

Human Resources

MARKET LEADER



Business English

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This unit looks at the ways in which employers are using technology in the recruitment process.

BEFORE YOU READ

Discuss these questions.

- 1 When you are thinking about your future career, how can you find out about the different companies and organisations you could work for?
- 2 What sort of process do you have to go through in order to get a job? Describe the various stages.

READING**A Understanding the main points**

Read the article on the opposite page and answer these questions.

- 1 Which modern technological resource are companies now using to recruit the next generation of employees?
- 2 Besides their own website, which two other types of site are companies using to attract and recruit graduates?
- 3 At which stage in the recruitment process is online testing useful?
- 4 In which two main ways is this generally useful to both employers and graduates?
- 5 Why is it important for companies to give quick automated feedback?
- 6 Why is it not sufficient for companies simply to use their own website to attract young recruits?
- 7 What are companies trying to achieve by engaging with potential employees outside of the company's own website domain?
- 8 According to the article, are all employers proficient at using web resources to attract and recruit employees yet?

B Understanding details

Read the article again and answer these questions.

- 1 Which well-known Internet site is playing a major role in Ernst and Young's recruitment strategy?
- 2 What is the world's largest online recruitment group?
- 3 Give a specific example of how online testing is useful, firstly to the company and secondly to the potential job applicant.
- 4 Which virtual world are some companies using in order to meet potential recruits?
- 5 How can potential recruits use that resource to meet and talk to company employees?
- 6 Which other two Internet forums do employers use to meet young people?
- 7 Once employers have made contact with young people, how do they keep those young people interested in them?

Online recruitment: Shopping for talent in a virtual world

by Sarah Murray



A Since 2007, Ernst & Young's recruitment strategy has included a page on Facebook. On the site, job candidates can meet students gaining work experience, participate in opinion polls and join discussion groups, whose topics cover everything from psychometric testing to working in China.

B However, the accounting firm's move into social networking is only one example of the way companies can use the web to attract top talent. Some companies have extended their use of the Internet in the recruitment process and are using web tools very effectively. As well as making use of the

services of companies such as Monster, the world's largest online recruitment group, they are using online technology to speed up the application process. This allows candidates to find out details about the job they are applying for and complete the first stages of the application.

C One important part of this process is online testing. Taking a practice test on a corporate website means an individual can measure themselves against the standards of the company in areas such as numeracy, for example. For companies, these tests can weed out inappropriate candidates before they have even started the application process. And for graduates, they save time and money. If they don't measure up, they can withdraw from the process without having to spend time on application forms or travelling to another city.

D It is important for companies to follow up with automated feedback on the tests, however. Candidates who do well in practice tests and receive instant feedback telling them that they've exceeded the standard requirements find that very encouraging, and so tend to stick with the company and continue their application.

E However, the web offers more than automated form filling, particularly when it comes to identifying the best talent among the graduate community. Traditionally, companies thought about how to find the right candidate. Today, however, they think about how the right candidate can find them – by 'setting up shop' in other parts of the

Internet, outside their own web domains. Tech-savvy, younger-generation individuals now entering the job market spend much of their lives online and expect recruiters to be there, too.

F For companies, this means engaging in the online social networking that plays such an important part in the way young recruits interact with their peers. As well as social networking sites, virtual worlds such as Second Life also provide opportunities to engage prospective candidates, whose 'avatars' (invented online characters) can interact with those of the company's employees.

G Much of the real power of the Internet in recruitment exists in these external sites, where companies can build an employer brand and tap into potential recruits by engaging in issues about which these individuals are passionate. This means companies need to establish a presence in everything from chat rooms to blogs.

H But while some forward-thinking companies are doing this, many recruiters have yet to tap into these audiences. 'Organisations are a bit unsure at the moment of how to take advantage of this,' says Emma Parry, Research Fellow at Cranfield School of Management. 'But it's something they'll have to do in the future because, for this generation of recruits, that's the way they communicate.'

FT

C Searching for information

1 Look at these reasons why employers participate in social networking sites. Tick (✓) the ones mentioned in the article.

- | | |
|--------------------------------------|------------------------------------|
| 1 to attract top talent | 4 to tap into potential recruits |
| 2 to have fun playing on Second Life | 5 to learn more about world issues |
| 3 to build an employer brand | |

2 Look at these reasons why young people interact with companies on social networking sites. Tick (✓) the ones mentioned in the article.

- | | |
|------------------------------------|-----------------------------------|
| 1 to develop 'avatars' | 4 to meet interns |
| 2 to improve their computer skills | 5 to participate in opinion polls |
| 3 to join discussion groups | |

D Sentence completion

Use phrases from Exercises A–C to complete these sentences.

