support

6. *The level of individual performance is*

a. incentive compensation system

b. factor affecting individual performance

c. a function of ability, motivation and opportunity

7. *HRM systems can be the source*

a. of organizational capabilities

b. of the necessary abilities and skills

c. of human capital requirements

8. *A function of ability means that employees*

a. have the necessary abilities and skills

b. are adequately incentivized

c. are linked to the needs of the business

1.10 Read the text and do the exercises below.

HRM

 Human resource management (HRM) is a strategic and coherent approach to the management of an organization's most valued assets: the people working there who individually and collectively contribute to the achievement of its objectives. The main features of HRM are:

• an emphasis on the strategic management of people (the human capital of the organization) which achieves 'fit' or integration between the business and the HR strategy;

• a comprehensive and coherent approach to the provision of mutually supporting employment policies and practices, i.e. the development of integrated HR policies and practices (configuration or bundling);

• the importance placed on gaining commitment to the organization's mission and values - it is commitment-orientated';

• the treatment of people as assets rather than costs - they are regarded as a source of competitive advantage and as human capital to be invested in through the provision of learning and development opportunities;

• an approach to employee relations that is unitarist rather than pluralist - it is believed that employees share the same interests as employers (the principle of mutuality) rather than that these interests will not necessarily coincide;

• the performance and delivery of HRM as a line management responsibility.

 In general, as pointed out by Storey (1989), the concept locates HRM policy formulation firmly at the strategic level, and insists that a characteristic of HRM is its internally coherent approach. And as Hope-Hailey et al (1998) comment, the early advocates of HRM believed that organizations should move away from 'the bureaucracy of personnel management to the apparent flexibility and responsiveness of HRM'.

HRM GOALS

HRM aims to help the organization to achieve success through people. As Ulrich and Lake (1990) remark, 'HRM systems can be the source of organizational capabilities that allow firms to learn and capitalize on new opportunities.' HRM is concerned with both meeting human capital requirements and the development of process capabilities: in other words, the ability to get things done effectively. The specific goals of HRM are set out below.

Achieving high performance through people

 The overarching objective of HRM is to contribute to the achievement of high levels of organizational performance. The integration of HR and business strategies will generally focus on this goal.

1.11 Answer the questions.

1. What is human resource management?

2. What are the most valued assets of an organization?

3. What is the most important feature of human resource management from your point of view?

4. How does human resource management help to achieve success through people?

5. What are the main performance goals?

6. How can the main performance goals be achieved?

7. Under what conditions people can perform well?

8. In what way does the work environment provide the level of individual performance?

1.12 Continue the phrases.

1. Human resource management (HRM) is a strategic and coherent approach to the management …

2. HRM aims to help the organization to achieve …

3. The ability to get things done effectively means …

4. People perform well when they have ability, …

5. The integration of HR and business strategies focuses on the achievement of …

6. The main factors affecting individual performance are …

7. Incentive compensation systems help to …

8. The employees can do the job effectively if …

1.13 Match the word with its definition. The example is given.

1) point out	a) Complete or large in content
2) apparent	b) Any special attention put on a particular action, thought or part of speech
3) asset	
4) comprehensive	c) Idea
5) personnel	d) The group of people employed for a purpose; the staff in an office
6) principle	
7) coherent	e) Attention or concern for something or someone
8) achieve	f) Logical and consistent
9) regard	g) Way of dealing with a person or problem
10) concept	h) Call attention to
11) configuration	i) To happen at the same time
12) approach	j) Money, or anything that can be sold to get money

13) interest   k) The shape or position of one or more things

14) emphasis   l) Think about, consider, or view something

15) coincide   m) A general truth or proposition

16) emphasis   n) Succeed in reaching a goal

                                         o) Obvious; easy to understand

                                         p) Succeed in reaching a goal

1.14 For questions 1 - 12, read the text and decide which words below best fits each space.

The Human Resource Management (HRM) function 1. … a variety of activities, and 2. … among them is responsibility for human resources - for deciding what staffing 3. … you have and whether to use independent contractors or hire employees to 4. … these needs, recruiting and training the best 5. …, ensuring they are high performers, dealing with performance 6. …, and ensuring your 7. … and management practices conform to various regulations. Activities also include managing your 8. … to employee benefits and compensation, employee records and personnel 9. … Usually small businesses (for-profit or nonprofit) have to carry out these activities themselves because they can't yet 10. … part- or full-time help. However, they should always 11. … that employees have - and are 12. … of - personnel policies which conform to current regulations. These policies are often in the form of employee manuals, which all employees have.

1	A comprise	B includes	C embrace	D imply
2	A key	B pin	C bolt	D wedge
3	A emergency	B necessity	C needs	D exigency
4	A fill	B complete	C fulfil	D satiate
5	A worked	B employees	C employed	D workers
6	A topics	B articles	C themes	D issues
7	A personnel	B personal	C private	D staff
8	A avenue	B approach	C passage	D access
9	A strategies	B courses	C practices	D policies
10	A reach	B come	C let	D afford
11	A guarantee	B aware	C verify	D ensure

| 12 | A famous | B known | C aware | D observant |

Unit 2

RECRUITING

2.1 Read the text about the purposes of recruiting and fill each gap with one of these words.

diverse	many	position	applications
qualified	less	purposes	applicants
few	processing		

THE PURPOSES OF RECRUITING

Recruiting is the process of attracting potential new employees to the organization. This HR program is closely related to selection, which we will discuss next, because it supplies a pool of qualified (a) _____ from which the organization can choose those best suited for its needs.

Recruiting serves three (b) _____. The first is to provide enough applicants from which to select future employees. If there are too (c) _____ applicants, the company's chances of hiring the best employees will be limited. The worst case takes place when the number of applicants is equal to or (d) _____ than the number of available positions, possibly causing the organization to hire all the applicants regardless of their level of skills and abilities or not to fill all the open positions. The opposite problem can also occur – too (e) _____ applicants are recruited. This happened at a paper mill in Duluth, Minnesota, when 10,000 individuals applied for 300 operator positions. In such cases, the time and cost involved in gathering (f) _____ and reviewing applicants are considerable and may delay the schedule of hiring. Generally, selection specialists think that five to ten applicants for each available (g) _____ is appropriate. This number is small enough to process easily and yet it should provide a large enough pool to identify potentially excellent employees.

The second purpose, really an extension of the first, is to attract at least minimally (h) _____ applicants. It does little good to have a number of applicants if most are not suited for the open positions. The (i) _____ of such applicants wastes time and resources.

The third purpose of recruiting is to attract a demographically and culturally (j) _____ applicant pool. For example, it is difficult to achieve a diverse work force in the organization if the recruitment process uses sources such as schools, media, or mailing lists that are dominated by one or a few demographic groups.

2.2 Comprehension check.

Say if the following sentences are true or false. Correct the false ones.

1. Thanks to a recruiting program, the organization can have a group of appropriate candidates for existing vacancies.

2. The company is forced to employ all the applicants regardless of their level of skills and abilities if the number of applicants exceeds the number of available vacancies.

3. The company is in the best situation when exceptionally large numbers of applicants are recruited.

4. To be able to find potentially first-rate workforce, the company should have not less than ten candidates for each vacant position.

5. Not to waste time and resources in processing applications, the company should recruit applicants who are skilled enough for the open positions.

6. To have demographically and culturally diverse employees, the company cannot use sources in which one demographic group dominates.

2.3 There are four paragraphs in the text. Think of suitable headings to each of them. Make a list of key words from each paragraph.

2.4 Skim through text and think of the suitable title.

The company controls three ways of fulfilling the purposes of recruiting: the sources through which potential applicants are contacted, the information given to applicants, and the contacts between the applicants and the company. Although all three affect the number and types of applicants, companies cannot totally control recruiting. Individuals often contact companies on their own, especially well-

known ones such as the Coca-Cola Company and General Electric. However, some firms refuse to respond to such applications because of the cost in staff time and resources that such responses would require.

HR managers may recruit externally or internally. External sources include newspapers, broadcast media, employment agencies, educational institutions, and brochures, flyers, and signs. Internal sources include posted notices within the organization as well as formal programs that encourage current employees to recommend that friends and family members in the job market apply to the organization. These various external and internal sources differ greatly in terms of the number of individuals and the demographic groups they attract and the costs involved. For example, AMP Incorporated, the world's largest manufacturer of electronic interconnection products, installed a telephone-based job-posting system that decreased recruiting costs from $311,000 in 1991 to $87,000 in 1992.

The second factor, the information conveyed to applicants during the recruiting process, is important because applicants use this information to decide whether to pursue further contact with the company. Research has shown that, at the initial stage of recruiting, lengthy ads providing relatively large amounts of information attract more applicants than do shorter ads. Announcements that describe specific job tasks and necessary KSAs also increase the percentage of appropriately qualified applicants while reducing the total number who apply. Another recruiting tactic is providing applicants with realistic job previews (RJPs), accurate descriptions about the job and the organization, positive points as well as negative ones. This gives any applicants who do not think the position is appropriate for them a chance to drop out of the process on their own. Utilising RJPs benefits the company because it is better to lose such individuals before the company has invested considerable time and effort in them.

Several aspects of contact between the organization and applicants are important. One is the promptness with which the firm gives information to the applicant, such as how quickly it schedules interviews after initial contact, when it provides information promised by recruiters, and how soon it gives evaluation messages after interviews. Another aspect is the attention given to arranging for on-site visits. Sometimes applicants are expected to find the hotel or the company's office with very little instruction, or the details of schedules are not provided or are changed without notice. A third aspect is the interaction between recruiters and applicants. Applicants generally react favourably to the organization when there are frequent contacts, the company is receptive to visits, and recruiters are viewed as being representative of the employees of the company.

2.5 Comprehension check.

Working in pairs, take turns answering the questions.

1. Why can't companies completely control recruiting?

2. Do companies react to all applications? Why?

3. What is the key difference between external and internal sources of recruiting?

4. Is the telephone-based job-posting system installed by AMP Incorporated an external or internal source of recruiting?

5. What facts in the text prove the importance of information that applicants receive at the early stage of recruiting process?

6. What practice helps any applicants who do not think that the position is appropriate for them to leave the process on their own?

7. Why is such a procedure beneficial to companies?

8. Which aspect of contact between the organization and applicants do you think is the most important? Why?

2.6 Do you know these English words and word combinations? Match up them to their Ukrainian equivalents. Use your dictionary if necessary.

a)	to look for	1)	завдання
b)	software	2)	найкраще
c)	desirable	3)	рекламне оголошення
d)	draft	4)	комп'ютерні програми
e)	to draft	5)	бажаний
f)	advertisement	6)	план, проект
g)	degree in …	7)	шукати
h)	computing	8)	вільно розмовляти (певною мовою)
i)	preferably	9)	складати план, проект
j)	to afford	10)	вікове обмеження
k)	top	11)	дозволяти собі
l)	age limit	12)	верхній, найвищий
m)	applicant	13)	комп'ютерне програмування
n)	to be fluent in …	14)	ступінь з (певної науки)
o)	assignment	15)	претендент

2.7 Read the dialogue in which the stages in a company's recruitment procedure are discussed. As you read, number the stages below in the order they occur (the first two stages have already been numbered). Then act the dialogue out.

