

Alla Ishchuk, Lesya Ishchuk

Learning English for

# Human Resources

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Learning English for  
**Human Resources**

Practical tasks for English learners for mastering Human Resources vocabulary

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**Іщук А. А., Іщук О. М.** Ділова англійська мова для управління персоналом: навчальний практикум для студентів освітнього ступеня бакалавр спеціальностей 035 «Філологія» (Германські мови і літератури), 014 «Середня освіта»(Мова і література (англійська)), 073 «Менеджмент» / Learning English for Human Resources. – К.: НПУ імені М. П. Драгоманова, 2019. – 65 с.

Практикум містить тексти, а також низку вправ, спрямованих на засвоєння, систематизацію та розширення знань у сфері Human Resources. Запропонований матеріал сприятиме опануванню HR-термінологією та лексикою, а тематичні завдання дають змогу перевірити якість їх засвоєння.

Практикум може бути використаний для підготовки студентів до занять з дисциплін Business English, Human Resources Management, а також для самопідготовки.

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## INTRODUCTION

This book is for learners of Business English who want to consolidate and advance their knowledge on Human Resources. University students will find this book particularly handy. It will also be useful for people who already work in business and need to improve their Business English skills in personnel field. It is dedicated for learners at Upper-Intermediate or Advanced level.

The book consists of six units and covers main topics related to human resources. The list of references contains materials used in preparation of this book and also textbooks that will be useful in further studying of the human resources vocabulary and matters.

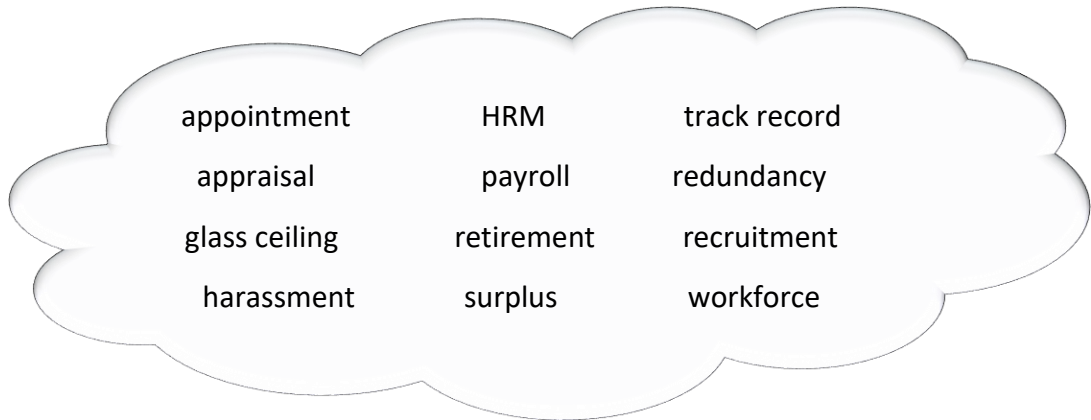
Each unit contains up-to-date texts related to the current business issues on principles of human resources management, job hunting, recruitment process, working environment, etc. All references to the texts and images used are listed in the Acknowledgements section.

After each text you will find a set of assignments for comprehension check followed by the section with exercises, which focus on the useful vocabulary and specific phrases within the particular topic. The exercises are of different kind, including multiple choice, gap filling, word formation, etc.

The units are organized in logical order. However, students may choose study any unit in any order, too. There is a word-bubble at the beginning of each unit related to the topic. All words and phrases from the bubble are used in the text and exercises of the unit, which will help students to memorise them faster and use in practice when discussing human resources matters in the class or in their business environment.

# UNIT 1

## HUMAN RESOURCES MANAGEMENT: MAIN FUNCTIONS



### Google's HRM: HR Planning, Job Analysis & Design

by Jessica Lombardo



Google's human resource management involves different strategies to address the workforce needs of this diversified business organization. This diversification imposes significant challenges to human resource managers of the company. Nonetheless, there are certain HRM approaches that are generally applied to different areas of Google. For instance, in human resource planning, Google's HR managers focus on the effective use of forecast information to minimize the surplus or shortage of employees, and to establish a balance between the supply and demand for qualified employees. Google's job analysis and design approaches are

also varied because of the different types of jobs in the different businesses of the company.

### **Google's Human Resource Planning**

Human resource managers at Google use trend analysis and scenario analysis for forecasting. Trend analysis is a quantitative technique that allows the company to predict possible HR demand based on current conditions and changes in the business. Scenario analysis is Google's qualitative technique for forecasting HR demand. Scenario analysis involves analyzing different combinations of variables to predict HR demand for each resulting scenario. In this way, Google uses a combination of quantitative and qualitative techniques for forecasting HR demand.



Concerns about surplus or shortage of employees at Google are mostly in the production processes, such as the manufacture of Chromecast and the provision of the Google Fiber Internet and cable television service. In developing and providing web-based and software products, human resource surplus and shortage are not a significant concern. For production processes, Google's human resource management identifies possible surpluses and shortages through forecasting techniques. Thus, the company's human resource planning includes forecasted surpluses and shortages of human resources. Such information is used for recruitment and scheduling.

Google's human resource management faces minimal problems when it comes to balancing HR supply and demand. Even if demand for web-based/software products and online advertising services increase, Google does not need to commensurately increase its human resources in these business areas because of the digital nature of these products. Still, the company needs to address HR supply and demand in other areas, such as the production and distribution of consumer



electronics like Nexus and Chromecast. For these areas, Google uses a flexible strategy where new employees are hired based on forecasts of human resource needs.

The combination of Google's HR management approaches for forecasting, identifying issues with surplus and shortage of employees, and balancing of human resource supply and demand effectively supports the human resource needs of the firm. Google uses conventional methods and techniques together with advanced information systems to analyze human resource data to support human resource management decisions.

### **Job Analysis and Design at Google**

Google's organizational design enables the company to flexibly address human resource needs. The interconnections in the firm's matrix organizational structure allow human resource managers to easily identify cross-linkages among different parts of the organization and use this information for the processes of job analysis and design. Thus, Google's organizational design facilitates and optimizes human resource management activities, particularly in job analysis and design.

Google uses a combination of worker-oriented job analysis methods and work-oriented job analysis methods. However, the company emphasizes the use of work-oriented job analysis methods in jobs like those in research and development, as well as jobs in product design and manufacturing. Google emphasizes the worker-oriented job analysis methods in jobs that require significant interpersonal skills, such as human resource management positions.



Because of the large size of the organization, Google has highly varied job descriptions and specifications. The job descriptions and specifications for

positions in product development, for instance, significantly differ from the job descriptions and specifications for positions in human resource management. Nonetheless, Google emphasizes certain characteristics in all employees, such as smartness and drive for excellence in all job positions throughout the organization.

(from **Panmore Institute**)

✓ *Reading comprehension*

**I. Read the text and answer the following questions:**

1. What are the major HRM approaches used in Google?
2. What is the difference between trend analysis and scenario analysis?
3. How can surplus and shortage of human resources be used in planning?
4. How does Google manage supply & demand in different areas?
5. Why is organizational design important for HRM design in Google?
6. What are the differences and similarities in job descriptions and specifications for positions in Google?

**II. Match the words and phrases from the article.**

- |                   |                             |
|-------------------|-----------------------------|
| 1. To address     | a. supply and demand        |
| 2. To demand for  | b. methods                  |
| 3. To face        | c. increase                 |
| 4. To balance     | d. significant challenges   |
| 5. Commensurately | e. organizational structure |
| 6. Conventional   | f. qualified employees      |
| 7. Matrix         | g. skills                   |
| 8. Interpersonal  | h. the workforce needs      |
| 9. To impose      | i. problems                 |

## EXERCISES

1. The words below relate to the functions of human resource management. Complete the spaces.

<i>NOUN: THING</i>	<i>NOUN: PERSON</i>	<i>VERB</i>
analysis	_____	_____
_____	appraiser/ _____	_____
_____	_____ -	compensate
_____	_____ /employee	develop
_____	interviewer/ _____	_____
_____	trainer/ _____	_____
plan	_____	_____
_____	selector	_____

2. Fill in the gaps using the words from the box.

discrimination	human resources planning (HRP)	payroll
line manager	track record	in-house
shortlist	disability	headhunting
appraisal	human resources management (HRM)	

1. The person at work who is in charge of your department, group or project and is responsible for achieving main objectives via policy making, target setting, and decision making.
2. A list of all employees and how much each one earns is called the \_\_\_\_\_.
3. 'Equal opportunities' means making sure that everyone has the same chance to get a job or get promoted. One of the most common forms of \_\_\_\_\_ (=treating a certain type of person unfairly) is on the grounds of \_\_\_\_\_ (=a physical problem that makes someone unable to use a part of their body properly).
4. The work within a company that involves the recruitment, training and welfare of staff.