- 1 We have just spent a month working out our for the coming year. We plan to take on 30 graduates and will recruit them all online.
- 2 We are a very popular company to work for. In fact, we were voted one of the top-ten last year.
- 3 Some companies are using online web tools to allow potential recruits to the first stages of their job application.
- 4 Practice tests enable potential applicants to themselves against the standards of the company.
- 5 Online tests allow employers to weed out so that they don't waste time or money visiting the company for tests and interviews.
- 6 Social networking can be a great way to top talent.
- 7 It is an important part of a company's task of building an employer brand to appeal to potential young

E Understanding expressions

Choose the best explanation for each word or phrase from the article.

- 1 '... whose topics cover everything from *psychometric testing* to ...' (lines 6–8)
 - a) mathematical tests
 - b) tests which measure personality and attitudes
- 2 '... in areas such as *numeracy* ...' (lines 29–30)
 - a) skill with numbers and mathematics
 - b) ability to read numbers accurately
- 3 '... can *weed out inappropriate candidates* ...' (lines 31–32)
 - a) select suitable candidates
 - b) eliminate unsuitable candidates
- 4 'If they *don't measure up*, ...' (line 35)
 - a) aren't big enough
 - b) aren't competent enough
- 5 '*Tech-savvy*, younger-generation individuals ...' (lines 59–60)
 - a) with specialist technical skills
 - b) knowledgeable about and able to use modern technology

OVER TO YOU

- 1 Visit the websites mentioned and see if any companies you know of are using them to interact with potential recruits. Describe the ways in which they are doing this.
- 2 Visit the websites of any companies you know of and find out if they provide online services for potential applicants. Complete a practice test or two and see how you measure up.

This unit looks at the way companies are using their existing employees to find new ones.

BEFORE YOU READ

Discuss these questions.

- 1 Describe ways in which companies find new but experienced employees in your country.
- 2 Can you think of any other ways they could do this? Explain your ideas.

READING**A Understanding the main points**

Read the article on the opposite page and answer these questions.

- 1 Who are employers increasingly using to find other experienced employees for their companies?
- 2 What is the benefit for the employee who refers a potential recruit?
- 3 Which feature of modern life has encouraged employers to follow this recruitment strategy?
- 4 Give two examples from the article of online social networking communities.
- 5 What are the benefits for the company?
- 6 Where is this recruitment strategy more common, India or the UK?
- 7 Are there any potential disadvantages in recruiting employees via personal referrals?
- 8 What Internet resource do some employers provide for employees who want to refer friends and contacts as potential job candidates?

B Understanding details

Read the article again and say whether these statements are true (T) or false (F). Correct the false ones. Identify the part of the article that gives this information.

- 1 Companies only ask people who still work for them to look for new recruits.
- 2 Indian employers save 75 per cent of their recruitment costs through personal referrals.
- 3 Employees who bring new recruits to a company are usually rewarded with a job promotion.
- 4 The most an employee can make from a UK employer for a successful personal referral is £2,000.
- 5 Job candidates who have been referred by a friend do not need to go through the same testing and interview process as other job candidates.
- 6 It is best if a company does not tell the people responsible for selecting successful candidates the name of the person who has referred a specific job candidate.
- 7 It can be a good idea for a company to wait until a new recruit has successfully worked for the company for some time before paying a bonus to the person who recommended them.

Social networking hits the workplace

by Alicia Clegg

A Career-minded people know that having a wide circle of friends can be a good thing in the job market. Now employers are benefiting from the address books of their employees by rewarding those who talent-spot for the company.

B Almost half of UK employers offer staff an incentive to get friends and associates to make job applications, according to the Chartered Institute of Personnel and Development in the UK. Also on the increase are programmes which encourage former employees to feed back recruitment leads and consider rejoining the company in the future.

C Growing enthusiasm for social networking has made 'personal introduction' popular. 'The market is very aware of the power of word of mouth,' says Richard Spragg, Communications Manager at EPC-global. 'It is driven by businesses waking up to communities such as MySpace and Friends Reunited.'

D Employers measurably benefit from referral programmes; they can cut recruitment budgets. According to one group HR director, in the UK, 20 per cent of recruits come through employee referrals, which represent a 50-per-cent cost saving, while in India about half come through referrals, and the savings are closer to 75 per cent.

E Keeping costs down isn't the only attraction of referral and ex-employee hiring schemes. Just as important are the benefits that flow from appointing someone who is known to share the



values of the culture they are joining. 'The learning curve for becoming effective is much shorter,' says Richard Jordan, Head of Employer Brand at Ernst & Young in London.

F One concern, however, is that referral programmes restrict the flow of new ideas into organisations, because existing staff are likely to recommend people who think like they do.