	-	informal discussion day
1	-	vacant position identified
	-	replies to advertisement assessed
	-	short-listed candidates invited to interview
	-	successful applicant takes up the job
	-	2/3 applicants invited to final interview
3	-	position advertised in national papers
	-	position advertised internally
	-	one applicant chosen on basis of references and final interview
	-	job offered to one applicant
	-	short-list produced
	-	references followed up
	-	interview panel selected

RECRUITMENT PROCEDURE

A: Our personnel director has commented on how long our recruitment procedure for middle management takes. I'd like to spend a few minutes reviewing it and then perhaps we can look at ways it can be shortened. John, can you take us through the process as it stands?

B: Yes, certainly. Once a position becomes vacant, the post is initially advertised internally. If there are no applicants from within the country the post is then advertised in the national newspapers. Replies to this advertisement are assessed and the next step is to produce a short list of suitable applicants. As soon as an interview panel has been selected, these candidates are invited to an interview. In most cases, two or three applicants come through this stage successfully and are then asked to attend a final interview. In the meantime, references are requested for these candidates. On the basis of the final interview and these references one applicant is chosen. The job is then offered to this candidate and finally he is invited for an informal discussion day prior to taking up the job,

A: Thank you, John. Perhaps we could now go through the process step by step and see if we can shorten or cut any of these steps.

2.8 Complete the charts with the different parts of speech. Translate the obtained pairs of words into your mother language.

E.g. select / selection – вибирати, добирати / вибір, підбір

Verb	**Noun**
select	selection
	interaction
assess	
	interviewer
compare	
	action
perform	
	decision
evaluate	
	response
establish	
discuss	
	description
	persuasion
argue	
converse	
	attendance

2.9 Read the text carefully. Here are some answers about the interview. Write the questions.

a) _____?

To assess the applicant's job-related KSAs.

b)_____?

It means that the interviewer asks the same set of job-related questions of each candidate.

c)_____?

Because the applicants are evaluated on the same characteristics.

d)_____?

It provides some examples of job-related questions.

e)_____?

In making selection decisions.

f)_____?

It is concerned with conducting a job interview and evaluating applicants.

g)_____?

These are legal issues, physical barriers to interaction, guiding the interview, and how to establish relationship with the applicant.

h)_____?

In training for making evaluations of applicants.

The Interview

The interview is, perhaps, the most often used selection device. The purpose of the interview is to allow at least one member of the organization to interact with each applicant and assess that applicant's job-related KSAs.

Two aspects of the interview format are especially important. First, the interview should be structured, meaning that the interviewer asks the same set of job-related questions of each candidate. This ensures that the interviewer gathers full information from each applicant, and it makes comparisons among applicants easier because they all are evaluated on the same characteristics. The second aspect of format is the nature of the questions. Questions about job-related actions have proven to be quite useful. Below you can find some examples of such questions. The idea behind them is that gathering information about actions that are

performed on the job is useful in making selection decisions. The interviewer must evaluate the accuracy or completeness of the response.

Training for interviewers usually is concerned with how to conduct a job interview and how to evaluate applicants. In training for conducting interviews, topics such as legal issues, physical barriers to interaction, guiding the interview and how to establish relationship with the applicant are important. In training for making evaluations, interviewers can be asked to make decisions about individuals who are role-playing applicants. The use of various types of information in making these decisions is then discussed.

Job interview questions for selection of managers

1. Describe a situation in which you had to persuade another person to change his or her opinion about how to perform a task. What arguments did you use? What points did the other person bring up? How did you respond to these?

2. Describe a situation in which you had to tell an individual that he or she had performed a task incorrectly. What did you tell the person? What did the person say in response? How did you end the conversation?

3. You are scheduled to attend a training session tomorrow. That night you receive a telephone call that a close relative is seriously ill. What do you do?

2.10 Read the dialogue and render its contents in a monologue form.

Interviewer: Good afternoon! My name is Olga and I am a human

manager.

Candidate: Good afternoon! I am Sergey and I'm currently applying

for a position of a visa manager with your company.

Interviewer: Why do you want to work in our company?

Candidate: I have a considerable experience in this area; I have so far worked in several travel agencies on similar positions. So, working for your company won't be challenging. I like my job.

Interviewer: I see. What was your last work place?

Candidate: I worked at Xtur travel agency, which offered tourist

voyages over Europe.

Interviewer: Why did you leave your job?

Candidate: The company cut jobs and finally went bankrupt.

Interviewer: Tell me, please, about your educational background.

Candidate: Well. I graduated from State University in 2011, Faculty of Economics; afterwards I joined a postgraduate course and received a PhD. The thesis was public relations in the sphere of tourism. I also did a management training for the travel agency managers in 2012, for which I've got a certificate.

Interviewer: You received good education. But why this position? Wouldn't you like to work as a university teacher?

Candidate: Yes, I wanted to try this sphere, but the salary is too low there. Therefore, I chose a career in the commercial sector.

Interviewer: I see. How do you understand your responsibilities?

Candidate: Well. I'm supposed to be in charge of consulting clients on visa regulations in different countries and assisting them in preparing the necessary set of documents. I will also be responsible for visiting embassies, submitting documents and getting visas for the clients or arranging on interview dates for them if needed.

Interviewer: All these require good knowledge of English. As I can see, you know the language very well. But where did you learn it?

Candidate: I graduated from a specialized language school, I also studied English at the university and afterwards I passed a candidate exam of English, had got an excellent mark and did an English course to raise my language level.

Interviewer: Thank you. What can you tell me about your character? Everybody has their strong and weak points, how can you describe yourself?

Candidate: Well. I have excellent communication skills. I have good people skills. I'm very helpful. As for my weak points, I don't like to get up early. But it doesn't mean that I'm not punctual. I'm always on time for work, take my word for that.

Interviewer: Tell me, please, about your family.

Candidate: Well. I am single, I have no children. I live in my own flat alone.

Interviewer: So, Sergey, it was very nice talking to you. I'm sure you will make a good candidate for this position. But as you might understand to know English means not only to be able to speak fluently, but to write and to understand English. Therefore, I must be sure that you have these skills. I'd like you to take a number of tests. When are ready with those, please, give the papers to the office manager. I'll check them later today, and if everything is fine, I'll be in touch soon.

Candidate: Thank you for your time. Hope to hear from you.

Interviewer: OK. Have a nice day! Good bye.

2.11 Do you know the meanings of the following words? Try to match up each of them to its Ukrainian equivalent. Use your dictionary if necessary.

a) selection	j) to fill	s) to falsify
b) to hire	k) avocational	t) experience
c) device	l) honours	u) to indicate
d) application form	m) space	v) to describe
e) interview	n) major	w) to relate to

f) testing   o) attendance   x) to respond

g) reference   p) job title   y) inaccurate

h) content   q) superficiality   z) to detect

i) to reflect   r) sound

1) зміст   10) досвід   20) поверховість

2) засіб   11) співбесіда   21) рекомендація

3) вказувати   12) простір, місце   22) фальсифікувати

4) непрофесійний,   13) описувати   23) займати (посаду)
   аматорський

5) розумний   14) бланк заяви   24) мати відношення до

6) відвідування   15) виявляти   25) наймати

7) неточний   16) відображати   26) головний предмет

8) посада   17) відповідати   27) (в університеті)

9) нагороди   18) випробування

          19)   підбір

2.12 Working in pairs, form as many noun phrases as possible combining a word in A with a word in B.

E.g. basic device, selection device, etc.

A	B
application	form
avocational	checking
basic	skills
brief	device
educational	history
inaccurate	interests
job	space

job-related	information
limited	title
reference	details
selection	judgement
sound	answer
sufficient	
training	

2.13 Read the text and decide if the following statements true or false? Correct the false ones.

THE APPLICATION

Selection is the process of collecting systematic information about applicants and using that information to decide which applicants to hire. The major purpose of the various devices of selection - application form, interviews, testing, and reference checking - is to gather information about the applicants' job-related skills. A very important principle used in developing selection devices is that the content of the questions should reflect the activities of the job to be filled.

Traditional application forms ask information about educational and work history, avocational interests, and honours. However, such forms have limitations. In the majority of cases, they have limited space, so the applicant can supply only basic information such as the names of schools attended, major, dates of attendance, and previous job titles and dates of employment. Such superficiality of information often does not give the manager sufficient details to make sound judgements about the applicant's skills and abilities. A second limitation is that a large percentage of respondents falsify the information that they report. Such falsification is easy because often all that is requested is brief information such as job title and major. A company can use one of several devices in addition to or instead of application form to minimize these limitations.

One device that has been used successfully is a *training and experience form,* which presents a small number, for example five, of the important tasks of the job. The form asks applicants to indicate whether they have ever performed or been trained in each of the activities. If they answer yes, they are then asked to describe briefly how to perform the activity. Thus, the questions relate directly to the major tasks of the job, satisfying the principle that the content of the questions should reflect the activities of the job to be filled. It is also more difficult to falsify answers because it is necessary to have some knowledge of the activity to respond to these questions; inaccurate answers can usually be easily detected.

a) To collect information about the applicants' professional skills, the manager has to employ a number of methods.

b) The major advantage of usual application forms is that they ask only basic information about the applicant's skills and abilities.

c) Many applicants falsify the information that they report because it is difficult to check it.

d) The questions of a training and experience form reflect the important activities of the vacancy.

e) To answer the questions of a training and experience form, an applicant must have some knowledge of the activities of the job to be filled.

2.14 Read the text once again. Find words in the text that mean the same as the following.

a. to reply

b. creating

c. essential

d. to discover

e. proportion

f. professional

 (2 words)

g. restricted

h. in place of

i. gathering

j. disadvantage

k. reasonable

l. to do

m. room

n. to provide

o. opinion

p. to employ

q. preceding

r. usual

s. short

t. to point out

u. instrument

v. award

w. to occupy

x. enough

y. examining

z. recommendation

Unit 3

HR DEVELOPMENT

3.1 Do you know the meanings of the following words? Try to match up each of them to its Ukrainian equivalent. Use your dictionary if necessary.

1) to accept

2) to orient to / towards ...

3) to familiarize smb. with

a) ознайомлювати когось з чимось

b) прогул

	smth.	c)	орієнтувати, спрямовувати на
4)	fellow worker	d)	зображувати
5)	tour of ...	e)	підлеглий
6)	supervisor	f)	соціалізація
7)	subordinate	g)	керівник
8)	distribution	h)	поширення
9)	absenteeism	i)	прийняти
10)	to feature	j)	устаткування
11)	facilities	k)	екскурсія по ...
12)	to facilitate	l)	гордість за ...
13)	socialization	m)	співробітник
14)	pride in ...	n)	сприяти

3.2 Read and translate the text.

ORIENTATION

Once the firm has chosen the best applicants and offers have been accepted, new employees must be oriented to the organization and trained to do their jobs.