5. Freelancers are often brought in to do jobs that were previously done \_\_\_\_\_ (=by employees of the company).
6. The activity of discretely approaching employees of one company and asking them if they want to work for another is called \_\_\_\_\_.
7. A small group of job candidates who have gone through to the final interview stage is called the \_\_\_\_\_.
8. Somebody's work history, and in particular their successes and failures, is called their \_\_\_\_\_.
9. The formal process by which an employee's performance is measured and discussed by a supervisor is called the \_\_\_\_\_ process.
10. The work within a company that involves identifying the future employment needs of the company and recruiting the staff to meet these needs.

**3. Match each group of human resources terms (a-k) with an appropriate heading (1-11).**

- |                           |     |                    |                        |                   |
|---------------------------|-----|--------------------|------------------------|-------------------|
| 1. Working conditions     | ___ | a) retire          | portable               | period of service |
|                           |     | contribution       |                        |                   |
| 2. Recruitment            | ___ | b) accident        | warning                | inspector         |
|                           |     | first aid          |                        |                   |
| 3. Training               | ___ | c) strike          | deal                   | dispute           |
|                           |     | agree              |                        |                   |
| 4. Management development | ___ | d) contact         | tribunal               | dismissal         |
|                           |     | union rights       |                        |                   |
| 5. Equal opportunities    | ___ | e) time management | leadership             |                   |
|                           |     | team building      | assertiveness training |                   |
| 6. Pay                    | ___ | f) course          | role-play              | visual aid        |
|                           |     | self study         |                        |                   |
| 7. Health and safety      | ___ | g) interview       | objectives             | performance       |
|                           |     | review             |                        |                   |

8. Employee \_\_\_\_\_ h) wages    bonus    commission    incentive relations
9. Employment law \_\_\_\_\_ i) interview    apply    CV    headhunt
10. Appraisal \_\_\_\_\_ j) returner    flexible hours    crèche facilities  
homeworking
11. Pensions \_\_\_\_\_ k) duties    hours    holidays    full-time

**4. The ABC company is thinking of improving the working conditions of its staff. Choose the suitable term for each aspect of their new policy.**

1. We will increase the amount of \_\_\_\_\_ for women who are expecting babies.  
a) maternal leave    b) mothering leave    c) maternity time    d) maternity leave
2. We will increase the size of the \_\_\_\_\_ by 10%.  
a) manpower    b) workforce    c) human resources    d) employees
3. We will give everyone \_\_\_\_\_ training at least twice a year.  
a) in-house    b) tailoring    c) designed    d) outhouse
4. Night-\_\_\_\_\_ workers will get paid double time for working unsocial hours.  
a) owl    b) shift    c) time    d) group
5. There will be no more annual \_\_\_\_\_ interviews.  
a) superior    b) appraisal    c) objective    d) holiday
6. We will pay everyone an extra \_\_\_\_\_ at Christmas.  
a) salary    b) expense    c) commission    d) bonus
7. We will give \_\_\_\_\_ employees the same status as full-timers.  
a) small time    b) part-time    c) short time    d) extra time
8. Employees will only have to give one week's \_\_\_\_\_ before leaving.  
a) notice    b) delay    c) note    d) resignation

9. No one will be \_\_\_\_\_ without the full agreement of the union.  
 a) laid up                      b) laid off                      c) laid by                      d) laid aside
10. Any future reductions in staff will be achieved only by \_\_\_\_\_.  
 a) natural tendencies      b) wasting away      c) natural wasting      d) natural wastage
11. We will reduce the number of working \_\_\_\_\_ of all employees.  
 a) years                      b) months                      c) weeks                      d) hours
12. Generous \_\_\_\_\_ allowances will be paid when the company moves to a site in the provinces.  
 a) restoration      b) restitution                      c) relocation                      d) refurbishment

**5. Complete each two-word phrase in the sentences below with an appropriate word from the box.**

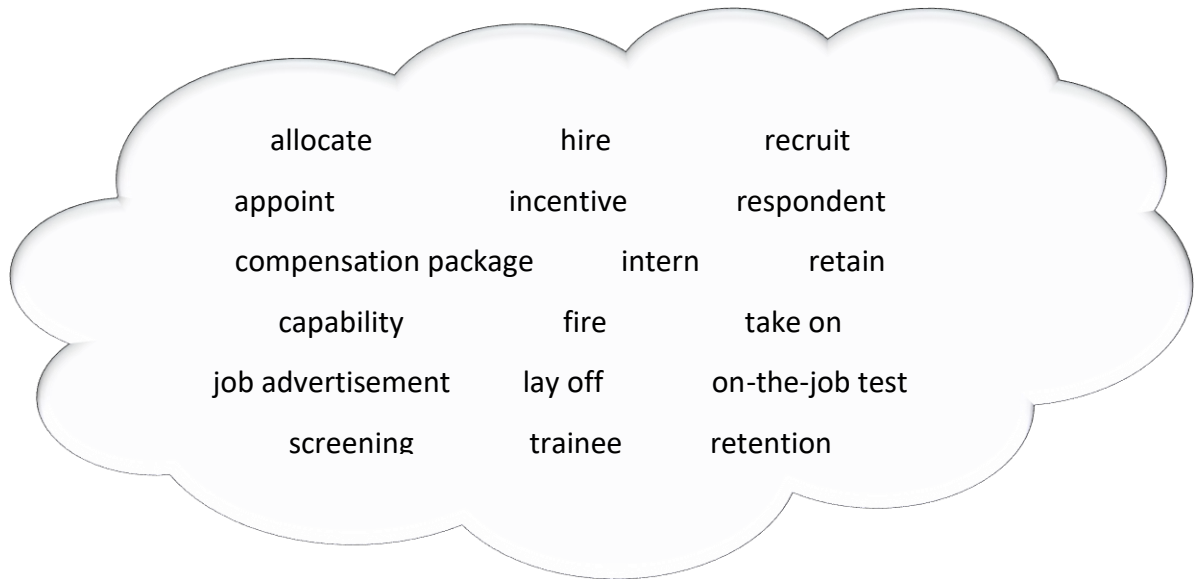
appraisal	career	ceiling	harassment	in-service
opportunities	redundancies	retirement	reward	
rotation	sharing	simulation	structured	vacant

1. Training given to employees, often by an external provider, is called \_\_\_\_\_ training.
2. An interview process where interviewers ask set questions in a set order is called \_\_\_\_\_ interview.
3. If two people agree to work part time on the same job, dividing the job between them, this is called job-\_\_\_\_\_.
4. An interview or training situation which uses a model of a real situation is called a work \_\_\_\_\_.

5. An interview, usually carried out at regular intervals of perhaps six or twelve months, to discuss an employee's career progress and achievement of certain targets is called a performance \_\_\_\_\_.
6. Where a particular post in an organization is held for a set period – for example a year – by one person and then given to another person, this is called job \_\_\_\_\_.
7. Different ways of paying or compensating employees for their work and performance are called \_\_\_\_\_ systems.
8. Unwanted attention in the workplace of a sexual nature, often verbal, physical or psychological, is called sexual \_\_\_\_\_.
9. A policy of ensuring that all employees or prospective employees, e.g. job applicants, are treated fairly, without any regard to gender, race, color, religion, sexual orientation, age or beliefs, is called an equal \_\_\_\_\_ policy.
10. A possible plan showing an individual's job development or changing responsibilities in a company over time is called a \_\_\_\_\_ path.
11. The tendency for women to rise to a certain level in a company hierarchy – and then to find that further promotion is blocked by male prejudice or tradition (often the same thing) – is sometimes described as encountering a glass \_\_\_\_\_.
12. Pages in newspapers, magazines or on websites offering employment possibilities are called situations \_\_\_\_\_ columns.
13. Stopping work before the usual age for a pension is called taking early \_\_\_\_\_.
14. If a company dismisses workers who do not want to lose their jobs this is called making compulsory \_\_\_\_\_.

# UNIT 2

## RECRUITMENT & SELECTION



### Google's HRM: Recruitment, Selection, Retention

by Jessica Lombardo



Google's success is based on its high quality human resources. The company generally emphasizes smartness and excellence among its employees. Google's human resource management also includes carefully selected strategies, methods, and techniques for recruitment and selection, and for the retention of high quality workers. The firm's recruitment practices and selection process ensure an adequate workforce. The retention programs at Google are designed to retain excellent employees. These programs also attract employees to the firm. The



company is now one of the best places to work. This popularity and positive perception indicates the success of the firm's human resource management in recruitment, selection, and employee retention.