G As the popularity of referral programmes which offer a reward has risen, so has the size of the reward. A case in point is professional services firms, where bonuses can range from £2,000 for the appointment of a secretary to £10,000 for a partner. However, another concern is that extravagant bonuses may tempt staff to recommend names inappropriately.

H Some feel that friendship can colour someone's view of a prospective mate's capabilities. When a respected employee recommends a friend, employers may be tempted to assume that the candidate will make an equally good colleague.

I Referral programmes are useful, but certain rules are necessary. Rule one is that referred candidates should be assessed on the same basis and by the

same methods as external applicants. Another safety measure is to hide the source, where possible, through which referrals have entered the selection pipeline.

J Recommendations are valuable only if they provide candidates with the required skills. Recruiters must also plan for how to deal with appointments that go wrong. To limit their financial exposure, some employers pay bonuses only after a referred candidate has completed a probationary period.

K One employer invites staff, particularly those in areas of skills shortages, to enrol as 'talent scouts'. They then receive an online magazine that highlights recruitment priorities and offers tips on how to network. They learn how to spot and approach talented people in order to increase the talent pool. In some people's view, though, not paying the recruitment bonus until after a probationary period is a clear case of management avoiding responsibility.

FT

VOCABULARY

A Word search

1 Find words and phrases in the article which describe things employees or former employees can do to help find new recruits for a company.

- 1 to **t**.....-**s**..... (paragraph A)
- 2 to get friends and associates to **m**.....**j**.....**a**..... (paragraph B)
- 3 to **f**.....**b**..... recruitment **l**..... (paragraph B)
- 4 to **r**..... a friend (paragraph H)
- 5 to enrol as a **t**.....**s**..... (paragraph K)
- 6 to **n**..... (paragraph K)
- 7 to **s**..... and **a**..... talented people (paragraph K)

2 Find words in the article which describe what companies offer staff in return for this help.

- 1 an **i**..... (paragraph B)
- 2 a **r**..... (paragraph G)
- 3 a **b**..... (paragraph G)

3 Find words or phrases in the article which fit these meanings.

- 1 the referral of a friend or associate to the company you work for (paragraph C)
p.....**i**.....
- 2 what a company is said to have made when a candidate is given a new job (paragraph G)
a.....
- 3 the process by which candidates are interviewed, then accepted or rejected (paragraph I)
the **s**.....**p**.....
- 4 the period after a new employee is recruited, during which the company assesses whether they are right for the job and can continue to work for the company (Some employers do not pay referral bonuses until this time has been successfully completed.) (paragraph I)
p.....**p**.....

B Word families

Complete the chart with word partnerships from the article which include different forms of *refer*.

verb	noun	adjective	adjective
to ¹ someone to a company	employee ² ³ candidate ⁴ programme

C Text completion

Use words and phrases from Exercises A and B to complete this paragraph.

Companies can save a lot of money by encouraging employees to find new recruits for them. To do this, they usually offer the employee a financial¹. Some companies are so well organised that they have set up employee² to advise employees on the type of recruits the company most urgently needs. Some companies are cautious about rewarding the³ too soon. They sometimes wait until the new recruit has completed a⁴ before paying the employee their⁵. If an employee uses their free time to⁶ and⁷ potential recruits, they can earn a lot of extra money on top of their salary.

D Understanding expressions

Choose the best explanation for each word or phrase from the article.

- 1 '*Career-minded people* know that ...' (line 1)
 - a) people who have strong ambitions for their career
 - b) people who don't like their career
- 2 '*... businesses waking up to* communities such as ...' (lines 24–25)
 - a) becoming more aware of
 - b) saying hello to their neighbours in the morning
- 3 '*The learning curve* for becoming effective ...' (lines 42–43)
 - a) amount of time it takes to acquire the right knowledge
 - b) amount of time it takes to recruit
- 4 '*... extravagant bonuses* ...' (lines 58–59)
 - a) extremely large
 - b) additional
- 5 '*... can colour* someone's view of ...' (lines 61–62)
 - a) influence their judgement
 - b) make them angry
- 6 '*To limit their financial exposure*, some employers ...' (lines 81–82)
 - a) keep their finances a secret
 - b) minimise the risk of losing money
- 7 '*... to increase the talent pool.*' (lines 92–93)
 - a) encourage employees to improve their swimming skills
 - b) raise the number of highly skilled employees in the company

OVER TO YOU

- 1 Write a short report outlining the advantages and disadvantages to companies of using an employee referral scheme.
- 2 The incentives mentioned in the article are mostly simple financial payments. Write a list of other ways in which a company could incentivise its employees to bring in new recruits.

This unit looks at the way in which young recruits' expectations of a future job and employer are changing.

BEFORE YOU READ

Discuss these questions.

- 1 What are the main features that you would look for in a future employer?
- 2 What are the most important factors that you would look for in a job or career?