Orientation is the process of familiarizing newly hired employees with fellow workers, company procedures, and the physical properties of the organization. Orientation generally includes a tour of the buildings; introductions to supervisors, co-workers, and subordinates; and distribution of manuals describing the firm's policy on vacations, absenteeism, lunch breaks, company benefits, and so on. Many companies now show videotapes featuring procedures, facilities, and key personnel to facilitate orientation.

Many companies regard orientation to be a valuable socialization device. For example, The Walt Disney Company considers the most important day of training to be Day 1 – attending the seminars entitled *Traditions I.* This initial orientation program is "… where pride in the company is developed".

3.3 Read the text once again. Find words in the text that mean the same as the following words. They are in the same order as they appear in the text.

a) selected   j) instruction booklets

b) candidates   k) illustrating

c) proposals   l) holidays

d) company   m) main

e) taught   n) to help

f) colleagues   o) useful

g) characteristics   p) instrument

h) administrators   q) called

i) spreading   r) first

3.4 Read the text carefully. Complete the sentences with the appropriate ending, *a*, *b*, or *c*.

TRAINING

Training is the process of instructing employees in their job tasks as well as socializing them into the organization's values, attitudes, and other aspects of its culture. There are several reasons why training is an important human resource program. First, it develops new employees' job skills and attitudes. Second, because jobs frequently change in organizations, especially those in which technology plays a large role, employees are frequently in need of additional training even if they remain in the same position. For example, during the 1980s almost every secretary had to learn how to use a personal computer and at least one word-processing program to continue in the same job. Third, as successful individuals move up to different positions, they need training to learn necessary new tasks. For example, when non-managers are promoted to managerial positions, they need to master many topics as part of their formal training programs. Fourth, the current organizational trend to downsize and reduce managerial layers has shifted many of the survivors to new positions, often increasing the range of tasks and requiring additional training.

The steps in training are straightforward. First the trainer determines the employee's needs, and then develops a training program to meet these needs. Finally, the trainer performs an evaluation to determine if the training was successful.

1. Through training, new employees …

    a)   become proficient in instruction.

    b)   familiarize themselves with their responsibilities.

    c)   learn how to evaluate the company.

2. Employees may require additional training because …

    a)   they continue to work in the same position.

    b)   tasks often change in organizations.

    c)   they are in need of technological progress.

3. To be promoted to managerial positions, …

    a)   people have to undergo appropriate training.

    b)   non-managers have to teach special training programs.

    c)   individuals have to be successful in different jobs.

4. At present, many companies try to …

    a)   transfer existing managers to other departments.

    b)   reduce the range of tasks accomplished by managers.

    c)   decrease administrative segments.

5. The last phase of the training process involves …

    a)   measuring the results of training.

    b)   successful performance of job-related tasks.

    c)   determining employee's needs.

3.5 Read the text trying to guess the words <u>underlined</u> from the context. Then use your dictionary to check the words.

TRAINING NEEDS

There are two basic ways of <u>identifying</u> training needs. For new employees or employees moving to new positions, the job analysis is the place to start because it <u>states</u> the job's tasks and KSAs. Training programs are developed to teach these. For example, the job of a bank <u>loan</u> officer may require knowledge of the bank's loan procedures, of how to interview loan applicants <u>to acquire</u> all necessary information, and of how to analyse applicants' financial information to determine their loan risk. These activities become the subject of the training program.

To determine training needs for employees who remain in the same job, it is necessary to know whether there are any substantial changes in the job and/or if the employee's job performance has <u>declined</u>. Changes in the job are always <u>accompanied</u> by new tasks, which frequently require at least minimal initial training. However, if job performance is significantly lower than before the change, <u>extensive</u> training may be required.

After assessing training needs, the trainer develops a detailed statement of what knowledge and skills are required and what specific <u>objectives</u> should be achieved. For example, in training the loan officer, suitable training objectives might be (a) to know the <u>tax</u> laws concerning the purchase, holding, and resale of municipal tax-free <u>bonds</u> and (b) to be able to gather, through the interview and the application form, all information concerning an applicant's financial status. The statement of such objectives is important because they define what should be included in the training program.

3.6 Comprehension check.

Here are some answers about training needs. Write the questions.

a) _____?

Because it states the job's tasks and KSAs.

b) _____?

It is necessary to know whether there are any substantial changes in the job and/or if the employee's job performance has declined.

c) _____?

If job performance is significantly lower than before the change.

d) _____?

The trainer develops a detailed statement of what knowledge and skills are required and what specific objectives should be attained.

e) _____?

Because they define what should be included in the training program.

3.7 Read text 16 using your dictionary to help with new words. Think of the suitable title of the text.

A number of techniques are used in training. One group of training methods includes variations of *on-the-job training*, in which the employee learns the job tasks while actually performing the job. In such cases, the manager or an experienced worker conducts the training. For example, a new Pizza Hut store employee may learn how to prepare and cook pizzas by watching and then assisting an experienced cook. Frequent difficulties with this type of training are that trainers may not be well versed in how to teach, and they must continue to do their own jobs while they train the new employee. As a result, the employee often has to learn through trial and error or by carefully observing others. Also, if a particular situation does not arise during the training period, the trainee will be unprepared for this situation when it occurs on the job.

Another group of methods involves off-job educational programs conducted by outside individuals hired by the company. Often these individuals are experienced instructors who have a wide variety of materials they can use in training. However, it is sometimes difficult for the employee to translate the instruction directly into job actions because the nature of the learning situation is different from the work situation. On the other hand, Bell Helicopter Textron recently demonstrated that this type of training can be successful. It developed three-month programs to prepare 240 high-school graduates who were applicants for work in either structural aircraft assembly or electrical aircraft assembly. Ninety-five percent of these were hired.

A third group of methods makes use of computer instruction. As computers become more powerful and less expensive, it is likely that they will become increasingly essential to training. Many different job skills can be taught through computers. Job knowledge through the presentation of text material and subsequent testing is commonplace. Canada's Hudson's Bay Co., for example, uses a computer-based course to train sales associates. The company thinks that its system can deliver content in 30 percent less time than classroom instruction and cover many more sales situations.

There are a number of training methods that are used primarily for training managers. Among the most frequent are:

- *Coaching* – Senior managers help guide the decisions and actions of new managers. Such senior managers are sometimes referred to as mentors.

- *Committee assignments* – Organizations assign inexperienced managers to either a permanent committee or a single-project committee. The inexperienced manager interacts with others and benefits by observing how successful managers plan, organize, and direct the project.

- *Job rotation* – Companies often have a specified plan of assignments for new managers that includes jobs in various parts of the organization or department. The purpose of such training is to have the manager develop a broad knowledge of the work operations.

- *Role playing* – Managers demonstrate how they would carry out a specific activity in the presence of others. For example, the manager might be asked to conduct a performance appraisal of an employee who has specific, deficient areas of job performance. In role playing, the "employee" is also a manager going through the training.

- *Case study* – The manager reads written descriptions of events in an organization and must make decisions about what to do next. For example, the description may be of the initiation and administration of a TQM (total

quality management) program. Based on the presented information, the manager makes specific statements about such actions as training.

3.8 Comprehension check.

Working in pairs, answer the questions.

a)   What are the disadvantages of on-the-job training?

b)   What is the plus point of off-job training programs?

c)   Are there any problems with off-job training?

d)   What teaching methods are commonly used by computer instruction?

e)   What is a mentor?

f)   What is the essence of committee assignments?

g)   What is the goal of job rotation as a training method?

h)   What is the difference between role-playing and case study?

3.9 Read the text again. Find and write down a word or words in the text that mean the same as the following words and definitions. They are in the same order as they appear in the text.

1)   qualified

2)   to carry out

3)   problem

4)   knowledgeable about

5)   trying several possibilities and learning from your mistakes

6)   to happen

7)   learner

8)   external

13) strong and working well

14) probable

15) more and more

16) following

17) usual

18) partners

19) to pass the material

20) to include and deal with

21) guidance

22) to direct

9) assortment	23) to call
10) to convert	24) to put someone in a particular group
11) conversely	
12) building smth. by putting all its parts together	25) inadequate
	26) a piece of research that records details of how a situation develops over a period of time

3.10 Read the text about assessing the results of training and fill each gap with one of these words.

grades   competent   further   written   limited   readiness
deficiencies   appraise   perform

EVALUATION OF RESULTS OF TRAINING

Managers often assume that exposing employees to training means that they have learned the material and can effectively (a) _____ the job. However, training should be directly measured to determine how well employees have, in fact, learned the material. If any (b) _____ are apparent, training can be repeated. One method of evaluation is to ask employees what they thought about the training, such as whether the instructor was (c) _____ and what they think they learned. However, this has (d) _____ value because the answers may simply indicate the instructor's ability to interact with the trainees.

A better method is to give a formal test at the end of training. This could be a (e) _____ questionnaire based on knowledge, or a demonstration performance of what was covered in training. Usually the instructor (f) _____ the trainees on these tests. This information can provide a very good basis for judging an individual's (g) _____ to perform the job. A third method is to have the supervisor (h) _____ the employee's performance shortly after the completion of

training. This can also be useful in identifying job tasks for which (i) _____ training is needed.

3.11 Comprehension check.

Say if the following sentences are true or false. Correct the false ones.

1) It is a mistake that after training employees are always able to do the job well.

2) If any defects in employees' knowledge and skills are revealed, training can be done again.

3) The best method of evaluating the results of training is the employees' judgement.

4) The employees' opinions can hardly show the instructor's ability to interact with the trainees.

5) A written test at the end of training may check the employees' knowledge of the material they have learned.

6) As a rule, the trainees get marks for the tests.

7) Employees' results for the tests are the only indicator of their ability to perform the job.

8) Also, the manager can evaluate the employee's work soon after the completion of training.

9) Measuring the employees' performance after training proves very valuable for proper accomplishment of job tasks.

3.12 Read and translate the text.

THE IMPORTANCE OF HUMAN RESOURCES DEVELOPMENT

Human resources purpose and role. In the simplest terms, the objective of an organization's human resource management strategy is to maximize the return on investment from the organization's human capital and minimize financial risk. Human Resources seeks to achieve this by **aligning** the supply of skilled and qualified individuals, and the capabilities of the current workforce, with the

ongoing and future business plans and requirements of the organization in order to maximize return on investment and seeks to secure the future **survival** and success of the **entity**. In ensuring such objectives are achieved, the human resource function purpose in this context is **to implement** the organization's human resource requirements effectively taking account of legal, ethical and practical frameworks.

Key functions. The Human Resources function may set strategies and develop policies, standards, systems and processes to implement these 80 strategies in a whole range of areas for which the following would be typical of a wide range of organizations:

1. Recruitment and Selection (Resourcing).

2. Organizational design and development.

3. Business transformation and **change management.**

4. Performance, **conduct** and behaviour management.

5. Industrial and employee relations.

6. Human resources (or workforce) analysis and the management of workforce personal data.

7. Compensation, rewards and Benefits management.

8. Training & development (Learning management) Implementation of such policies, processes or standards may be directly managed by the HR function itself, or by managers of other business functions, or via third party of external partner organizations.