### **Google's Recruitment Practices**



Google's human resource management uses a mixture of internal and external recruitment sources to maintain the adequacy of its human resources. The company uses promotions, transfers, and trainees/interns as the main internal recruitment sources for HR needs. On the other hand, the external recruitment sources at Google include educational institutions and respondents to job advertisements. Most of these ads are available through

the Careers section of Google's website. Through these recruitment sources, the company facilitates a continuous influx of qualified workers, while matching these employees' capabilities with human resource needs.

Considering the combination of internal and external recruitment sources, Google uses indirect methods and direct methods of recruitment. The indirect methods are more significant to the company. These indirect methods include advertisements on the company's website. However, Google's human resource management also uses direct methods in the form of contacts with potential interns and future employees through academic institutions. This combination of direct and indirect recruitment methods is aligned with the mixture of internal and external recruitment sources to satisfy Google's human resource requirements.

### **Selection Process at Google**

The most significant criteria used in Google's human resource management for the selection of applicants are smartness, creativity, drive for excellence, and alignment with the organization. The company does not use work experience as a

major criterion for selection. These criteria are based on the firm's goal of maximizing innovation to support its broad differentiation strategy.

There are different processes used for the selection of applicants at Google. However, in general, the company's selection process involves background checks, preliminary screening, on-the-job tests, and interviews. Google's human resource management uses different procedures and steps for the various positions in the organization. For instance, on-the-job tests are generally used for positions that are more frequently filled through absorption of interns and trainees.

### **Google's Employee Retention Programs**

Google's compensation packages are the main HRM tool that the company uses for retaining high-quality human resources. The company's compensation packages are competitive and above average. For example, Google provides high salaries and wages. In addition, employees



get free meals and other incentives and benefits. The typical design of the company's offices emphasizes fun and creativity, which attract and retain creative and innovative workers. Google's human resource management uses coaching and mentoring to retain and develop employees with leadership potential.

*(from Panmore Institute)*

### **✓ Reading comprehension**

#### **I. Read the text and answer the following questions:**

1. How is Google's success related to human resources?
2. What sorts of recruitment does Google use to maintain the adequacy of its human resources?

3. What are the main internal/external recruitment sources?
4. Could you characterize the methods used to satisfy company's recruitment needs?
5. What are the main selection criteria at Google?
6. What makes Google's compensation packages unique and attractive?

**II. Match the words and phrases from the article.**

- |                   |                     |
|-------------------|---------------------|
| 1. Retention      | a. methods          |
| 2. Job            | b. sources          |
| 3. Educational    | c. interns          |
| 4. Continuous     | d. process          |
| 5. Human resource | e. institutions     |
| 6. External       | f. advertisements   |
| 7. Indirect       | g. programs         |
| 8. Potential      | h. the organization |
| 9. Alignment with | i. screening        |
| 10. Selection     | j. potential        |
| 11. Preliminary   | k. influx           |
| 12. Leadership    | l. needs            |

## EXERCISES

### 1. Make phrases by matching an item from each column.

- |             |     |                                       |
|-------------|-----|---------------------------------------|
| 1. Be on    | ___ | a) work in a different way            |
| 2. Recruit  | ___ | b) a permanent contract               |
| 3. Work     | ___ | c) looking elsewhere for a job        |
| 4. Allocate | ___ | d) off the premises as a freelancer   |
| 5. Start    | ___ | e) temps through an agency            |
| 6. Ask      | ___ | f) an interview on track              |
| 7. Focus    | ___ | g) a shortlist of candidates          |
| 8. Keep     | ___ | h) on achievements rather than skills |
| 9. Do       | ___ | i) open-ended questions               |
| 10. Draw up | ___ | j) some background checks             |

### 2. Divide the words in the box into three groups, based on their meanings.

appoint	fire	hire	lay off	make redundant (BrE)	quit	recruit
	resign	stand down	take on	terminate (AmE)		

*Employ*

*Dismiss*

*Hand in your notice*

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**3. Fill in the missing words in the extract below. Choose from the following.**

forms	employment	pay	human resources functions	
promotion	holiday	references	round holes	square pegs
chosen	applicants	advertisements	short list	interview

Making appointments is one of the main 1) \_\_\_\_\_.  
2) \_\_\_\_\_ are placed in newspapers and on job portals.  
3) \_\_\_\_\_ who reply to these, or who are found in other ways,  
are sent application 4) \_\_\_\_\_. From these the best candidates  
are 5) \_\_\_\_\_ and a 6) \_\_\_\_\_ is drawn up. The  
employers try to avoid fitting 7) \_\_\_\_\_ into  
8) \_\_\_\_\_. The short-listed applicants are called for an  
9) \_\_\_\_\_. During this, the 10) \_\_\_\_\_ package is  
explained; this includes the annual 11) \_\_\_\_\_ entitlement, the  
rates of 12) \_\_\_\_\_, and the opportunities for  
13) \_\_\_\_\_. When the successful candidate is decided on,  
there is one last step: 14) \_\_\_\_\_ are taken up before the  
appointment is finally confirmed.

**4. Choose the best alternative to complete each sentence.**

1. The HR department \_\_\_\_ a job analysis, which is a detailed study of the elements and characteristics of each job.  
a) carries on    b) carries out    c) goes on    d) goes through
2. They write a job description specifying the \_\_\_\_ of the job.  
a) objects    b) objectives    c) results    d) characters

3. She doesn't seem to \_\_\_\_ very well with the other secretaries.  
a) come on      b) get on      c) get by      d) get through
4. By organizing job \_\_\_\_ you can give staff experience in many different departments.  
a) revolution      b) recycling      c) circulation      d) rotation
5. Our selection procedure is based on the old saying: "You can't fit a square \_\_\_\_ into a round hole."  
a) bar      b) stick      c) wood      d) peg
6. We have a policy of \_\_\_\_ our own employees first for any vacancy.  
a) thinking      b) considering      c) asking      d) telling
7. As a part of the \_\_\_\_ process, HR managers check each applicant's qualifications before considering them for interview.  
a) monitoring      b) warning      c) screening      d) forecasting
8. Tests are used to measure the applicant's \_\_\_\_ for the job.  
a) attitude      b) success      c) discrimination      d) aptitude
9. The HR department helps to organize an \_\_\_\_ programs for each new employee.  
a) orientation      b) orienteering      c) inducement      d) endurance
10. If we have to dismiss an employee this means the \_\_\_\_ process has failed in some way.  
a) selective      b) chosen      c) selection      d) choice
11. His work is generally satisfactory but unfortunately he has a \_\_\_\_ against his supervisor.  
a) hatred      b) dissatisfaction      c) disagreement      d) grudge

12. A complete \_\_\_\_ is kept on every senior member of staff from the moment they are appointed.

- a) document    b) paper    c) dossier    d) diary

**5. Use the words and phrases from the box to complete the sentences below.**

recruitment    automated    selection    personal    job rotation
ethical employers    high-potential

1. When a company looks for new employees and conducts interviews, this is known as the \_\_\_\_\_ process.
2. One benefit of doing online tests is that you can receive speedy \_\_\_\_\_ feedback.
3. Once job applicants have completed their application form they enter the \_\_\_\_\_ process.
4. When a friend or associate puts you in touch with a company they work for with the aim of possibly recruiting you, this is known as a \_\_\_\_\_ introduction.
5. \_\_\_\_\_ allows young recruits to move departments regularly to get a wide range of experience.
6. \_\_\_\_\_ take care of the society and environment they inhabit.
7. A \_\_\_\_\_ employee is one who is expected to rise to high level in his or her company.