READING

A Information search

Read the article on the opposite page and tick (✓) the item(s) that complete each sentence, according to the article.

- 1 The youngest generation of company recruits are often referred to as:
 - a) Generation X.
 - b) the Millennials.
 - c) Gen Y.
- 2 When they consider their future career, their priorities are:

a) large company car.	e) flexible work schedule.
b) high salary.	f) ethical employer.
c) good work-life balance.	g) global experience.
d) eight weeks' holiday per year.	h) career development opportunities.
- 3 Companies find a variety of ways to allow Generation Y to help people who are less fortunate than themselves in ways such as:

a) taking scuba-diving lessons.	c) working for foreign charities.
b) raising money for charity.	d) backpacking round the world for a year.
- 4 Generation Y employees are generally more comfortable than older employees with modern work styles and communication technologies such as:

a) Internet-based communications.	d) e-mailing.
b) text messaging.	e) videoconferencing applications.
c) web applications.	f) virtual teamwork.

B Understanding the main points

Read the article again and answer these questions.

- 1 Why are young employees keen to engage in flexible working?
- 2 Why are employers happy to allow their employees to work flexibly?
- 3 Which features of modern society do employers provide so that they can do this?
- 4 Is Generation Y expressing more or less concern for the planet and humanity than previous generations did?
- 5 What does this generation expect to do faster than previous generations of employees?

Generation Y: How to keep top talent engaged



by Sarah Murray

A In recent years, many employers have struggled to meet the changing expectations of a generation of young employees – Gen Y, or the Millennials, as they are often known – who famously expect a high salary and plenty of work-life balance.

B Research has shown that a high percentage of employees see flexible working as being extremely important, and an even higher percentage of employers believe that offering employees a flexible work schedule is one of the best ways to attract and retain the best talent. Many workers feel that the ability to work remotely (from home) would reduce the stress of their working life. In the most forward-thinking of companies, therefore, employees are encouraged to redesign their working lives to make them more flexible with the help of state-of-the-art IT and mobile devices.

C However, as well as all the usual demands, HR and recruitment directors have noticed some significant changes in the way young recruits are approaching their careers these days.

D Firstly, Generation Y are placing increasing importance on the company as an ethical employer. Nowadays, there's a lot of talk about sustainability, whereas a decade or two ago, it wouldn't have been important. The responsibility of companies to help solve some of the world's social and environmental problems is certainly rising up the young graduate's agenda; they want to be assured that the company has ethical practices and policies that match their own philosophies.

E Employers are responding by offering a growing number of opportunities for staff to embark on community work. These include fundraising or volunteering, career breaks or participation in international fellowship programmes through which they can spend time working for non-profit organisations in developing countries.

F Another deciding factor for Generation Y is the desire to be exposed to a greater range of experiences and responsibilities at an earlier stage in their career. As well as 'ticking the environmental and social

box', volunteering and community programmes can help address this issue. In addition, job rotations and accelerated leadership programmes can develop young recruits' skills and broaden their horizons by taking them away from their main roles and exposing them to other areas of the business.

G Global experience is also highly valued by Gen Y recruits. Vodafone, for example, places high-potential individuals in its other operating companies around the world as part of their career development. While there is a cost to this strategy, if younger recruits are not given these opportunities, they may take them up anyway. Take the example of a young employee who wanted to develop his career by working in India and was prepared to go on his own if Vodafone would not facilitate the move.

H However, while the demands recruits place on their employers may present new challenges, Generation Y also bring with them highly valuable new skills, particularly when it comes to the ease with which they use technology. Global operations require a growing amount of virtual teamwork using web-based communications channel and video conferencing technology. 'These are things that young people take for granted,' says Matthew Whitbourne, Senior Inventor at IBM and European Manager of the Extreme Blue summer work experience scheme, which allows talented students to gain valuable experience working on technical research projects. 'As employers, we have to be more creative about this.'

FT

6 What might the risks be to a company if employees aren't given the international experience they want?

7 Why is it important for employers to be attractive to the younger generation in particular?

VOCABULARY

A Word search

Find the phrases in the article which match these meanings.

- 1 changing departments regularly to get a broad range of experience (paragraph F)
j.....r.....
- 2 ways for high-flyers to do intensive training to become senior managers at a young age (paragraph F)
a.....l.....p.....
- 3 job training outside your own country (paragraph G)
g.....e.....
- 4 expected to rise to a senior level in a company (paragraph G)
h.....-p.....
- 5 thinking carefully about the steps in your career and getting the right mix of experience and training (paragraph G)
c.....d.....

B Word partnerships

- 1 Match the verbs (1–6) with the phrases (a–f) to make expressions from the article which describe reasons for and benefits of flexible working in companies.