Training. At the organizational level, a successful Human Resources Development program will prepare the individual to undertake a higher level of work. **In these settings**, Human Resources Development is the framework that focuses on the organizations competencies at the first stage, training, and then developing the

employee, through education, to satisfy the organizations long-term needs and the individuals' career goals and employee value to their present and future employers. Human Resources Development can be defined simply as "**attaining** or **upgrading** the skills and attitudes of employees at all levels in order to maximize the effectiveness of the enterprise". Human Resources Development from a business perspective is focused both on the individual's growth and development and enhancement of the organization's value. Individual education and development is a tool and a means but not the end goal itself. The broader concept of national and more strategic attention to the development of human resources is beginning to emerge as newly independent countries face strong competition for their skilled professionals and the accompanying **brain-drain** they **experience**.

Human Resources Development. Human Resources Development is the structure that allows for individual development, potentially satisfying the organization's, or the nation's goals. The development of the individual will **benefit** both the individual, the organization, or the nation and its citizens. In the corporate vision, the Human Resources Development framework views employees, as an **asset** to the enterprise whose value will be enhanced by development. Human Resources Development in this treatment can be **in-room** group **training**, **tertiary** or **vocational courses** or **mentoring** and **coaching** by senior employees to develop the individual's performance. Within a national context, it becomes a strategic approach to **intersectoral** linkages between health, education and employment. Human resources development is the process for assisting employees with improving their careers and interpersonal skills on the job. This can be accomplished through workforce training, career development, performance management and organizational development programs. Human Resources Development is a continuous process monitored by teams of human resource professionals and upper management.

3.13 Put in missing words.

1. The process of HR development assists employees to i….. their c….. .

2. HR development is monitored by HR pr…… and upper m…….. .

3. The individual's performance can be developed through in-room group t……. , m…….. and c…….. .

4. Corporate employees are viewed as an a…… to the en…….. .

5. The end g……. of Human Resources Development is satisfying the organization's, or the nation's g……. .

6. The organization's human resource r………. must be implemented effectively taking account of legal, ethical and practical f……… .

7. Many newly in……… countries e……. the problem of braindrain .

8. Human Resources seeks to a…….. the supply of s……. and qualified individuals with the business plans and r…….. of the organization.

3.14 Match the words with their definitions.

1) coaching   a) the fact of continuing to live

2) entity   b) the act of providing guidance and support

3) setting   c) changing the settlement of scientists

4) mentoring   d) surrounding or environment

5) brain-drain   e) any organization or enterprise

6) survival   f) instructing and training employees

3.15 Answer the following questions using the information of the text.

1. What is the objective of HR management strategy?

2. How does HR management strategy try to achieve this objective?

3. What are the functions of Human Resources?

4. What are the areas of implementation of HR strategies?

5. The implementation of these strategies is only managed by the HR function itself, isn't it?

6. What is the purpose HR development program?

7. What does Human Resources Development focus on?

8. Is individual education and development the end goal itself?

9. Why is more strategic attention to the development of human resources paid to currently?

10. How can the value of employees be enhanced?

11. In what ways can Human Resources Development be realized?

12. Who is Human Resources Development monitored by?

3.16 Read and translate the following dialogue. Answer the questions and then act out the dialogue in pairs.

Ash: Well, how's it going? How's your job?

Eric: You know, I left the company I worked for and hung out a shingle (зайнятися приватною практикою).

Ash: Why did you leave the company? Your salary seemed to be good, didn't it?

Eric: Yeah, it was pretty good, but I think a lawyer can earn more if he works for himself.

Ash: Let me guess. There was no career development, right?

Eric: No, there was. When I graduated from the university, it wasn't easy to find a good job. A minimum of two years of professional work experience was required for nearly every working place, so I was happy to get a job at last. After a year my salary became quite big, and after two years of working in the company I became the head of department.

Ash: And you left them because you wanted to set up your own business.

Does it suit you?

Eric: I think it was a bit risky, but it is better for my professional development. And I will do my best to succeed in it.

Ash: Well, if you are sure it's your avocation – bring it on (зроби це)!

1. Why was not it easy for Eric to find a good job after graduating

from the university?

2. Why can we say that his career in the company was successful?

3. What are the reasons of his leaving the company?

Unit 4

PAY AND REWARD

4.1 Match up each of these words to its Ukrainian equivalent. Use your dictionary if necessary.

1)	in exchange for	a)	досягти мети
2)	to attract	b)	у порівнянні з
3)	to motivate	c)	добиватися, домагатися
4)	to retain	d)	пройти сертифікацію

5)	to reach a goal	e)	оволодівати
6)	competitive	f)	в обмін на
7)	relative to	g)	утримувати
8)	to reward	h)	трудовий стаж
9)	to master	i)	додатковий
10)	to seek	j)	мотивувати
11)	added	k)	приваблювати
12)	to pass certification	l)	винагороджувати
13)	to attend educational programmes	m)	відвідувати освітянські програми
14)	seniority	n)	конкуруючий

4.2 Read and think of the suitable title of the text.

A compensation system is the basis on which an organization gives money, goods, or services to its employees in exchange for their work. This system is important to an organization because it serves to attract, motivate, and retain employees. If properly designed and implemented, a compensation system can help a firm reach its strategic goals and serve as a competitive advantage relative to other firms in the same industry. It can also help to motivate employees to perform at their highest levels. This was demonstrated by the city of Englewood, Colorado, which changed its compensation system to reward employees who have mastered skills and abilities and who have demonstrated performance and achieved specific goal. Since the city implemented the new system, the number of employees seeking added responsibility has increased, as has the number passing state certifications and attending educational programs. These behaviours are not common in those governments in which compensation is based mainly on seniority.

4.3 Read the text to the end. Make a plan of the text.

Determining Compensation

(1) To set up a compensation system, a company must gather two sets of data. For one, it must determine, through wage and salary surveys, what comparable organizations pay some specific jobs. Second, by using a job evaluation method, the organization must determine the worth of each job to the organization itself. Individual employees are then paid according to the worth of the job to the organization, how much comparable firms pay the same job, and how well or how long they have done that job.

(2) *The Wage and Salary Survey.* A wage and salary survey tells the company how much compensation comparable firms are paying for specific jobs that firms have in common. For example, a small manufacturing firm in Seattle that recruits its work force from the Seattle metro area may exchange information on a regular basis through wage and salary surveys with other firms – usually in the same industry – that employ workers with the same skills and are within geographic regions that would allow employees to relocate or commute.

(3) The wage and salary survey gathers information about key jobs – that is, jobs that are stable over time, are similar among the companies participating in the survey, and are at various levels in the organization. Although questions used in wage and salary surveys vary, they usually ask about direct wages, benefits, other forms of compensation, regular hours worked, and number of overtime hours. As a result of this survey, participating firms obtain data about pay in their relevant labour markets which they can use to determine compensation for their own employees.

(4) *Job Evaluation Methods.* A major principle in setting up a compensation system is that jobs, rather than the individuals who work in the jobs, are the primary basis for compensation. Some jobs, such as that of a vice president, are more valuable to the company than others and therefore are compensated at higher

levels. Job evaluation methods determine the value of an organization's jobs and arrange these jobs in order of pay according to their value.

(5) Although there are many job evaluation methods, the three most often used are ranking, the point method, and the job grading method. Ranking, used mainly in small companies, involves a committee of managers and compensation specialists reviewing the information gathered from job analyses and ranking each job according to its overall worth or criticalness to the company. The point method evaluates jobs quantitatively, assigning points to jobs depending on how much of certain factors a job requires. For example, jobs may be assigned 50,100, or 150 points depending on how much education is necessary to do the work. The points a job is assigned indicate its worth to the organization. The job grading method, used primarily by governments, groups all jobs into grades depending on the complexity of the job duties. Grades with more complex job duties are more highly compensated than grades with less complex job duties.

(6) In most compensation systems, similar jobs are grouped together and treated similarly in terms of compensation. For example, in the job grading method, all jobs within the same grade receive similar compensation. In the point method, all jobs with similar points receive the same compensation. For example, in the point system, the jobs of research technician and computer specialist may be placed in a job group that has a pay range of $25,000 to $35,000 a year.

(7) *Compensation for Individuals.* The pay range for a group of jobs defines the upper and lower limits of how much every employee who has one of those jobs can earn. In our previous example, all research technicians and computer specialists would earn between $25,000 and $35,000. The compensation within this range for any one employee usually depends on either seniority or performance. Seniority is the basis for differential pay in most government and unionized systems. Those individuals in a job grade who have more tenure usually earn more than those individuals with less tenure. Many private companies, however, try to use

performance as the basis for differential pay by giving larger raises to those who receive higher performance appraisals.

(8) A third way of paying individuals differently is skill-based pay plans, which have been introduced by both public and private institutions. Essentially, skill-based pay links jobs together into hierarchies of related but increasingly difficult tasks. As a worker learns to perform more tasks, compensation increases. Procter & Gamble has such plans in 30 plants, and Polaroid is becoming the first corporation to pay almost all employees with this system.

4.3 Comprehension check.

1) Here are eight questions, one for each paragraph. Which question goes with which paragraph?

2) What do the words <u>underlined</u> refer to?

a.   What information do <u>they</u> usually try to get?

b.   How are <u>they</u> arranged and paid in most compensation systems?

c.   How can <u>it</u> find out what similar organizations pay for some specific jobs?

d.   How are especially important <u>ones</u> compensated?

e.   What other firms may <u>it</u> exchange information with?

f.   Who has introduced <u>these</u> pay plans?

g.   What kind of information do <u>they</u> review in ranking?

h.   In what way do <u>they</u> use performance as the basis for differential pay?

3) Now answer the questions.

4.4 Write the following words in the correct column.

benefit (2)   cost (2)   associate (3)   account (2)   approximately   vary   mandatory   protection   optional   retirement   security   contribute   earnings   survivor   disability   earn   income   related   unemployment   fund (2)   tax (2)   prompt (2)   injure   regardless   fault (2)   holiday   vacation   sick   leave (2)   total (3)   mandate (2)   offer (2)   health   insurance   feature (2)   widely   coverage   extent   inclusion   dental   mental   care (2)   additionally   elect   stock (2)   ownership   profit (2)   share (2)   counselling   drug (2)   abuse (2)   rare   exception   bear (2)   define   length   contribution   regular   investment

Nouns (40)   **Verbs (26)**   **Adjectives (11)**   **Adverbs (4)**

benefit   *benefit*

4.5 Working in pairs, form as many noun phrases as possible, combining a word in A with a word in B.

E.g. protection program, mandatory program, optional program, federal program, health program, exercise program, etc.