# UNIT 3

## APPLYING FOR A JOB

application	CV / résumé	specifications
apply for	cover letter	job description
advertised in	generic	unemployed
background	power words	relevant

### How to make an online CV work for you

The average recruiter spends just 6 seconds looking at a résumé

by Rhymer Rigby

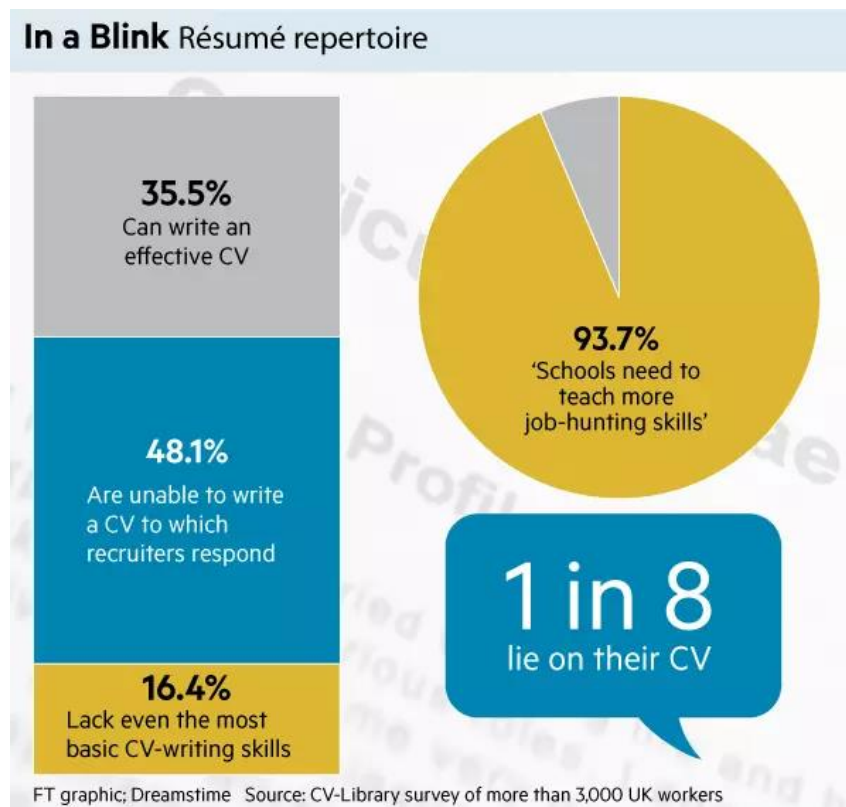


Dropbox once received a CV with an unfortunate colour scheme, recalls Mark van der Linden, the cloud storage company's managing director for UK and Ireland. "The trouble was that it was using Google's colours. The candidate had obviously applied for a job at Google and then just used the same CV for us."



As Dropbox has expanded in the UK, Mr van der Linden has seen a lot of CVs — and quite a few slip-ups. “We’ve also received CVs with filenames that refer to other companies [CVforLinkedIn.doc for example],” he says.

Amusing though these gaffes can be, they point to a broader problem with résumés. Research by the recruitment site Totaljobs shows that 60 per cent of UK jobseekers do not update their CVs each time they apply for a different role.



### Updates matter when every second counts

“Many people have a template that dates from when they wrote their first CV at school or university and then they just add new jobs to it as they get them,” explains John Salt, group sales director at Totaljobs. He says that along with not keeping CVs current, there is also a tendency not to remove dated information. This means the CV can be long and have a lot of extraneous detail.

“If you’re in your 40s, prospective employers are unlikely to want to know about all the responsibilities you had in your first job,” says Mr Salt.

It is important to remember that every second counts when you are trying to get a



recruiter's attention. A study by The Ladders, a US-based online job search service, found that the average recruiter spends just six seconds looking at a CV.

The trick, says Janet Moran, founder of The CV House, is to think of applications as a series of questions. If you use a generic CV, she says, it is like being asked, "Can you demonstrate project management skills?" and replying, "I have experience with database packages and report into the marketing director."

Instead, candidates should look carefully at what the job description asks for and research the organisation. They should then ensure that their CV highlights the relevant skills and reflects the organisation's values and culture. Even so, candidates still need a general-purpose résumé to put on job sites in case someone comes looking for them, says Nigel Parslow, the UK managing director for Harvey Nash, an executive search company.

"It allows prospective employers to see a greater level of detail than a LinkedIn profile," Mr Parslow adds. Even so, he says applicants should think carefully about what to highlight and who you want to attract. "Most CVs are not strongly written."

There are other good reasons to keep a résumé current and relevant online. "Updating your CV every few months means that it's more likely to appear in searches," says Mr Salt.

### **Create several versions**

Recruitment sites allow candidates to store multiple versions of a CV. Therefore, if you are interested in working in three different fields, you can post three versions of your CV. This enables you to include phrases such as "project management" in

one document — so that it will come up in a keyword search — but not in the others, for example. Searches usually take recruiters directly to the appropriate CV, meaning that they are unlikely to notice that you have more than one CV on a job site.

To avoid the need to keep tabs on several CVs across dozens of sites, they can be kept in an online storage facility such as iCloud, Dropbox or Google Drive. This allows you to link a résumé to various sites, rather than uploading a new draft to each one after every edit.

### **Be smart about social media and emails**



It is worth remembering that a CV is only one of several sources prospective employers may check. They are also likely to scan social media accounts, warns Andy Sumner, managing director of Monster, a job site in the UK and Ireland.

This does not require that you write Facebook posts about your love of MySQL databases, but it does mean that you should ensure there is no obvious disconnect between your professional and social life online. “It’s something to be conscious of,” says Mr Sumner. “You don’t want to undo all the good work your CV does.”

Ill-advised posts from the distant past are unlikely to cause problems because most employers will look only at recent online activity, he adds. Professionalising your online activity for a few weeks is usually enough.

Finally, says Mr Parslow of Harvey Nash, many job seekers treat their covering letters as they would an informal email to a colleague. This, he believes, is a mistake. “You can make a strong, positive early impression if you write a proper covering letter.”

*(from **Financial Times**)*

✓ *Reading comprehension*

**I. Read the text and answer the following questions:**

1. What are the most typical mistakes jobseekers make while composing their resumes?
2. Why is it important to keep your CV up-to-date?
3. Why should the applicant research the company they want to work for?
4. What attracts a potential employer in an applicant's resume?
5. How does an employer find a proper resume online?
6. How can social media influence your professional life?

**II. Match the words and phrases from the article.**

- |                 |                |
|-----------------|----------------|
| 1. Managing     | a. written     |
| 2. To apply for | b. CV          |
| 3. Dated        | c. search      |
| 4. Extraneous   | d. disconnect  |
| 5. Job          | e. skills      |
| 6. Generic      | f. a job       |
| 7. Relevant     | g. detail      |
| 8. Strongly     | h. director    |
| 9. Keyword      | i. information |
| 10. To scan     | j. letter      |
| 11. Obvious     | k. description |
| 12. Covering    | l. accounts    |

## EXERCISES

### 1. Choose the words to complete this job advertisement.

competitive	bonus	ambitious	record	benefits
knowledge	maximum	communicator		

#### Leading Manufacturer Seeks European Sales Manager

Must be an 1) \_\_\_\_\_ self-starter with a proven track 2) \_\_\_\_\_; must have the ability to use time to 3) \_\_\_\_\_ effect.

This is a demanding role for a gifted 4) \_\_\_\_\_ with a sound 5) \_\_\_\_\_ of German and Spanish.

We offer a 6) \_\_\_\_\_ salary plus 7) \_\_\_\_\_ scheme and substantial 8) \_\_\_\_\_ package.

### 2. Underline the correct word to complete the sentence.

1. I work *for/on/to* a family-owned business.
2. I specialize *in/on/to* lighting installations.
3. My background is *for/in/with* engineering.
4. I'm responsible *about/for/of* the initial contact with the client.
5. My role is *for/in/to* talk to the architects.
6. Somebody else looks *at/on/to* the detailed specifications/
7. There are a number of other people that I liaise *from/to/with* on a day-to-day basis.
8. I report *for/to/under* the Head of Business Development.

9. My wife works *in/on/to* the loans department.
10. She deals *of/on/with* both small and medium enterprises.
11. She is in charge *from/of/to* a small team.
12. I am working *for/on/to* an interesting project.
13. I am a journalist – I spend a lot of time working *at/for/on* my own from home.
14. My brother is *off work/out of work* – he’s been unemployed for two months. My sister is *off work/out of work* today – she’s got a bad cold.
15. Every morning I leave *for work / the work* at 7.30 am. I *arrive to / get to* work at about 8.45 am. I’m *at/in* work until 6 pm.
16. Her job involves *checking / to check* the credit history of companies.

**3. Fill in the missing letters from the resume power words below.**

ach__eved	produ__d	intro___ed
con__olled	__dministered	prom__ed
__proved	publi__ed	imple___ted
expan__d	c__rdinated	___ablshed
__creased	elimi__ted	cr__ted
tr__ned	pro__ded	pla__ed
__heduled	str__mlined	head__

**4. For each resume statement, underline the key word and then rewrite the statement using a more powerful vocabulary word. Use the words from ex. 3 to help you.**

1. Began a more effective bookkeeping system.

Power: \_\_\_\_\_

2. Handled budget for student association.

Power: \_\_\_\_\_

3. Member of a business club for women.

Power: \_\_\_\_\_

4. Opened up a branch for a logistics company.

Power: \_\_\_\_\_

5. Responsible for hiring staff.

Power: \_\_\_\_\_

6. Started lunch-time fitness course in the company.

Power: \_\_\_\_\_

7. Wrote company healthcare booklet.

Power: \_\_\_\_\_

8. Did volunteer work in an orphanage.

Power: \_\_\_\_\_

9. Coached a local football team.

Power: \_\_\_\_\_

10. Did a term project on computer programs for a computer course.

Power: \_\_\_\_\_

11. Participated in Young Leaders competition.

Power: \_\_\_\_\_

12. Part-time sales clerk in a shoe store.

Power: \_\_\_\_\_

**5. Put the lines in the correct order to complete the cover letter.**

\_\_\_ I speak good French and Italian, and

\_\_\_ Yours sincerely

\_\_\_ to take certain policy decisions in his absence.