1 to offer	a) IT and mobile devices
2 to redesign	b) a flexible work schedule
3 to use state-of-the-art	c) the best talent
4 to attract and retain	d) their working lives
5 to work	e) the stress of their working life
6 to reduce	f) remotely
- 2 Decide which actions in Exercise 1 are performed by the employer and which ones by the employee.

C Text completion

Use words and phrases from the article to complete this paragraph.

The Millennials think it is very important to choose to work for an e.....e.....¹, one which has the kind of ethical p.....² and p.....³ they believe a company should have. Many of them feel strongly about s.....⁴ issues. They don't simply wish to earn money through their job. They also want to use it to help solve some of the world's economic and s.....⁵ problems. Companies are increasingly finding a way to help them do this by offering opportunities for young recruits to raise money, known as f.....⁶, for worthy charities or working for free for a period, or v.....⁷. There are a variety of n.....-p.....⁸ organisations they can help by participating in i.....f.....p.....⁹.

D Sentence completion

Use words and phrases from Exercises A–C to complete these sentences.

- 1 In order to attract and retain individuals, the best employers offer a fast-track programme.
- 2 This means that young recruits will get a very broad range of work challenges very quickly, which they achieve through a series of This may even involve going abroad and acquiring
- 3 On the other hand, some Gen Y recruits are also clearly looking to reduce the stress of their
- 4 One way to achieve this is to take advantage of modern IT and to manage a work schedule, which may involve working from home several days a week.
- 5 However, Gen Y don't only think of themselves. They are equally concerned that their employer should reflect their philosophies, such as helping to solve some of the world's economic and problems.
- 6 In response to this, many employers offer opportunities for helping others through unpaid programmes.

E Understanding expressions

Choose the best explanation for each phrase from the article.

- 1 '*... rising up the young graduate's agenda ...*' (lines 38–39)
 - a) becoming more important to
 - b) increasing the amount of job interviews they go to
- 2 '*As well as "ticking the environmental and social box", ...*' (lines 57–59)
 - a) improving their social life
 - b) meeting their desire to help people and the planet
- 3 '*... and broaden their horizons by ...*' (line 64)
 - a) provide opportunities for travel
 - b) give them wider experience
- 4 '*These are things that young people take for granted, ...*' (lines 91–93)
 - a) expect to be on offer
 - b) allow us to do

OVER TO YOU

- 1 What do you think about the expectations which Generation Y have about their company and their career? Do they reflect your own career aspirations and expectations? Do you have any other priorities? Explain your ideas.
- 2 Visit the website of a few companies you are interested in and write a short report on whether they provide the kind of career development, volunteering opportunities and working styles described in the article.

This unit explores the executive education and leadership programmes on offer to employees and managers in large Australian organisations.

BEFORE YOU READ

Discuss these questions.

- 1 Why do you think companies provide:
 - a) executive training to existing employees?
 - b) leadership development programmes to new graduate recruits?
- 2 Some companies develop and run their own training programmes, whilst others engage external partners to help them. What are the advantages and disadvantages of each approach?

READING

A

Understanding the main points

Read the article on the opposite page and say whether these statements are true (T) or false (F). Correct the false ones.

- 1 Well-established training providers are conducting courses in Asia for Australia-based managers.
- 2 Customised programmes are the most rapidly expanding area in executive education in Australia.
- 3 An increasing number of employers are choosing programmes delivered by facilitators with an extensive training background.
- 4 The residential courses run by MGSM for Qantas are part of a wider training programme.
- 5 Some programmes prepare less-experienced employees for future leadership challenges.
- 6 The BHP leadership development programme was designed for existing managers.
- 7 Participants in the Accelerated Learning Laboratory focus on tasks and issues specific to their work.

B

Understanding details

Scan the article again quickly to find information to complete these notes.

Programme:
four-day intensive executive
education course

Provider: Melbourne Business
School (MBS)

Aim:¹

Company:²

Programme:
three-year leadership
development programme

Provider:³

Partners:⁴

Aim:⁵

Company:⁶

Programme:
Accelerated Learning
Laboratory

Providers:⁷

Partners:⁸

Aim:⁹

Company:¹⁰

Tailored programmes build leadership skills



by Leodora Moldofsky

A In the past 10 months, four groups of senior managers from Axa Asia Pacific Holdings have undergone an intensive executive education course designed to deepen their knowledge of who they are and where their employer is going.

B Each four-day residential course, run by Melbourne Business School (MBS) at a beachfront Hong Kong hotel, has cost around HK\$700,000, says Shubhro Mitra, Regional Organisational Development Director for Axa in Hong Kong. A local programme may have cost less, he says, but 'I don't think we could have got the competence and quality we are getting from the MBS.'

C While institutions in Asia now offer a wide range of executive education courses, a growing number

of Australia-based companies are engaging well-established business education providers to deliver programmes for their managers based in Asia or even further away.