A	B
alcohol	costs
average	categories
child	program
dental	plan
drug	law
earned	security

educational	benefit
exercise	survivor
expensive	income
fast-rising	compensation
federal	leave
health	market
investment	insurance
labour	services
major	health
mandatory	care
mental	assistance
old-age	abuse
optional	payment
pension	contributions
personal	fund
prompt	
protection	
regular	
related	
retirement	
social	
total	

4.6 Read the text about such an important part of the American compensation system as benefits. Fill each gap in the text with one of these words.

law   rare   contributed   counselling   per   earned   fault
investment   vary   expensive   disability   length   approximately
total   required   major   costs

BENEFITS

Among the fastest-rising (a) _____ in organizations are those associated with benefits for employees. In the 1940s, benefits accounted for approximately 5 percent of the compensation given to employees. By 1990, the cost of benefits was (b) _____ 40 percent of compensation. Although benefits vary among organizations, the (c) _____ categories are mandatory protection programs, pay for time not worked, optional protection programs, and private retirement plans.

Mandatory Protection Programs. Mandatory protection programs are those (c) _____ by federal law. For many employers, Social Security is the most (d) _____ benefit. In 1994, employee and employer each (e) _____ 7.65 percent of each employee's earnings. Of this percentage, 1.45 percent goes toward Medicare, and 6.20 percent to old-age survivors and (f) _____. The 6.20 percent applies to the first $60.600 of earned income, and the 1.45 percent to all (g) _____ income. A related benefit is unemployment compensation, which is funded by employers through a tax on a portion of the (h) _____ compensation of a company's employees. A third mandatory benefit is workers' compensation, which provides prompt benefits for workers who are injured on the job regardless of (i) _____.

Pay for Time Not Worked. This benefit includes pay given employees for holidays, vacation, sick leave, and personal leave. This can total up to 45 days (j) _____ year, depending on the organization's policies.

Optional Protection Programs. Optional protection plans are benefits not mandated by (k) _____ but offered to make the organization competitive in the labour market. A major programme is health insurance. The features of such programs (l) _____ widely among employers, such as the amount paid by the employee, the limits of coverage, and the extent of inclusion of dental services and mental health care. Additionally, companies may elect to offer benefits such as stock-ownership and other profit-sharing plans, exercise programs, educational assistance, child care, and (m) _____ for drug or alcohol abuse.

Private Retirement Plans. In most cases, employees and employers share the cost of funding pension plans. In (n) _____ exceptions, the employer bears the total cost. There are two major types of pension plans: Under the defined benefit plan, the retirement payment depends on a formula that includes (o) _____ of service and average income. Under the defined contribution plan, regular contributions are made to an (p) _____ fund.

4.6 Comprehension check.

Are the following statements true or false? Correct the false ones.

a) There is a growing tendency for benefit costs to increase.

b) It is a crucial feature of the US compensation system that main benefit categories are identical in all organizations.

c) Providing social security, unemployment compensation and workers' compensation is obligatory for all organizations.

d) To finance unemployment compensation, a company's employees have to pay a special tax.

e) Workers' compensation is given to employees who are not responsible for injuries sustained on the job.

f) The annual length of time not worked can be different at different organizations.

g) Trying to be more successful in the labour market, organizations undertake optional protection programs.

h) According to health insurance programs, employees are entitled to receive dental services free of charge.

i) Pension plans are always funded by employers.

j) Both length of work and income may be important in calculating retirement payment.

Glossary

Working hours

to work overtime = to do more than the usual hours required by the contract

• We aren't paid when we work overtime, we can take time off in lieu.

• We had to work overtime to get the project finished on time.

to work shifts = to work in teams at different times of the day and night

• In today's twenty-four hour society, more and more people work shifts.

• We get paid more when we work shifts to compensate for the irregular times.

shift work = when groups of workers work at different times of the day and night

• The irregular rhythm of shift work can be very hard on family life.

•   Production keeps going non-stop so we have a lot of people who do shift work.

to be on the night shift = to work with a group during the night, often from ten pm to six am

•   It's very hard on the night shift because I can't sleep very well during the day.

•   Some people prefer to be on the night shift because they are at home when the children come home from school.

flexitime = a system where people can vary the start and end times

•   As we work flexitime, I take the children to school and arrive at nine thirty.

•   With flexitime, as long as I have done my seven hours, I can leave at four thirty.

a roster = a list of who's working when and where

•   The weekly roster is put up on the board so that you can see who is working.

•   Look on the roster to see what job you are doing.

to have time off = to take vacation or leave

•   I'd like to have some time off next month. I need a break.

•   If you want to have time off, you have to fill out a request form and give it to your line manager.

to take a day off = to have an authorised absence from work for a day

•   I had two days off last week so I have a lot of work to catch up on.

•   I'd like a day off next week to deal with some family matters. Friday if that is convenient.

full-time = work a whole working week

• At the moment I only work two days a week but I would like to work full-time.

• After the birth of my son, I didn't want to go back full-time so do three days a week now.

part-time = to work a part of the day or week

• When I was a student, I had a part-time job in a bar.

• We are looking for a part-time receptionist to work mornings.

to be punctual = to start or arrive at the specified time

• She's very punctual, always here on time.

• Please be punctual. I don't want to have to wait for late arrivals.

home working = to work from home rather than going into the office

• Home working misses the social element of going to work.

• Modern technology means that home working has become a real possibility for many people.

time sheet = a record of the numbers of hours worked by an employee

• Fill out this time sheet every day and hand it to your manager on Fridays.

• We no longer have time sheets as this is done automatically by the electronic ID badges.

unsocial hours = hours outside of the normal working week

• Although the hours are rather unsocial, I don't want a nine to five job.

• Lots of professions work very unsocial hours and don't necessarily get compensated for it.

to take a break = to stop work for a short time to relax

• You can buy tea or coffee when you take a break.

•   Sometimes it's a good idea to take a break and come back to a job refreshed.

to clock in/out = to record the start or finish time of work on a special machine

•   The staff clock in when they arrive and clock out as they leave.

•   Flexitime means that everyone has to clock in and out to keep a check on the hours worked.

public holidays = national holidays that are not generally worked

•   Your holiday entitlement does not include public holidays like Christmas Day.

•   If a public holiday is on a Thursday, many people take the Friday off and have a long weekend.

hourly rate = the salary that is paid per hour of work

•   We are paid a considerably higher hourly rate for Sundays or evening work.

•   The part-time employees are paid an hourly rate but the permanent staff are paid a fixed salary.

fixed hours = the working hours of an employee do not change or cannot be varied

•   The admin staff work fixed hours; nine to five, five days a week.

•   As a freelancer, I don't have any fixed hours but work when the work is there.

Applying for a job 1

 Learn the vocabulary to talk about getting or changing jobs in English:

If there is **'a vacancy'**, there is a job available because a new post has been created or a person has left.

•   Larry's move to London has created a vacancy in Marketing if you are interested.

- We don't have any vacancies at the moment but we will keep your CV on file.

When a post becomes vacant, the company **'advertises the post'** in the press.

- Although the post was advertised last month, we promoted someone internally.

- We advertised the post in the national press last week and have received lots of applications.

If you **'apply for a job'**, you send in a CV or letter because you want the job.

- Ten people have applied for the job just from advertising it internally.

- I've applied for that job in Glasgow even though I'm don't really have enough experience.

When you want a new job, you send **'letters of application'** to the company concerned.

- I've written letters of application for four different jobs but had no reply yet.

- We have received letters of application from a wide range of candidates.

The candidates who apply for the job are also known as the **'applicants'**.

- The number of applicants is very high. There are a lot of people with the right qualifications and experience.

- We do a pre-selection of the applicants based on their previous experience.

A company can use a **'recruitment agency'** to fill their vacancies

- We use a recruitment agency to advertise the post and do a pre-selection.

- There are several recruitment agencies who specialize in our sector so we can find highly qualified candidates quickly.

A **'job description'** details all the duties, responsibilities and personal qualities necessary for a specific job.

•   We have written new job descriptions for all the jobs in our department.

•   I don't think making the coffee is in my job description!

Your **'qualifications'** are your academic or professional diplomas.

•   For a post at this level, we consider experience to be more important than academic qualifications.

•   For this post, we give full training. The only qualification necessary is a high school diploma.

'Experience' is the knowledge acquired through time already spent in work, in different jobs.

•   I have a lot of experience managing a small team and would now like to manage a bigger one.

•   The best candidates are those who have previous experience in the food industry.

'Salary and benefits' are what you are paid and the extras you receive in return for the work you do.

•   Although the starting salary is not very high, the benefits include health insurance.

•   We pay very competitive salaries and provide some of the best benefits in the sector.

Applying for a job 2

Let's continue learning vocabulary to talk about getting or changing jobs in English:

Applying for a job may mean filling out an **'application form'** giving your personal details.

• If you are interested in the job, could you fill out this application form, please?

• I have completed the application form for that job and sent it back to the personnel department.

The application form includes your **'contact details'**; your home address, your phone number and your email address.

• We have your contact details so we will be in touch soon.

• If you give me your contact details, I'll call you to set up an interview.

It also includes your **'employment history'** where you list the previous positions you have held with the name of the company, job title and dates of employment.

• I have already held similar positions as you can see from my employment history.

• There are gaps in her employment history. I would like to know what she was doing during these periods.

A list of previous positions held needs to highlight the **'relevant experience'** showing why the candidate is suitable for the job.

• As you can see from my CV, I have all the relevant experience you require.

• This candidate doesn't have the relevant experience in our sector but is very well qualified in every other aspect.

A **'job description'** is drawn up for candidates giving all the relevant information about the job detailing responsibilities as well as location and salary.

• I don't think that my job description includes all the task I am currently doing.

• We are currently writing job descriptions for the new jobs being created in the sales team.

After the final interviews, a formal **'job offer'** is made to the best candidate.

• We hope to make a formal job offer as soon as we have had replies from your referees.

• I turned down the job offer I received from them because the salary wasn't as good as my present one.

The job offer will include information regarding salary and **'holiday entitlement'**. (British English)

• The holiday entitlement is only 20 days a year but that doesn't include public holidays.

• Although the holiday entitlement is very generous, holidays have to be taken at certain times of the year.

The job offer will also give a **'starting date'** for the job.

• I have to work out my notice in my present job so can we put back the starting date?

• Originally they wanted me to start next week but as I was available, I suggested an earlier starting date.

The job offer will also specify a **'probation period'** at the end of which a new recruit can be dismissed if they are not suitable for the position.

• They let him go at the end of the probation period.

• She is still on her probation period. We have another two weeks to make a final decision.

Hire and Fire

If you **'hire'** someone, you employ them.

- We hired him on a six month contract.

- I hear that they are not hiring people at the moment because of budget problems.

If you **'fire'** somebody, you dismiss them from their job, usually because of something they did.

- I had to fire Sally because she kept on making mistakes.

- If you don't improve, they may decide to fire you.

If you **'make somebody redundant'**, you dismiss them from their job for economic reasons.

- They are closing down the factory and making 500 people redundant.

- I was made redundant from my last job.

If you **'recruit'** people, you persuade them to work for you.

- We need to recruit more young engineers.

- It's difficult to recruit people because our pay is so low.

If you **'headhunt'** someone for a job, you approach them because you think they are well-qualified for the job and offer them the job.

- We need to look at the people doing similar jobs in other companies and headhunt the best one.

- He was headhunted at great expense but the job didn't work out and he left.