\_\_\_ to the day-to-day administration work, I represent

\_\_\_ on 16 June for a Personal Assistant to the Sales Director.

\_\_\_ As you will see from my CV, I am currently

\_\_\_ the Sales Manager on some occasions and am delegated

\_\_\_ Dear Ms Hastings

\_\_\_ I am particularly interested in

\_\_\_ I would like to apply for the vacancy advertised in the Guardian

\_\_\_ Carol Brice (Ms)

\_\_\_ Personal Assistant to the Sales Manager of a small engineering

\_\_\_ company. In addition

\_\_\_ If there is any further information

\_\_\_ Enc. CV

\_\_\_ an IT organization and am very familiar with many of your software

\_\_\_ products.

\_\_\_ use both languages in the course of my work.

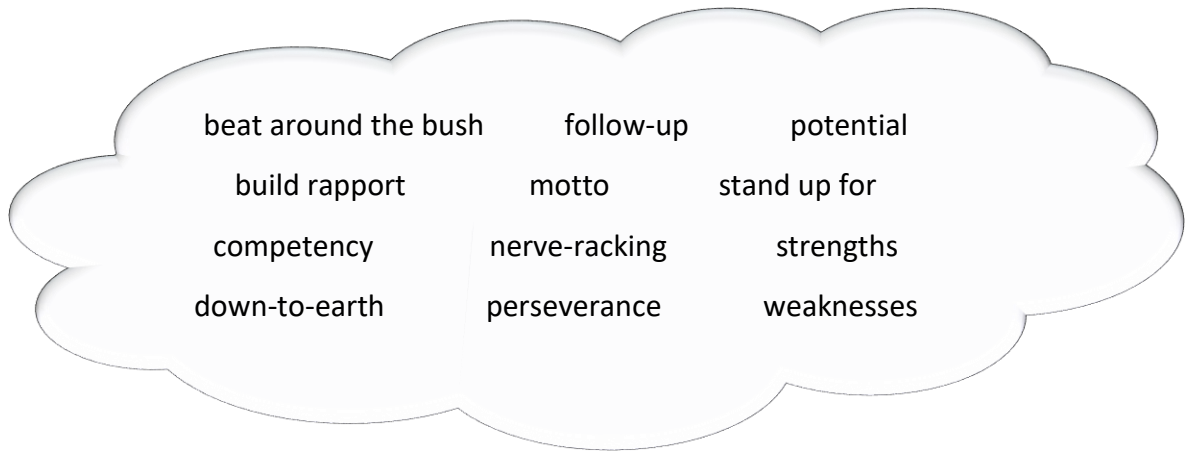
\_\_\_ you require, please contact me. I look forward to hearing from you.

\_\_\_ this post as I would like to become more involved with



# UNIT 4

## JOB INTERVIEW



### How to make yourself stand out in a job interview

Gather information about the interviewer, the organisation and its employees to show your interest

by Jennifer Whitten



Although a job interview is a nerve-racking process, this is an opportunity to demonstrate that you are a match for the organisation's culture and job function. The best prepared candidates are the ones who have done their research. Here are some tips to help you stand out from the crowd.

#### **What research should you do?**

Before the interview look at the organisation's website and social media presence to research and understand its mission, principles, products, services, financials

and culture. Take note of the items that resonate with you and your experiences that align with the strategic goals. For example, if a company wants to broaden its global reach, and you have international work experience, then express how this would help the company to achieve its aim. This will help you to differentiate yourself.

In addition, you can review LinkedIn profiles of staff who work in positions for which you are interviewing. This can help you highlight any skills and competencies you have that are critical to the role.

### **What logistical information should you know about the interview?**



Before the meeting, find out who will be interviewing you and their position, as this will allow you to come prepared with questions he or she can answer. This also shows your interest in the job and the fact that you have done your homework.

Do not forget to ask if you need to bring any additional materials, such as a portfolio, for the interview committee as well.

Find out more about the recruitment process to reduce the number of surprises lined up for you. Will there be a series of interviews and a panel? Will the interview be by phone or a virtual one, such as via Skype or Google Hangout? In these cases, make sure you clarify the timezone if necessary.

### **How can you make sure the interviewer gets to know you?**

Remember, an interviewer is typically evaluating you on whether you can do the job and whether you are a person with whom he or she could work with on a day-to-day basis. Think of the interview as a conversation and most importantly, be your authentic self.

Greet the interviewers with a smile; start off the conversation with a hello and a thank you. Build rapport by asking the interviewers a question about themselves, such as how their day is going or where they went to school. You can also move to good standard small talk, such as the weather.

If you find yourself getting very nervous before the interview, take 10 minutes to focus on something that makes you happy. Maybe listen to a song or look through pictures of your family. Taking a break from your interview preparation should calm your nerves.

### **What questions will you be asked?**

An interviewer is likely to ask you questions about functional job experience and fit. During your research you should have gathered information to help you answer these role-specific questions. Start by identifying your unique value proposition. For example, if you discover that they value initiative, think about two to three concise examples demonstrating that you have this quality, either from your degree or work experience.

If you struggle to come up with examples, think of your top five strengths or competencies and write two stories where you have demonstrated each one. Ensure you include details, such as the context, your role in the task, your actions and the results. After this process you will



have a solid understanding of what you can bring to the organisation.

You may face a difficult question or one for which you do not have experience in that specific functional area. If so, you can share a related experience, or what you would do if you were in that situation.

## How should I close the interview?

At the end of the meeting, usually an interviewer will ask if you have any questions. This is the perfect opportunity to demonstrate your knowledge of the organisation and to learn more about it.

If you are interviewing with a human resources professional, then you could ask about the organisation's culture, career paths and hiring process.

If you are interviewing with a functional manager, then you can ask questions about the role, strategic goals and challenges.

After asking your questions, communicate your enthusiasm for the position and explain how you believe you can contribute. Last, but not least, do not forget to get the interviewer's business card and email address, so you can send a thank you message within 24 to 48 hours of the interview. In the email, state what you feel would be your strengths in the role and reiterate your interest in the job.

*(from **Financial Times**)*

### Reading comprehension

#### I. Read the text and answer the following questions:

1. Where can one get information about the organisation's activities?
2. What is an applicant supposed to do before coming for an interview?
3. Which techniques may help the interviewee to calm down and feel more confident?
4. What is the best way to answer the interviewer's questions?
5. Why is it important for an applicant to ask questions during the interview?
6. What are the follow-up steps after the interview?

## II. Match the words and phrases from the article.

- |                    |                         |
|--------------------|-------------------------|
| 1. A nerve-racking | a. questions            |
| 2. Interview       | b. proposition          |
| 3. To build        | c. process              |
| 4. Role-specific   | d. goals and challenges |
| 5. Unique value    | e. paths                |
| 6. To face         | f. committee            |
| 7. Career          | g. enthusiasm           |
| 8. Strategic       | h. interest in the job  |
| 9. To communicate  | i. rapport              |
| 10. To reiterate   | j. a difficult question |

## EXERCISES

### 1. Read the following statements and decide which are true (T) and which are false (F).

1. One of appropriate responses to the interview question like “Where do you see yourself in 5 years?” will be “I haven’t really thought about it, but I hope to have a better idea of what I want to do by then”.
2. Don’t be afraid to give a negative commentary about your former employer – this will show that you are sincere and loyal.
3. One of appropriate responses to the interview question like “How do you deal with criticism and direction?” will be “I welcome it and listen carefully, particularly if it allows the team to operate more effectively”.
4. Always show up a bit late for the interview – this will show you are not desperate about this job.

5. Show your interest in the position by asking about promotion opportunities and pay rate.
6. Keep your answers succinct and stay focused – do not talk too much and simply answer the question.

**2. Answer the interviewer's questions using your own experience.**

1. Can you tell me a little about yourself?
2. Why should we hire you for this position? Why are you interested in this position and our company?
3. What are your best professional or scholastic achievements?
4. Describe a conflict situation you have been involved in. how did you handle it?
5. What are your major strengths? What are your professional weaknesses?
6. How do you demonstrate initiative? What motivates you?
7. From your resume, it appears you have held a number of jobs. Why did you leave these jobs?
8. Why do you want to leave your current job?
9. If you got this position, how long would you expect to stay?
10. What new things would you establish in the operations of our company?
11. Describe what features of a job would be ideal for you.
12. What aspects of your former jobs did you like the most? The least?
13. What are your expectations about promotion?
14. What is the worst mistake you have made during your career?
15. Do you see yourself as a leader? What are your best leadership skills?