D Customised programmes (designed for one company) are the fastest-growing segment of the executive education field in Australia. 'The most important thing for us was to find a partner who was really prepared to put their content together in a way that was most useful for us,' says Kate Lonergan, who oversees management development at Qantas.

E The Australian airline has partnerships with two business schools: Macquarie Graduate School of Management (MGSM) runs its in-house senior executive programme, while the Australian Graduate School of Management (AGSM) in Sydney runs a customised programme for its emerging leaders.

F When choosing programmes, more employers are opting for those led by facilitators with significant real-world business experience. 'The real test for us in selecting a programme is who is conducting [it],' says Mr Mitra at Axa. 'The MBS facilitator was great because he wasn't a professor; he was a former chief executive.'

G Qantas has not yet formally assessed the extent of the increased capability resulting from its senior executive programme. But Ms Lonergan stresses that the residential courses run by MGSM are only one part of a nine-month programme that also includes executive coaching and on-the-job training.

H As employers increasingly view executive education as a key tool to

retain and develop local talent, some companies are turning to business education to help prepare younger or less experienced employees for future leadership roles.

I BHP Billiton recently launched a three-year leadership development programme for 900 new graduates. 'BHP want to make sure that the participants are prepared for leadership challenges in the early phase of their career and adopt the culture of BHP,' says Mr Seybolt of the MBS, which is running the programme in partnership with universities in Santiago, Chile, and in Cape Town. 'So they will want to stay with the corporation for a much longer part of their career.'

J The desire to prepare future leaders for their roles more quickly and comprehensively also led to the launch last year of the Accelerated Learning Laboratory, a collaborative venture between the AGSM, the University of Sydney School of Psychology and seven commercial partners.

K About 40 Qantas employees are soon to start the programme, which includes simulations, role-play, team-building and strategy exercises, as well as coaching and on-the-job assessments. 'The programme is very practical, as the issues the participants face in their work are simulated in the lab,' says Ms Lonergan. 'They are able to practise a new skill in a very safe environment and then come back to the workplace and apply it.'

FT

VOCABULARY

A Word families

Complete the chart.

verb	noun (person)	noun (activity)
to facilitate ¹	facilitation
to train	trainer ²
to lead ³ ⁴
to participate ⁵ ⁶
to partner (with) ⁷ ⁸
to collaborate ⁹ ¹⁰

B Word search

Find words or phrases in the article with the same meaning as the words in *italics*.

- 1 A limited number of employees have *participated in* the senior executive programme. (paragraph A)
- 2 The aim of the course is to *enhance their awareness and understanding* of management processes. (paragraph A)
- 3 We are *hiring* a facilitator from a local business school. (paragraph C)
- 4 Kate Lonergan *supervises* the outsourcing of training and development. (paragraph D)
- 5 Many companies are *choosing* courses which provide a solid grounding in practical skills. (paragraph F)
- 6 An experienced facilitator is *leading* the course. (paragraph F)
- 7 We *rolled out* our new training programme last September. (paragraph I)
- 8 Following the course, participants will be able to *put new skills into practice*. (paragraph K)

C Scrambled words

Use the definitions to help you unscramble the phrases from the article.

- 1 a course with accommodation at the training venue (paragraph B)
DEEATIRINLS EOCSUR
- 2 training designed to meet the specific needs of the participants (heading / paragraph D)
EDTRIALO MGSMPRAREO
IUSCODTEMS MGSMPRAREO
- 3 how executives identify their own strategies for achieving specific goals (by receiving guidance rather than advice) (paragraph G)
UTEEEIVCX CNCAHGIO
- 4 learning by observing fellow employees performing a task (paragraph G)
ON-ETH-BOJ RIGINNTA

D Vocabulary development

Match these phrases (1–6) with their meanings (a–f).

- | | |
|------------------------|--|
| 1 off-the-job training | a) a learning process through which an individual receives expert advice and guidance from a more experienced person |
| 2 open courses | b) training which is recognised by an official organisation |
| 3 mentoring | c) training which is held outside the place of work (developed and delivered by the company or an external training provider) |
| 4 in-house programmes | d) an education programme which is delivered through a combination of training approaches, such as e-learning, e-mentoring, workshops and on-the-job training to provide convenience and choice to employees |
| 5 flexible learning | e) training which is held at the place of work (developed and delivered by the company or an external training provider) |
| 6 accredited training | f) courses and seminars which are available to the public |

E Sentence completion

Use words and phrases from Exercises C and D to complete these sentences.