If you **'hand in (or give in) your notice'**, you tell your employer that you are going to leave the company.

- She handed in her notice this morning and is leaving at the end of the month.

- He gave in his notice and they told him he could leave straight away.

If a company **'gives someone notice'**, they tell them that they are going to lose their jobs.

•   The company only gave me three days' notice that I was being made redundant.

•   We have to give her two months' notice that we are letting her go.

If an employer **'sacks'** someone, they fire them.

•   They sacked me without notice after ten years with the company.

•   I hear they intend to sack him because of his bullying.

If you **'get the sack'** or are **'given the sack'**, you are fired.

•   He was given the sack because he kept arriving late.

•   If I keep making mistakes, I'm going to get the sack.

'Severance pay' is money paid to workers when they are made redundant.

•   The redundant workers were given 26 weeks' severance pay.

•   After ten years, I got three days' notice and no severance pay.

If you take legal action against your employer for **'unfair dismissal'**, you claim that they dismissed you for no good reason.

•   He is suing them for unfair dismissal as he says he was only ever late once.

•   Dismiss me and I'll take you to court for unfair dismissal. I've done nothing to deserve this.

 If you take legal action against your employer for **'constructive dismissal'**, you claim that you were forced to leave your job because of the actions/behavior of your employer.

•   She is making a claim for constructive dismissal because she claims her immediate boss bullied her.

- I'm sure you have the grounds for a complaint of constructive dismissal.

Pay

'Pay' is money that you get from your employer, either as a wage or as a salary.

- What are the pay and conditions for the job?

- Pay rates in the industry are very poor.

'Back pay' is money owed to you by your employer for work done in the past which has not yet been paid.

- I'm still owed 3 months back pay for the overtime I did before Christmas.

- The company cannot afford to give you the back pay it owes you.

A **'pay cut'** is a reduction in the amount of pay you are given.

- We are asking you all to accept a pay cut of 10% to keep the company going.

- He has the stark choice of accepting a pay cut or losing his job.

A **'pay rise'** is an increase in pay.

- We are looking for a pay rise in line with inflation.

- I'm going to ask my boss for a pay rise.

A **'pay rate'** is the amount per hour (or some other period) that you pay.

- The pay rate is $12 an hour.

- The industry cannot attract good quality workers because of the low pay rates.

'Net pay' is the amount earned after deductions (usually for social security and pensions and perhaps for tax.)

- The gross pay is $12 an hour but net pay is only $9.50 an hour.

- He said he is only earning $5 an hour but that is his net pay, not his gross.

'Equal pay' means that men and women get the same pay for doing the same job.

- The women workers are asking for equal pay with the men.

- In this country, if you don't give the women equal pay, you could go to jail.

An **'itemized pay statement'** contains a detailed breakdown of the pay you have earned and the deductions taken from it.

- The bank want me to give them my itemized pay statements for the last six months.

- The law states that employees must receive itemized pay statements.

'Performance-related pay' is where the amount you are paid depends on the quality/quantity of your work.

- Since we introduced performance-related pay, production has doubled.

- They may need the incentive of performance-related pay.

A **'pay scale'** is a range of different pay rates which people will receive depending on various factors (e.g. their grade in the company, their qualifications, their years in the company.)

- We have six grades on our pay scale. You will start on the bottom one.

- Perhaps we need to change our pay scale to take account of the loyalty people have shown us?

Salary

A **'salary'** is the money you are paid, usually monthly, for doing a job, usually non-manual.

- I get a good salary but I need more money.

- What sort of salary are they offering?

A **'competitive salary'** is a good one for that particular job.

• We are offering a very competitive salary so we should get good applicants.

• We are not recruiting the best people because our salaries are not very competitive.

A person who gets a salary is a **'salaried employee'**.

• We've reduced the number of salaried employees by 50% and replaced them by temporary workers.

• It is much easier to get a loan if you are a salaried employee.

If you need money, you can ask for **'a salary advance'**.

• Can I have a salary advance? I'm broke.

• I asked my boss for a salary advance but he refused to give me one.

If you **'undertake a salary review'**, you look at all the salaries to decide which need changing.

• The committee are undertaking a salary review and will report back in a few weeks time.

• We need to undertake a salary review as our salaries are not very competitive.

'A salary scale' is the range of salaries available.

• When you start, you will be at the bottom of the salary scale but you will not stay there for long.

• Our salary scale is not very competitive compared to our competition.

If a salary is good, we can say that it is **'attractive'**.

• We are offering a very attractive salary for the job.

• It is an attractive salary but I will have to work on Saturdays.

Everybody hopes to get a **'salary increase'**.

• We had no salary increase this year because the company was in trouble.

• If you offer me an increase in salary, I will stay.

The **'basic salary'** is the salary before any extras such as bonuses.

• The basic salary is quite low but there are large incentive bonuses.

• I prefer to have a large basic salary as there is more security.

When you start a job, you will receive your **'initial salary'**.

• The initial salary is quite low but you should get promoted to a better job quite quickly.

• If we want to recruit better people, we will have to offer a more competitive initial salary.

Jobs & related verbs

If you **'apply for'** a job, you ask a company for a job.

• I've applied for six jobs in the last week and haven't heard back from any of them.

• We were expecting a lot of people to apply for the job but not as many as this

If you **'are out of'** a job, you do not have any work. If you are 'put out of a job', you are made redundant.

• I'm out of a job at the moment but I'm hopeful I'll get something soon.

• My biggest fear is being put of my job. At my age, I would struggle to find another one.

If you are **'sacked from'** your job, you lose it for disciplinary, not economic, reasons.

- He was sacked from his job for stealing.

- I wouldn't employ somebody who had been sacked from a previous job.

If you **'create'** a job, you establish a new job which didn't previously exist.

- We've created ten new jobs in the Production Department.

- I think we need to create a new job specifically to look after this project.

If you **'find somebody'** a job, you use your contacts to get them a job.

- I'm sure I can find your son a job in our warehouse for the summer.

- Can you find me a job in your company?

If you **'give up' a job'**, you resign from it.

- I'm giving up my job and devoting all my time to my song writing.

- If you give up your job, you won't find it easy to get another one in this economic climate.

If you **'hold down'** a job, you keep it.

- I've held down this job for over three years now.

- She manages to hold down two jobs.

If you **'hunt for'** a job, you actively look for one.

- She's been hunting for a job for two months without any success.

- You need to hunt for a job more systematically; not just when you feel like it.

If you **'resign from'** a job, you give it up.

- He resigned from his post because he couldn't stand the long hours.

- I resigned from my previous employer because I thought some of their sales techniques were unethical.

If you **'take up'** a job, you start it.

• I'm leaving here at the end of the week and I take up a new job with OUP next month.

• It's quite difficult taking up a new job and having to learn all the ropes again.

If your job **'is at stake'**, it is at risk of being lost.

• There are 500 jobs at stake if we don't get the contract.

• If I make a mess of this, my job will be at stake.

If your job **'is in jeopardy'**, it is also at risk.

• The fall in demand puts all our jobs in jeopardy.

• With their jobs in jeopardy, you would have expected the unions to have been more cooperative.

Jobs & related adjectives

An **'absorbing'** job is one that is very interesting and claims all your attention.

• My job is so absorbing that I sometimes forget to have lunch.

• I get bored in my job. I need one that is much more absorbing.

A **'badly-paid'** job is one where you receive less income than the average.

• The hotel industry has a lot of badly-paid jobs.

• My salary may sound high in absolute terms but I am comparatively badly-paid for the job I do.

A **'boring'** job is dull and without interest.

• I think that being an accountant would be a really boring job.

• Would you stay in a boring job if you were really well paid?

A **'casual'** job is one which is not regular or fixed.

• We offer a lot of casual jobs during the Christmas rush.

• The unions want us to have fewer casual jobs and more permanent employees.

A **'challenging'** job is one that is very difficult and tests a person's ability.

• It is a very challenging job and we need to find somebody who is tough mentally.

• I don't find my job very challenging any more and I need a fresh challenge.

A **'dead-end'** job is one with no hopes of promotion or advancement.

• I was in a dead-end job with no hope of further progress so I left the company.

• If people think they are in dead-end jobs, they lose their motivation.

An **'exacting'** job is one that requires a lot of care, effort and attention.

• Being a surgeon is a very exacting job – you can't afford to lose your concentration.

• Research jobs are very exacting – you must get every detail right when you are running tests.

A **'demanding'** job requires a lot of effort from you.

• I have a very demanding job. I don't have much spare time.

• My job is very physically demanding. I get very tired.

A **'part-time'** job is one where you do not work 'full-time'.

• I only want a part-time job as I have to look after my children.

• The company is trying to replace full-time jobs with part-time jobs to save money.

A **'menial'** job is one with a low social value.

- I can only find menial jobs such as cleaning.

- He thinks that making the coffee is a menial job and he won't do it.

A **'prestigious'** job is one that gives the person a lot of respect.

- Being Prime Minister is a prestigious job but the salary is not all that good.

- Running our New York office is the sort of prestigious job I am looking for.

A **'secure'** job is one that is safe from redundancy etc.

- There are no more secure jobs in this company. Everybody's job is at risk.

- I want to make sure that the next job I get is really secure. I'm fed up with all this job insecurity.

Careers

Learn the vocabulary in English to talk about the evolution of your jobs since you began working:

If your **'career has its ups and downs'** , it has good moments and bad moments.

- My career has had its ups and downs but I'm doing very well at the moment.

- His career has its ups and downs but he remains as enthusiastic as ever.

If your **'career has blossomed'**, it has done very well.

- She started out as an office junior but since then her career has blossomed .

- Since I improved the level of my English, my career has blossomed.

If you have had a **'brilliant career'**, you have a very good one.

- She's had a brilliant career with top jobs in several Wall Street firms.

- When you look back on your brilliant career, you must be very proud.

If you have had a **'colorful career'**, it has been interesting and exciting.

• His colorful career has taken him to many exciting locations.

• As an accountant, you won't have a very colorful career.

A **'demanding career'** is one which takes a lot of effort and/or time.

• He has had a very demanding career in finance with little time to spend with his family.

• I don't want a very demanding career. I want plenty of time for my hobbies.

A **'distinguished career'**, is one which is respected for its extremely high standard.

• He had a distinguished career in the Ministry of Finance before moving to the private sector.

• You haven't had a very distinguished career so far, have you?

If you spend your **'entire career'** doing something, that is all you have done.

• I have spent my entire career working for the one company.

• I don't want to spend my entire career doing nothing but research.

 If you have a **'flourishing career'**, it has grown and developed successfully.

• She has had a flourishing career as a designer of children's clothes.

• I don't seem to be having much of a flourishing career in this company.

A **'glittering career'** is one which causes excitement and admiration.

• His glittering career as an actor has brought him wealth and fame.

• The boss began her glittering career with the firm as a humble receptionist.

A **'modest career'** is one where there are no notable achievements.

•   He has had a very modest career in our auditing office with no real successes or failures.

•   You've had a very modest career so far with very little in the way of achievements.