16. How do you handle criticism?
17. Do you have someone who could provide recommendations for you?
18. When would you be available to start the job?
- 3. Pair work. Prepare an interview with a partner using the questions and answers from ex. 2.**
- 4. Read the description details for the interviewees and interviewers. Chose an interviewer and interviewee and create a three-minute interview between them.**

### *Interviewees*

**Constance Baron:** A pretentious academic who likes to use big words to impress people even though she doesn't always know the exact meanings of the words she uses. She has the knack of complicating even the simplest things. She is being interviewed for a job as a controller for a large corporation.

**Ian Mallow:** This is a man who is never wrong. According to him, the world is full of people who don't know what they are doing and Ian likes to set them straight. He is quick to give his opinion on what is wrong with an organization and tell people how much better an organization would be with him in control. Ian is being interviewed for a job as project director for a design company.

**Victor Lindon:** A typical “yes man.” Victor sees nothing wrong in contradicting himself as long as he agrees with the boss. He can change his mind several times on the same subject if he thinks it pleases the interviewer. He is being interviewed for a job as a salesperson.

**James Gart:** James likes to joke. Many of his jokes are boring and sexist. The problem with James is that he doesn’t realize that he is being offensive. For him, it is a way of being friendly. He is being interviewed for a job in public relations.

**Sara Skott:** Sara can put it on thick. She has done, seen, read everything and been everywhere, so she says. What’s more, she is a name dropper and sometimes finds herself trapped in her own lies. She is being interviewed for a job as a supervisor in a clothing company.

**Gerrie Collins:** Gerrie finds fault in everything and everyone. He openly criticizes his past employees and colleagues and uses their weaknesses as his strength. His complaints about his previous employer are used to reaffirm his interest in this present job. He is being interviewed for a job as a junior administrator.

### *Interviewers*

**Dina Hamm:** She has recently been named president of the “Women’s Rights Group” in the city. She also helped organize an international conference on “Women in Business.” As an interviewer she is very professional and conducts her interviews with a great amount of tact. However, she is willing and prepared to defend women’s rights at all times.



**Sam Young:** This is his first interview. Since he is new at this job and lacks self-confidence he tends to be overly polite and a bit afraid of doing something wrong. He badly wants to do things right, leave a good impression and yet not make a mistake in hiring the wrong person.

**Tyler Green:** Tyler has been interviewing people for 20 years. He can spot a phony a mile away. He has got where he is through hard work, dedication, and perseverance. What he knows he has learned by trial and error. He is down-to-earth and likes people to get to the point and not to beat around the bush.

**Terry Johnson:** Here is somebody who likes to make you think the company is doing you a favor by hiring you. His position is important and he makes sure that you know this. He brags about the company and himself while making you feel that you have to be lucky to get a job here. This is his tactic so that he can keep your starting salary as low as possible.

**Kim Sonders:** If there's one thing Kim can't stand it's gossip. Recently, she introduced a "Think Positive" campaign in order to improve office interpersonal relations. She has, in the past, lectured at business colleges on the benefits of looking at the bright side of situations in the business world. Her motto is, "If you don't have anything nice or constructive to say, shut up."

**Sue Andrews:** Sue loves consistency and people who stand up for their beliefs even though it might be difficult. The important thing for her is that people be true to themselves and not just say things because they think this is the kind of things others want to hear. She will often ask embarrassing, tricky questions to see how true people really are.

**5. Fill in the prepositions to complete the interview.**

**AS:** Good morning, I am Andy Smith and I am here \_\_\_ my interview.

**HR:** Hello, nice to meet you. I'm Mr. Taylor. Have any trouble finding the place?

**AS:** No problem.

**HR:** So why don't you tell me why you are interested \_\_\_ changing positions?

**AS:** Unfortunately, our company is shutting \_\_\_ due to the economy.

**HR:** What would you consider your strengths?

**AS:** I am probably best \_\_\_ researching \_\_\_ marketing purposes.

**HR:** What is your biggest weakness?

**AS:** I am impatient \_\_\_ myself at times and am hard \_\_\_ myself.

**HR:** Very good. You seem to be the kind of employee we are looking for. I will let you know of our decision by e-mail.

**AS:** Great. I look forward \_\_\_ hearing from you.

# UNIT 5

## COMPENSATION AND BENEFITS

complacent      maternity leave      salary  
fringe benefit      perks      stock option  
incentive      relocation      wage  
insurance      remuneration

### Even great perks rarely beat more money on your payslip

Salary substitutes disproportionately benefit those who take the time to claim them

by Merryn Somerset Webb



You are a big company. You haven't given your employees real wage increases in years. You aren't alone in that — the share of income going to labour has been falling across G20 economies since the 1990s. So you do not feel under much pressure to hand out pay rises all over the place.

On the other hand, the last thing you want is good or even adequate employees leaving: recruitment is expensive and time consuming, as is the process of settling in new staff. So you want to lock in the ones you have somehow — just in an inexpensive way. But how?

One way might be to anchor their social life and sense of self worth to the company. Along the way you can offer them regular mini bribes in the form of an array of discount cards to mid-range retailers and a promise of limitless “personal development”.

If that sounds good, you are not alone. Look at recruitment agency Glassdoor’s list of the best perks about in the UK and you’ll see JustEat bringing in a DJ on Fridays so employees can “dance the evening away at the office”; TransferWise having an office sauna; Eventbrite handing out a \$60 a month “wellness stipend”; and Southwest Airlines providing, among other fabulous benefits, a staff-assistance programme that provides confidential counselling, work/life services and legal consultations.

None of these offerings is particularly unusual. Over the past decade, a whole new sector has sprung up to help companies with their “engagement” plans. There’s Perkbox, which announces that 61 per cent of the UK’s workforce is “disengaged”, something that “bugs us”. It wants to help employers get better people in, create a happy culture and, via rewards, make everyone “feel valued and appreciated”.

Meanwhile, Personal Group claims to build its business on the premise that “happy people are more productive”. It will provide every perk a company could ever imagine: a full range of support for staff on “emotional, personal, financial, legal, marital, family, tax, work and management issues”.



An aside for employees: if you are scared of the way Facebook uses your data, you might want to visit the Personal Group “Hapi Hub” to check on what your bosses will do with the usage data from such services. Employers can monitor which kinds

of problems “are causing most distress to employees” and where “their employees may need some additional support”. Scary stuff.

Then there are the training companies. Almost every job advert these days comes with the promise that you’ll get to “grow together”: in other words you may not earn much now, but hey, hang around, get trained up and one day you might (or perhaps not). The increase in this kind of employee benefit was reflected in the acquisition of US-based PeopleFluent by Learning Technologies Group in the UK. The latter’s revenues rose 84 per cent last year.

All this is a little reminiscent of old-style paternalism. It is not quite the same as being paid in company scrip that must be spent in the company shop. But it is not

a million miles away from it. This is paternalism-lite: staff effectively agree to put up with flattish real wages in exchange for non-monetary benefits.

That isn’t awful. Far from it. Everyone wants to work in a nice place and to feel valued. A cut-price ticket to Harry Potter World has to be better than a kick in the teeth. And who could argue with the benefits of access to a financial adviser? Besides, if you dedicate yourself to using every perk, you can probably do pretty well out of the deal.

But this approach is not very fair. Everyone takes home the amount of pay they have been promised. Not everyone gets the same perks: salary substitutes disproportionately benefit those who take the time to do the admin to claim them. Companies can offer perks to all, safe in the knowledge that only a small proportion of people will take full advantage. That is why Staff Treats can charge companies just £4 a month per person for more than 3,000 offers on brands including Vue cinemas, Apple, Marks and Spencer, and Starbucks.



If I were a busy single parent with barely a second to dream of the cinema, I wonder how I would feel about watching my time-rich twenty-something coworkers guzzle free cocktails and waltz off to the movies. Not great at a guess. I would probably be happy to trade a pay rise for flexible working. But for someone else's dance-off? No.

In the end nothing feels as good as real money. Staff shortages are beginning to bite across the UK and the US and more employers report that they are struggling to fill vacancies. At the same time, after decades in which the labour share of income across the G20 has been falling, there seems to be a turn coming.