- A allows people with similar training needs to live, learn and network together outside the office environment.
- Various professions require their members to undergo programmes to ensure that a specific standard of training has been reached.
- is a convenient way for employees with a variety of learning needs or time constraints to develop their skills and knowledge.
- is often an effective way to pass on the benefits of years of experience to junior talent in a personal and confidential way.
- usually have a specific learning goal, but they are not tailored to one individual or organisation.
- helps employees to gain deeper knowledge by observing others performing different processes and procedures.

OVER TO YOU

- While many companies send their employees on open courses, customised programmes are becoming increasingly popular. Make a list of the advantages and disadvantages of each type of programme.
- Describe a course, training programme, seminar or lecture that you have attended or been involved in. What type of course was it? What were the objectives? What educational or professional background did the participants have? What background did the facilitators have? Did it involve an outside agency? In your opinion, how successful was the course?

This unit examines the challenges involved in assessing the impact of corporate training programmes.

BEFORE YOU READ

Discuss these questions.

- 1 How can organisations evaluate the success of training and development programmes?
- 2 Which do you think is easier to evaluate: 'hard skills' training (e.g. IT skills and sales training) or 'soft skills' training (e.g. negotiation and presentation skills training)? Why?

READING

A Understanding the main points

Read the article on the opposite page and answer these questions.

- 1 What does immediate feedback, such as an employee survey, reveal about a training programme?
- 2 In what way is immediate feedback less useful?
- 3 Why are the results of hard-skills training easy to see?
- 4 How can the impact of a leadership development programme be evaluated?
- 5 How might training benefit an organisation during a restructuring or change of strategy?
- 6 According to Hervé Borensztejn, at what stage of developing a training programme should course evaluation be integrated?
- 7 In addition to training programmes, what other factors could lead to a change in business performance?

B Understanding details

Read the article again and match the sentence halves.

- | | |
|---|---|
| 1 Evaluating training programmes | a) is difficult to measure because it is abstract. |
| 2 The impact of soft-skills training | b) implement what they have learnt immediately after the course. |
| 3 To evaluate learning initiatives, an employee's career progress | c) can identify an employee's current career status and his or her potential. |
| 4 A good corporate university | d) is a challenging task for education managers. |
| 5 To monitor the effects of training, participants should be asked to | e) can be tracked over a period of time. |

Return on investment: More an art than a science



by Sarah Murray

A 'If you think education is expensive, try ignorance,' said Derek Bok when he was President of Harvard University. While this may be true, it provides little comfort for those education managers trying to estimate the effectiveness of their company's learning and development programmes.

B While 'happy sheets' – surveys conducted after a training programme – provide an insight into each participant's reaction to the training methodology, the instructors and the overall learning environment, they reveal little about how it has enhanced business performance.

C In technical training, payback can often be seen quickly and easily. Health and safety training, for example, may result in fewer accidents in the workplace, and sales training may lead to higher sales.

D 'Soft skills' training, such as leadership development, team-building negotiation skills, is much harder to evaluate because it is more abstract. Its impact, however, can be measured by observing how quickly managers who have taken part in a leadership development programme are promoted compared with those who have not.

E One area in which this is possible is succession management and high-potential development. 'A main concern at senior level is ensuring a flow of managers who can fill the positions that open up,' says Gordon Shenton, who leads a project at the European Foundation for Management Development aimed at raising the standards of corporate learning.

F He believes that some form of system that tracks employees' career progress over a period of time helps evaluate whether learning and development initiatives are paying off. 'It's whether you've really known where people are in their careers and what their potential is – and the good corporate universities have made this link very carefully,' he says.

G In periods where a company is going through restructuring or a change of strategy, it is also possible to assess how training is accelerating that process. 'If something is going on in the firm, we measure our ability to push it through and what the learning and development community has

contributed to that,' says Julie Morgan, UK Head of Learning and Development at KPMG.

H The most obvious area to watch when working out how training is benefiting the organisation is the way it ties in with a company's business objectives. Hervé Borensztein, Head of the Corporate Business Academy at EADS, the European aerospace company, believes companies should focus on measuring the business impact of any learning and development programme before it has even been put together. 'You need to integrate measurement into the way you design the programme,' he says. 'So you might have some activities where people have to implement what they've learnt directly after taking the training.'

I The problem is, however, that while improved business performance may well take place as a result of training and staff development, it is impossible to separate the contribution that a learning programme has made from other factors such as increased demand in the marketplace for your products and services or the motivation provided by a particularly inspiring boss. 'Beyond the quality of training that you get from immediate feedback such as employee surveys, it is extremely unclear what has brought about a change,' says Ms Morgan. 'Because it's a combination of so many factors.'

FT

VOCABULARY
A Understanding expressions

Choose the best explanation for each of these words or phrases from the article.