(Notice though that to **'be modest about your career'** means that there are notable achievements but that you tend not to talk about them.)

A **'promising career'** is one which promises great success in the future.

•   She has started a very promising career in the City and we are sure she is going to do well.

•   I seemed to have such a promising career when I was starting out but it has all gone badly wrong.

If you have a **'varied career'**, you have done lots of different jobs.

•   I've had a varied career so far, from policeman to actor.

•   We're looking for a candidate with a varied career as this job requires a range of skills.

Contracts

Learn the vocabulary in English to talk about job contracts:

A **'binding contract'** is one which cannot be legally avoided or stopped.

•   We have a legally binding contract and you must supply us with these services.

•   You can't walk out on your binding contract just because you have received a better offer elsewhere.

An **'exclusive contract'** is one which prevents the person from working with other people.

• You have an exclusive contract to work with us and you cannot take on work for anybody else.

• I think we should offer her an exclusive contract so that she only works for us.

A **'renewable contract'** is one which can be continued after it has finished by a new one. The opposite of this is a **'non-renewable contract'**.

• To work on this project, we can offer you a non-renewable contract of one year.

• The contract is for one year, renewable for a second year if we are satisfied with your work.

A **'temporary contract'** is one that is not permanent.

• We can give you a temporary contract for six months.

• You'll start on a temporary contract and we may then offer you a permanent one.

A **'valid contract'** is one that has legal force.

• This contract is not valid until it is signed by both parties.

• This letter is not a valid contract. I want a proper one.

A **'breach of contract'** is when the person does something which breaks the terms of the contract.

• If you don't agree to move to Paris, you will be in breach of your contract.

• If you refuse to work on Sunday, that is a breach of contract and we will dismiss you.

The **'terms of contract'** are the conditions contained within the contract.

• Under the terms of your contract, you have to work on some Sundays.

- You are asking me to do something which is not in the terms of my contract.

If you **'draw up'** a contract, you prepare it.

- I'll draw up a contract for you and you can sign it tomorrow.

- I'll get a new contract drawn up including the new terms and conditions.

If you **'get out of'** a contract, you are no longer bound by it.

- I'm not happy in my job and need to find a way to get out of my contract.

- I think she's being difficult because she wants to get out of her contract with us.

If you **'go through'** a contract, you look at it in detail.

- We need to spend a few minutes going through your contract.

- Make sure you go through your contract carefully before you sign it.

Management

The top people in a company can be called **'senior management'**.

- We need to get approval for this from senior management.

With my qualifications and experience, I should have a job in senior management.

Of course, another term for this is **'top management'**.

- He rose quickly through the company and had a top management position before he was 30.

- The top management of this company have no imagination or drive.

Not surprisingly, the opposite of **'senior management'** is 'junior management'.

- He was promoted from the shop floor into a junior management position.

- I feel I'm ready to move up from this junior management job.

Between **'senior'** and **'junior'** management is **'middle management'**.

- It's time I was promoted from junior management to middle management.

- He rose rapidly to middle management but was then never offered a senior post.

The group of managers can be called the **'management team'**.

- We have a strong management team, full of high quality people.

- We need to improve our management team to bring new life to the company.

'Aggressive management' means being determined to do well and using strong methods to achieve success.

- His aggressive management style has upset a few people.

- We need some aggressive management to wake up this sleeping giant.

'Day-to-day management' is concerned with the ordinary and regular issues of a company.

- I spend so long on the day-to-day management of my department that I have no time to look at the long-term.

- You will deal with the day-to-day management of the company while I work on the strategy.

'Strategic management' is concerned with the long-term of the company.

- This company lacks good strategic management and is just drifting.

- You need to spend more time on strategic management and less on day-to-day issues.

'General management' is concerned with all aspects of the company, not a specialist area such as Research or Marketing.

- You've spent your whole career in Sales and you need some experience of general management.

• You need some time in general management to get an overview of the company.

If there is **'inefficient management'**, a company will not use its resources as well as it should. The opposite of this is 'efficient management'.

• The company is riddled with inefficient management. Don't work with them.

• If we replaced the inefficient management, we could turn this company around.

'Weak management' lacks the determination to carry out difficult decisions or actions.

• This department has suffered from weak management for the last ten years. There is a culture of weak management in this organization.

The opposite of this is **'strong management'**. Notice that you can be **'strong'** without being **'aggressive'** – the first is reactive to events and the second is proactive.

• This company needs some strong management to take on the unions.

• We need strong management in this company, but not too aggressive.

Changes - verbs 1

Learn the vocabulary in English to talk about the many changes that take place in a company or organization :

'to promote' = to move someone up to a higher position in the organization.

• He handed his notice in last month when he didn't get promoted to senior manager.

• She wants to be promoted to supervisor but doesn't have the interpersonal skills for that job yet.

'to renew' = to make new, to extend the life or replace something.

- I originally had a two-year contract but it has been renewed twice.

- We need to renew the work permits for the foreign workers who have been here a year.

'to lay off' = to make redundant, to stop employing someone

- When we closed the warehouse, we laid off more than fifty people.

- Technological advances means that we have had to lay off more and more unskilled workers.

'to demote' = to move someone to a lower lever in the hierarchy

- She was demoted after the terrible changeover to the new accounting system.

- Unfortunately, it is almost impossible to demote anyone who does not live up to expectations.

'to sideline' = to not promote someone, to move them to a position with less effective power

- When the new CEO was nominated, he was sidelined to another department.

- After a period as a very ineffectual head of department, he was sidelined until he retired.

'to replace' = to exchange one thing for another, to put a person in the job of someone else.

- Ken replaced Tanya when she left to pursue another career.

- When David left, he was replaced by two people as the job had grown enormously.

'to retire' = to stop working due to ill health or age.

- Jack suffers from ill health and has had to retire early.

- The statutory age for retirement is 60 although people often retire early if they can.

'to increase' = to get bigger in amount or size.

- Contributions that employees pay increased faster than salaries so cutting their net incomes.

- Even though profits have increased, we are not in a position to increase salaries above the rate of inflation.

'to expand' = to increase in size, number or importance.

- We have expanded our retail operations very quickly over the last three years.

- The company expanded very quickly in the 1990s but has since stopped growing so fast.

'to restructure' = to organize a business or system in a new way to make it more efficient.

- Currently we are restructuring our organization and dividing it into five cost centres.

- He lost his job when the company restructured the department.

Changes - verbs 2

Learn the vocabulary in English to talk about the many changes that take place in a company or organization :

'to streamline' = to improve the effectiveness of parts of an organization, often by simplifying procedures.

- We are streamlining the procedure to cut the time it takes to deliver to the customer.

• Streamlining administration and giving more responsibility to individuals will reduce costs considerably.

'to relocate' = to move to a new place

• Production is being relocated to Bulgaria next year creating lots of redundancies here.

• My company paid all the costs when I was relocated to my previous job in Scotland.

'to relax' = to make a rule less strict or severe.

• Unfortunately we can't relax the no-smoking ban. The law won't permit it.

• We have relaxed the dress code considerably and now people often wear jeans to the office.

'to enforce' = to impose a rule more strictly or to make people follow a rule.

• For health and safety reasons, we have to enforce the no-smoking rules.

• It is extremely difficult to enforce time-keeping rules without some form of electronic system.

'to adjust' = to change something a little to make it correct or suitable.

• We are adjusting the salary scales so that they reflect present responsibilities better.

• Salaries are adjusted annually according to the rate of inflation and the financial results.

'to reduce' = to make smaller in size, quantity or importance.

• We have reduced the number of workers with the introduction of more modern technology.

• In order to reduce expenditure in the department, we have introduced several cost-cutting measures.

'to deteriorate' = to become worse

•   Morale has deteriorated since the rumours of closure began.

•   Sales figures have continued to deteriorate despite the launch of the latest version.

'to downsize' = to make a company or organization smaller by reducing the number of people working for it.

•   The organization has a plan to downsize in order to reduce costs.

•   Many organizations downsized during the 1980s when new technologies were introduced.

'to phase in' = to introduce something in stages over a period of time

•   The changes in pay scales will be phased in over the next three years.

•   The new organization will be phased in gradually starting here in head office.

'to phase out' = to remove or stop doing something gradually over a period of time.

•   That line of products has been phased out and replaced by the new range.

•   It has taken us six months to phase out the old software and introduce the new.

Time off

Learn the vocabulary to talk about being absent from jobs in English:

to take time off = to be absent from work, at home or on vacation.

•   I'm going to take a few days off to visit my parents.

•   I'm taking Monday off to go to the dentist and do some jobs at home.

to take a vacation = to take time away from work, especially when you travel for pleasure.

•	I'm taking my vacation next month. We're going to Spain.

•	I have to take my vacation during the school holidays because of my children.

to take a sabbatical = to take time away from work to study or travel, usually while continuing to be paid.

•	He's on a sabbatical while he does his MBA. He'll be back next month.

•	She's on a sabbatical from her job while she does research for her thesis.

to take unpaid leave = to have an authorized absence from work but without salary.

•	She's taken some unpaid leave while she moves house.

•	I don't have any paid holiday left so I'd like to take unpaid leave.

to be off sick = to be absent from work due to illness.

•	When you are off sick, you must provide a doctor's note.

•	He has been off sick for a few days now. I think he'll be back at work on Monday.

To be on sick leave = the time that you can be absent from work, often while being paid part or all of your salary.

•	She is having an operation and so will be on sick leave for the next two months.

•	When you are on sick leave prescribed by your doctor, you get paid your full salary for the first three months.

maternity leave = the period a mother is legally authorised to be absent from work before and after the birth of a child.

- Her maternity leave finishes next week but she is not coming back to work.

- Statutory maternity leave is paid for up to 26 weeks and can start 11 weeks before the baby is due.

parental leave = the time that a parent is allowed to spend away from work to take care of their baby.

- He has taken parental leave to look after the baby while his wife returns to work.

- You have to work for an employer for one year to qualify for parental leave to look after your children.

statutory sick pay = the money paid by a company to an employee who cannot work due to illness.

- If you are absent from work due to illness, you may be able to claim sick pay.

- To claim sick pay, you have to have medical certificate from your doctor stating that you are unable to work.

a public holiday = a day when almost everybody does not have to go to work (for example in the US July 4th or January 1st).

- We have 25 days paid holiday plus 10 public holidays.

- When there is a public holiday on a Thursday, many people take the Friday off too.

Pay

'Pay' is money that you get from your employer, either as a wage or as a salary.

- What are the pay and conditions for the job?

- Pay rates in the industry are very poor.

'Back pay' is money owed to you by your employer for work done in the past which has not yet been paid.

• I'm still owed 3 months back pay for the overtime I did before Christmas.

• The company cannot afford to give you the back pay it owes you.

A **'pay cut'** is a reduction in the amount of pay you are given.

• We are asking you all to accept a pay cut of 10% to keep the company going.

• He has the stark choice of accepting a pay cut or losing his job.

A **'pay rise'** is an increase in pay.

• We are looking for a pay rise in line with inflation.

• I'm going to ask my boss for a pay rise.