Strikes are starting among airline pilots and schoolteachers, and real wages are slowly rising. Staff Treats may reckon that "little things can make a big difference". But complacent employers might learn that big things mean more. Employees might work for cocktails when real money is not on offer. But when it is, odds are they won't. Suddenly, all those perks would look less like a cheap way to retain talent than an expensive waste of time.

*(from **Financial Times**)*

### *Reading comprehension*

**I. Read the text and answer the following questions:**

1. What means do the employers use to retain their staff without increasing the pay rate?
2. What is the main purpose of employing specialists who develop a full range of support for staff?
3. Why do the employees put up with their salaries in exchange for various perks?
4. What is the reverse side of the tendency of substituting real money with other benefits?

5. Why does this perks giving approach cause staff shortages and strikes?
6. “Little things can make a big difference” or “big things mean more”?

**II. Match the words and phrases from the article.**

- |                             |                           |
|-----------------------------|---------------------------|
| 1. The share of             | a. consuming              |
| 2. To feel under            | b. valued and appreciated |
| 3. Time                     | c. benefits               |
| 4. An array of              | d. vacancies              |
| 5. Mid-range                | e. income                 |
| 6. To feel                  | f. shortage               |
| 7. To provide               | g. ticket                 |
| 8. To put up with           | h. discount cards         |
| 9. Non-monetary             | i. pressure               |
| 10. A cut-price             | j. flexible working       |
| 11. To trade a pay rise for | k. every perk             |
| 12. Staff                   | l. retailers              |
| 13. To fill                 | m. flattish real wages    |

## EXERCISES

**1. Match each form of payment with the right person.**

- |               |       |                         |
|---------------|-------|-------------------------|
| 1. grant      | _____ | a. author               |
| 2. salary     | _____ | b. senior manager       |
| 3. wage       | _____ | c. laid-off employee    |
| 4. commission | _____ | d. government           |
| 5. fees       | _____ | e. blue-collar worker   |
| 6. dividend   | _____ | f. retired employee     |
| 7. royalty    | _____ | g. sales representative |

- |                    |       |                        |
|--------------------|-------|------------------------|
| 8. stock option    | _____ | h. student             |
| 9. pension         | _____ | i. consultant          |
| 10. tax            | _____ | j. shareholder         |
| 11. redundancy pay | _____ | k. white-collar worker |

**2. Choose the best alternative to complete each sentence.**

1. One important aspect of welfare is ensuring that there is no \_\_\_ in the work place.
  - a. discrepancy
  - b. harmony
  - c. discrimination
  - d. discretion
2. Some of the employees were not happy about the introduction of a yearly \_\_\_ interview.
  - a. approval
  - b. appraisal
  - c. appreciation
  - d. appropriation
3. In cases of \_\_\_ we sometimes make loans to employees.
  - a. hard cash
  - b. hardship
  - c. hard labour
  - d. hard sell
4. Positive \_\_\_ is essential so that staff know that their efforts are appreciated.
  - a. feedback
  - b. discrimination
  - c. commentary
  - d. notification
5. We will increase the amount of \_\_\_ for women who are expecting babies.
  - a. maternal leave
  - b. mothering leave
  - c. maternity time
  - d. maternity leave
6. Night-\_\_\_ workers will get paid double time for working unsocial hours.
  - a. owl
  - b. shift
  - c. time
  - d. group
7. We will pay everyone an extra \_\_\_ at Christmas.
  - a. salary
  - b. expense
  - c. commission
  - d. bonus



8. Generous \_\_\_ allowances will be paid when the company moves to a site in the provinces.
- a. restoration   b. restitution   c. relocation   d. refurbishment

**3. Match each word in the box with its definition.**

remuneration   perk   bonus   commission   stock options
stock bonus   weighting

1. Payment that you get for your work
2. Something extra that you get from a job, it has no monetary value
3. Extra money that you are paid in addition to your usual salary, especially as a reward for good performance
4. An amount of money that is paid to someone every time they sell a product
5. The right to buy or sell company stock at a stated price within a time limit
6. Free company shares usually given to employees as a reward for past performance
7. Extra amount of pay given because you work in an area where it's expensive to live

**4. Which of the forms of remuneration below are classified as monetary and which are not.**

Remuneration	Monetary	Non-monetary
1. Benefits package		
2. Wage		
3. Golden handshake		
4. Bonus		
5. Compensation		
6. Fringe benefit		
7. Perks		
8. Performance related pay award		
9. Share/stock option		

**5. Choose the phrases from the box to complete the sentences.**

workplace nursery    childcare vouchers    tax incentives    life assurance  
 private medical insurance    benefits in kind    package deals

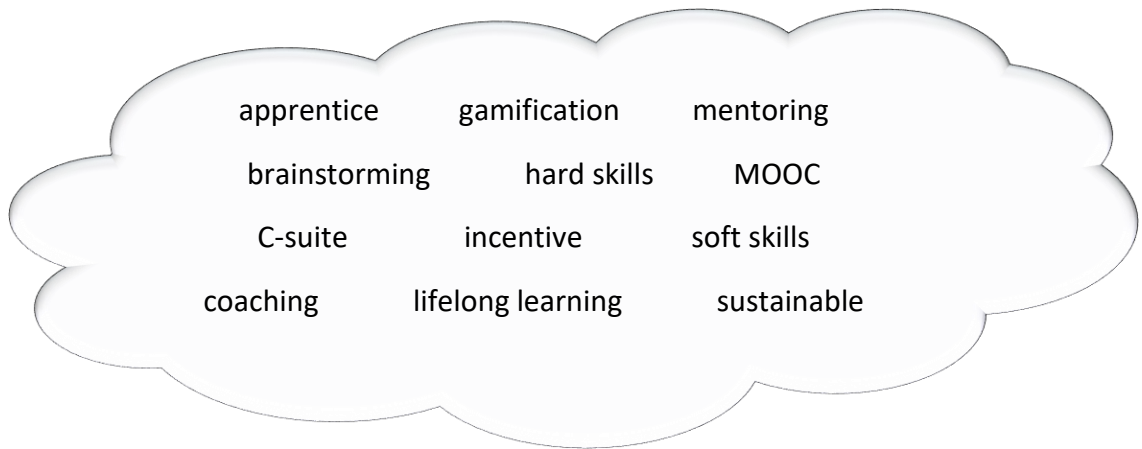
- Some government schemes offer \_\_\_\_\_ to encourage people to cycle to work. The employer purchases the bike, and the payments are deducted from the employee’s salary. As it is free of tax, the bike is very cheap.
- \_\_\_\_\_ provides employees with access to a high standard of healthcare.
- Many service providers and suppliers are willing to negotiate \_\_\_\_\_ with their customers. These consist of a range of

goods or services, and the customer must buy them as a whole in order to receive a discount on the price.

4. \_\_\_\_\_ are non-monetary benefits, such as company cars and subsidized lunches.
5. A \_\_\_\_\_, also referred to as a crèche, is an onsite facility which provides day care for babies and young children.
6. People buy \_\_\_\_\_ so that if they die, their family will receive compensation.
7. In some countries, employees are offered \_\_\_\_\_ to pay for services such as day nurseries and nannies. Although the costs may be deducted from their salaries, employees save money, as these schemes are usually exempt from tax.

# UNIT 6

## TRAINING



### Seven Learning and Development Trends to Adopt

by Cameron Bishop

*Cameron Bishop is the CEO/President of SkillPath, a leading provider of learning and development solutions for business professionals.*



Learning and technology walk hand in hand. As high-tech innovations accelerate, so does the opportunity to create better corporate training programs and delivery methods. As the president and CEO of one of the largest learning and development providers in the United States, I have learned that organizations need personalized training that incorporates cutting-edge technology, supports professional development and encourages employee engagement. More than ever, training is

effectively providing skills that match the way we learn in a high-tech world. Here are seven of the top training trends.

### **1. C-suite and HR work together better to align goals.**

The biggest mistake I see that keeps an organization's learning and development efforts from reaching their full potential is a lack of planning and commitment from the C-suite. Leaders who don't plan exactly what they want their training to accomplish are wasting resources. In a learning culture, management and HR work together to define the values, processes and practices that employees, departments and the organization can use to increase their performance and competencies. The knowledge and skills acquired and applied by employees is shared freely in a learning culture, creating a sustainable and adaptable organization.

### **2. Develop competencies for future organizational goals.**



To maintain the continued health of your company, management must target employees who can take over future leadership roles. For current employees, immediately begin training on leadership development, communication and problem-solving skills. If they aren't already, HR can target job candidates with leadership potential in all their talent acquisition efforts. Management can help develop future leaders and managers as soon as new employees enter the door by providing mentors and helping them build professional networks. Improving your leadership development program helps you build teams that are agile and capable of evolving with the times.