A **'pay rate'** is the amount per hour (or some other period) that you pay.

• The pay rate is $12 an hour.

• The industry cannot attract good quality workers because of the low pay rates.

'Net pay' is the amount earned after deductions (usually for social security and pensions and perhaps for tax.)

• The gross pay is $12 an hour but net pay is only $9.50 an hour.

• He said he is only earning $5 an hour but that is his net pay, not his gross.

'Equal pay' means that men and women get the same pay for doing the same job.

• The women workers are asking for equal pay with the men.

• In this country, if you don't give the women equal pay, you could go to jail.

An **'itemized pay statement'** contains a detailed breakdown of the pay you have earned and the deductions taken from it.

- The bank want me to give them my itemized pay statements for the last six months.

- The law states that employees must receive itemized pay statements.

'Performance-related pay' is where the amount you are paid depends on the quality/quantity of your work.

- Since we introduced performance-related pay, production has doubled.

- They may need the incentive of performance-related pay.

A **'pay scale'** is a range of different pay rates which people will receive depending on various factors (e.g. their grade in the company, their qualifications, their years in the company.)

- We have six grades on our pay scale. You will start on the bottom one.

- Perhaps we need to change our pay scale to take account of the loyalty people have shown us?

Pay 2

We all go to work to earn money. Let's look at more vocabulary to talk about our salaries: **'gross salary'** is the salary before anything is deducted for contributions and tax.

- Her gross salary is £50 000 but obviously she takes home considerably less than that.

- He earns £40 000 a year gross.

'net salary' is the salary that you are paid after deductions have made

- My gross salary is around £60 000 but the net is around £48 000.

- The net salary is the gross salary minus the deductions the employer makes for contributions and tax.

'deductions' are payments made by the employer for an employee to health and pension schemes based on the gross salary.

• Although my gross salary seems good, after deductions, I haven't very much left.

• The details of the deductions are on your pay statement. You can see what you are paying.

'income tax' is the tax which is paid on the money you earn.

• In the UK, income tax is deducted directly from your salary and paid to the state.

• In some countries, you have to complete an income tax return annually to calculate the tax to be paid.

'rate' is the amount you are paid per hour, week or month of work.

• I don't know what the standard rate is for this type of work.

• Some people are paid on piece rate. They are paid by their output, not by the time it takes.

The **'basic state pension'** is the money paid on retirement to everyone who has paid contributions for the required number of years.

• Although I contribute to the state pension fund, I also pay into a private one too.

• The basic state pension is very low, too low for a decent standard of living.

The **'national minimum wage'** is the minimum an employee can be paid per hour of work.

• Everyone here is paid a rate that is better than the minimum wage.

• The national minimum wage varies according to age. Young people are paid less than adults.

The 'equal pay' law states that employers must pay the same to men and women who are doing the same or similar jobs.

• Equal pay for women is the law but many are still paid less than their male colleagues.

• Each year, there are many cases where women take their employer to court to fight for equal pay.

'overtime' is a higher rate of pay for working more than the usual hours or unsocial hours.

• When I work on Sundays, I am paid overtime.

• I do a lot more hours than in my contract but I don't get paid overtime.

A 'bonus' is an extra amount of money paid as a reward on top of your fixed salary.

• We usually get a bonus at Christmas depending on how well the company has done.

• Every year, usually in January, we receive a bonus. It is a discretionary bonus related to your performance.

Pay 3

More vocabulary on the important topic of money:

'commission' is paid to people in sales based on the amounts of goods sold.

• Working here I get paid a fixed salary and commission based on my sales.

• I get paid a commission on the deals I negotiate.

People who are 'hourly paid' are paid a fixed rate for each hour that they work and not a fixed salary for a year or task.

• He isn't a salaried employee, he is hourly paid.

- For everyone who is hourly paid, wages are paid weekly.

'benefits' are the extras that you are given by your employer on top of your salary. These may include private health insurance, a private pension, company car.

- Although my gross salary is not high for the sector, I get a lot of extra benefits.

- He has a very good benefits package including a car and private health insurance.

A **'taxable benefit'** is a benefit which is considered as part of your income and therefore included in the income to be declared for tax.

- The value of the company car is included in my income. It is a taxable benefit.

- Meals in the canteen, drinks and parking are generally not taxable benefits.

'expenses' are the costs that you incur doing your job that are reimbursed by the company, notably for travel.

- When I travel, I pay for my tickets and hotels and then claim my expenses back.

- The company is very strict about expenses. We can't spend more than a certain amount on hotels or meals.

In order to claim expenses, you must keep all **'receipts'** for payments you have made.

- On the 30th of the month, we hand in all our receipts for our expenses.

- When I take someone to lunch I always have to get a receipt so that I'll be reimbursed.

If you use your own car to travel to another location for your work, you may be able to claim **'mileage'** and be reimbursed a fixed rate per mile travelled to cover the cost.

- It is better for the company to pay mileage than provide company cars.

- There is a fixed rate for mileage depending on the size of the car. a **'pay review'** is when salaries are considered for changes.

- The unions are preparing for the negotiations in the annual pay review.

- A lot of changes to pay grades are being considered during the pay review. When the company closed the branch, the redundancy pay was very generous.

'redundancy pay' is given if you lose your job and are made redundant. This is usually related to the time you have worked for the company.

- When I lost my job, I used my redundancy pay to set up my own company.

- When the company closed the branch, the redundancy pay was very generous.

'notice', specified in the terms of your contract, is the time worked between telling your employer that you are leaving your job and actually leaving.

- I have to work out two months' notice before I can start my new job.

- When I left, I was paid my notice but I didn't have to work it.

Pay 4

More vocabulary on the important topic of money. This time, we look at what you receive when you are unable to work in a typical country within the European Union:

When you are ill and unable to work, you may **claim statutory sick pay**. This is the minimum by law.

- If you have a work contract, you can claim statutory sick pay from your first day of work.

- When I was ill, I claimed statutory sick pay which was much less than my salary.

The time that the doctor **signs you off** for is the period of that you cannot work.

- The doctor has signed me off for two weeks.

- I was off sick but the doctor didn't sign me off until the second week.

When you are off work, to claim sick pay, you must provide **a sick note** from your doctor.

- The doctor gave me a sick note to give to my employer.

- If you want to claim sick pay, you must see your doctor for a sick note.

When you are no longer able to work through illness, you can claim **incapacity benefit** to replace your salary.

- He will not be able to return to work and should now claim incapacity benefit.

- Stress has now replaced back pain as the main reason that people are unable to work and claim incapacity benefit.

An employer can pay **occupational sick pay**, that is pay more than the minimum sick pay for a certain time depending on the terms of contract.

- I haven't worked here long enough, so I don't qualify for occupational sick pay.

- In some companies, occupational sick pay makes up your full salary for up to one month.

The **minimum period of service** is the time you have to have worked before you qualify for occupational sick pay.

- There is no minimum period of service to qualify for statutory sick pay.

- The minimum period of service to qualify for occupational sick pay is three months.

If you also qualify for occupational sick pay, you may be off **on full pay**.

- I have excellent fringe benefits. If I am off sick, I am on full pay for one month.

- Unfortunately I am not on full pay now as I have been off work too long.

When a woman is expecting a baby, she can take maternity leave and have **maternity pay**.

- I can take twenty-six weeks leave with maternity pay and twenty six weeks unpaid.

- To qualify for maternity pay, I have to have worked for twenty-six weeks for my employer when I am expecting my baby.

If a father wishes to stop work to help with a new born child, he may qualify for **paternity pay** while he is absent from his job.

- After twenty-six weeks working here, you can take two weeks leave with paternity pay.

- To qualify for paternity pay, leave must be taken when the child is born or very soon after.

Common Phrasal Verbs 1

These are verbs with more than one part; the verb and one or two particles.

'close down' = to shut

- We have closed down the small local branches and created bigger regional offices.

• The factory closed down in the 1970s because it was too expensive to produce here.

'fight against' = to make an effort to stop something happening

• All the workers fought against the closure but the plant was no longer profitable.

• The unions have been fighting against the proposed changes as they think it will mean job losses.

'go back on something' = to change an agreement

• We had come to an agreement but now she has gone back on it.

• The company promised to review the situation but went back on its word and didn't.

'put back' = to postpone, delay in time

• They promised to make a decision today but it has been put back until next week.

• My visit has been put back until a later date when it will be easier to plan.

'fall behind' = not risen as fast as, fail to do something as fast as required

• We have fallen behind schedule. It won't be completed on time.

• Our salaries have fallen behind the national average with the small increase we have had.

'turn down' = to refuse, not accept

• We offered a two per cent increase but it was turned down.

• We offered him a much higher salary but he turned it down and didn't join our team.

'fill in for someone' = to replace someone during an absence

- I need to brief the person who will be filling in for me while I am on maternity.

- I filled in for Jamie while he was on holiday.

'back someone up' = to support or to help

- Whenever there is a dispute with someone in my team, my manager always backs me up.

- Nobody backed him up when he said he had been discriminated against.

'work out' = to calculate

- I don't know how much holiday I have left. I need to work it out.

- We need to work out how much this is really going to cost.

'drag on' = to last a long time, go on longer than anticipated

- The negotiations are dragging on. I think we'll never reach an agreement.

- The meeting dragged on and on. I thought I'd never get home.

Common Phrasal Verbs 2

In English, we use a lot of phrasal verbs. These are verbs with more than one part; the verb and one or two particles. Let's continue looking at some of the most common in the area of Human Resources:

'get on' = to have a good relationship

- I don't like my boss. We just don't get on.

- The atmosphere is terrible. He doesn't get on with his co-workers.

'follow up' = to find out more about or take further action on something.

- Before we offer her the job, we need to follow up on her references.

- The training is followed up by regular refresher courses over a six-month period.

'set up' = to arrange for an activity or event to happen

• I'd like to discuss it further. Can we set up a meeting?

• I've set up interviews with the remaining three candidates.

'make up' = do or pay extra to cover a difference.

• I'd like to leave early on Friday. I'll make up the time next week.

• There was an error in your expenses. We'll make up the difference next month.

'hand in' = to give something

• He's leaving at the end of the month. He has handed in his resignation.

• I haven't handed my time sheet in yet. I must do it now.

'work out' your notice = to continue working through the period after you have resigned.

• They asked him to leave immediately. He didn't have to work out his notice.

• He negotiated a deal so he didn't have to work out his notice and could leave sooner.

'sort out' = to resolve

• We don't know who is going to replace Sue. We have to sort it out soon.

• I have finally sorted out the error on the time sheets. It's all correct now.

'carry on' = to continue

• We still haven't found a suitable candidate. We'll have to carry on looking.

• Until we get the new software installed, we'll have to carry on using the old.

'back out' = to decide not to do something previously agreed.

• They had agreed to do it but then backed out.

•   He had accepted the post but backed out at the last minute so we're considering other candidates.

'go with' = to adopt or support an idea or plan.

•   I think your idea is a good one. I think we should go with it.

•   We're not really sure which agency to go with. We don't think any of them are really what we are really looking for.

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