### **3. Emphasize communication skills.**

As organizations become more diverse and broaden their reach, company leaders see the value in developing their employees' soft skills, such as emotional intelligence, collaboration and negotiation. In fact, more than 90% of respondents to a 2016 Deloitte survey rated soft skills a "critical priority." They also indicated that soft skills can foster employee retention, improve leadership and build a meaningful culture.

However, there is widespread concern among recruiters that the soft skills gap is widening with the technologically savvy but soft-skill-poor Gen Z employees entering the workforce. Learning and development personnel can overcome this challenge by offering soft skills training to employees and encouraging them to refine their social skills. An introduction to soft skills training may include holding brainstorm sessions where employees list the possible uses for various soft skills or helping them role play to discover different situational outcomes.

### **4. Increase the gamification of training.**

There is a misunderstanding about gamification and training programs in the real world. Unwitting business owners will scoff at the notion of gamification because they believe it means turning their training programs into video games. Understandably, they feel that their critical and potentially life-saving OSHA-compliance training should not be equivalent to Donkey Kong. What they don't realize is that gamification is simply a process of building a progressive reward system into training that imitates modern video games.

Badges, points, leaderboards and community involvement incentivize the online training experience for even the most jaded learner. Learners who lack the passion and drive to participate can use these tools as a springboard until their core motivation kicks in.

## **5. View training as an employee benefit and bait for talent acquisition.**

Training can be a key differentiator between companies competing for talent. Employees want to work for organizations that provide personal and professional development, and they consider it a deciding factor when looking for new employment or determining if they should stay with their current employer. Learning and development plays a critical role in engaging — and retaining — employees. Leverage your training as an employee incentive, and add it to your existing benefits package alongside retirement and health and wellness options.

## **6. Weigh learner-centric against content-oriented training.**

Training in the past that focused solely on content was “one size fits all,” which made it difficult to engage with the learner. Today, we must zero in on the learner, including his or her experience, work environment, performance and technological fluency, to



create a training program. Any effective training program is one developed for the individual and offers social activities to share their experiences.

As you train, think of your employees as consumers. They are used to getting 500,000 results per search on Google, YouTube automatically playing related videos based on what they’ve just watched, and Netflix suggesting content matches based on viewing pattern algorithms. For the learning consumer, training clips on your YouTube channel, a classroom training session, a MOOC (massive online open course) or a post shared on Facebook Workplace are elements that can be turned into learning content.

## **7. Digital and mobile content and delivery are more critical than ever.**

According to a 2018 study by LinkedIn, the biggest challenge for talent development is getting employees to make time for learning. Employees would

agree that they don't have the time to take away from their primary jobs to get the training. Delivering your training on multiple platforms, such as classroom, mobile and on-demand, can help eliminate the time crunch for busy employees.

These seven learning and development trends provide a good indication of where the training industry is heading. It is about personalization, ongoing support and making the most of today's cutting-edge technologies. It also gives your employees the incentives and social interactions they need to actively engage.

(from **Forbes**)

### Reading comprehension

#### I. Read the text and answer the following questions:

1. Why do the organizations not always reach success in training their staff?
2. Why is it important to focus on future organizational goals when planning training?
3. How do the employees' soft skills affect company's diversity?
4. Why is the gamification of training gaining ground?
5. What does learner-centric training mean?
6. What are the advantages of the digital training?

#### II. Match the words and phrases from the article.

- |                 |                                   |
|-----------------|-----------------------------------|
| 1. Cutting-edge | a. professional networks          |
| 2. Leadership   | b. employee retention             |
| 3. To build     | c. the online training experience |
| 4. Soft         | d. incentive                      |
| 5. Emotional    | e. technology                     |



- |                   |                   |
|-------------------|-------------------|
| 6. To foster      | f. on the learner |
| 7. Brainstorm     | g. crunch         |
| 8. To incentivize | h. intelligence   |
| 9. An employee    | i. potential      |
| 10. To zero in    | j. sessions       |
| 11. Time          | k. skills         |

## EXERCISES

### 1. Choose the best alternative to complete each sentence.

1. After \_\_\_\_ our training programme, we made some changes.  
a. evaluating   b. valuing   c. vindicating   d. validating
2. Training new staff is \_\_\_\_, so you must pick the right person.  
a. costly   b. priceless   c. valuable   d. cost-effective
3. The personnel department helps to organize an \_\_\_\_ programme for each new employee.  
a. orientation   b. orienteering   c. inducement   d. endurance
4. Course participants are provided with accommodation at the training venue when they take part in \_\_\_\_\_.  
a. open courses      b. in-house programmes      c. on-the-job training  
d. residential courses
5. \_\_\_\_ is a learning process which involves receiving advice and guidance from a more experienced person in the company.  
a. coaching   b. mentoring   c. on-the-job training   d. executive education
6. \_\_\_\_ gains skills and experience through practical training in a company instead of going to university.

- a. an apprentice      b. a stakeholder      c. an education provider  
d. a craftsman
7. Training which focuses on the development of areas such as negotiation or presentation skills and teambuilding is often referred to as \_\_\_\_ training.
- a. hard-skills    b. soft-skills    c. succession management    d. in-company
8. \_\_\_\_ is designed to meet the specific needs of the participants.
- a. accredited training    b. an open course    c. a customized programme  
d. an in-house programme

**2. Match each job title on the left with the corresponding extract from a job advertisement on the right.**

1. Head of Staff Training	a. ...assess the effectiveness of technical training programmes and co-ordinate the activities of our young trainees to improve the effectiveness of on-the-job training in the company...
2. Human Resource Manager (with special responsibility for mentoring scheme)	b. ...helping the company to refocus its business without losing committed staff by offering them new roles in the company at this exciting time...
3. Apprenticeship Scheme Supervisor	c. ...you will have overall responsibility for a wide variety of programmes, both in-house and external, and for developing new systems to assess staff needs and the training programmes to meet them...

4. Head of Retraining	d. ...you will co-ordinate all aspects of the firm's relationship with its customers...
5. Head of Customer Services Department	e. ...you will design and implement this new support initiative to help with induction of staff into the company, support staff in the medium term and give them an incentive to stay with us long-term...

**3. Choose the correct answer.**

1. Who is more likely to be your mentor at work?
  - a. the Managing Director
  - b. an apprentice
  - c. a co-worker
  
2. Which is likely to take the longest time to complete?
  - a. an apprenticeship
  - b. an induction programme
  - c. a staff training workshop
  
3. Which of the following is not likely to be involved in developing other members of staff?
  - a. a mentor
  - b. an apprentice
  - c. a supervisor
  
4. Which of the following is more likely to be conducted outside your place of work?
  - a. an apprenticeship scheme
  - b. an induction programme
  - c. off-the-job training

**4. Complete the sentence using the correct preposition.**

by	from	in	of	to	on	to	for
----	------	----	----	----	----	----	-----

1. The company has a strong commitment \_\_\_ boosting its employees' skills and expertise.
2. There has been heavy investment \_\_\_ practical skills training.
3. There is a high demand \_\_\_ apprenticeship places.
4. There is a lack \_\_\_ support for apprenticeship schemes.
5. We plan to take \_\_\_ new trainees next year.
6. We have benefited \_\_\_ our involvement in a trade association.
7. Vocational training is sponsored \_\_\_ the regional government.
8. Some employees are suited \_\_\_ on-the-job training.

**5. Jake Crackstone takes learning seriously. Match the different parts of his learning programme (1-11) with what he does (a-k).**

*The components of Jake's learning programme are:*

1. Learner autonomy \_\_\_\_\_
2. Emotional intelligence \_\_\_\_\_
3. Auditory learning \_\_\_\_\_
4. Lateral thinking \_\_\_\_\_
5. Neuro-Linguistic Programming (NLP) \_\_\_\_\_
6. Focus on the competency gap \_\_\_\_\_
7. Distance learning \_\_\_\_\_
8. Accelerated learning \_\_\_\_\_
9. Graduation from the corporate university \_\_\_\_\_
10. Lifelong learning \_\_\_\_\_
11. Awareness of multiple intelligences \_\_\_\_\_

*Jake:*

- a. thinks about his performance, analyses it and models it on good examples.
- b. tries to learn more, faster.
- c. does intensive training at the company's main training centre.
- d. plans on continuing learning throughout his career.
- e. tries to find original solutions to problems by making unusual mental connections.
- f. develops the affective as well as the intellectual side of his personality.
- g. aims to manage his own learning.
- h. uses his computer, multimedia and his organization's intranet for learning.
- i. understands that he learns effectively when he listens and hears a lot.
- j. understands that his intelligence is more linguistic and interpersonal than logical-mathematical.
- k. measures the difference between what he can do and what he would like to be able to do.

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