- 1 ‘... *payback* can often be seen quickly and easily.’ (lines 17–18)
 - a) the repayment of a loan
 - b) the return on an investment
 - c) the act of paying
- 2 ‘One area in which this is possible is *succession management* ...’ (lines 32–33)
 - a) a process to assist senior staff in achieving their personal goals
 - b) the replacement of senior staff, either externally or internally
 - c) the internal development and replacement of key people
- 3 ‘... ensuring a *flow of managers* ...’ (lines 35–36)
 - a) large number of
 - b) continuous output of
 - c) high standard of
- 4 ‘...the way it *ties in with* ...’ (lines 65–66)
 - a) compares
 - b) promotes
 - c) links to


B Word families

Complete the chart.

verb	noun
evaluate ¹
assess ²
measure ³
..... ⁴	estimation

C Word partnerships

Match the verbs (1–7) with the nouns (a–g).

- | | |
|--------------|-------------------------|
| 1 to provide | a) the impact |
| 2 to raise | b) a survey |
| 3 to track | c) a contribution |
| 4 to measure | d) (someone’s) progress |
| 5 to conduct | e) an insight |
| 6 to make | f) feedback |
| 7 to get | g) standards |
- 

D Sentence completion

Use phrases from Exercise C to complete these sentences.

- 1 If you intend to of training on staff performance, a series of achievable targets needs to be set and monitored systematically over a period of time.
- 2 Most training initiatives have clear strategic business goals, but many organisations fail to their employees' in meeting those objectives after a development programme.
- 3 The purpose of the seminar was to into essential negotiation skills.
- 4 We will to identify how the team-building seminar was perceived by employees.
- 5 The internal trainers, coaches and training department on the quality of a training programme when employees complete an online questionnaire.

E Word search

The article contains many descriptions of the impact of training programmes. Find verbs in the article that have a similar meaning to the ones below and complete the infinitive form.

- | | |
|---|--|
| 1 to improve
to e..... (paragraph B) | 3 to result in success
to p..... o..... (paragraph F) |
| 2 to cause
a) to r..... i..... (paragraph C)
b) to l..... t..... (paragraph C)
c) to b..... a..... (paragraph I) | 4 to speed up
to a..... (paragraph G) |

F Sentence completion

Use verbs from Exercise E to complete these sentences.

- 1 We provided intensive management training to the integration process and ensure it was complete within 12 weeks.
- 2 The weekly seminar will much greater motivation amongst the participants.
- 3 We've invested a considerable amount of money, time and effort in this programme. I hope it!
- 4 Many employees are required to attend workplace skills training to their ability to manage resources and work with a variety of technologies.

OVER TO YOU

- 1 Describe a training session or course that you have attended, either at work or in your free time. How effective do you think it was? Why? How was it evaluated? Could the evaluation process have been improved? In what way?
- 2 Imagine that you are a training manager. Write a brief outline of a soft-skills training programme, including the objectives and expected outcomes, areas that will be covered, and how it will be evaluated.

This unit compares German and British approaches to apprenticeship schemes and vocational training.

BEFORE YOU READ

Discuss these questions.

- 1 How might young people benefit from taking part in apprenticeship schemes? How does this experience compare with going to university?
- 2 What impact do apprenticeship schemes have on business performance?

READING**A Understanding the main points**

Read the article on the opposite page, then decide whether these statements relate to the situation in Britain (B), Germany (G) or both (B/G).

- 1 There is an increasing lack of key skills.
- 2 The educational level of young people is quite poor.
- 3 There is a long-term commitment to apprenticeship schemes.
- 4 Employers, trade associations, education providers and government organisations provide little support for and investment in apprenticeships.
- 5 The government puts companies under pressure to recruit more trainees.

B Understanding details

Read the article again and answer these questions.

- 1 What skills does Bentley require?
- 2 What was the focus of the survey of large German companies operating in the UK?
- 3 What did most employers taking part in the survey think that Britain should do?
- 4 What are the limitations of government training schemes in the UK?
- 5 Why is the German system recognised internationally?
- 6 How do young Germans feel about vocational training?
- 7 How do German companies use apprenticeship schemes to enhance their image?
- 8 How does the federal government encourage companies to recruit apprentices?

Call to raise vocational training levels



by Andrew Taylor and
Hugh Williamson

A Some of Britain's biggest companies have announced that they will maintain recruitment of apprentices, and in some cases increase it, because of fears that skills shortages could worsen.

B Bentley Motors, which has recently cut production at its Crewe plant, boosted new apprenticeships by 28 per cent this year and plans to add another 11 per cent next year. Christine Gaskell, Personnel Director at the luxury car producer, said the company relied on 'traditional craftsmanship in wood and leather work' as well as engineering. Such skills were 'critical' to maintaining the company's brand. She said: 'Despite the cut in production, Bentley will actually increase its engineering apprentice intake next year. It is essential that we retain these key skills and expertise in the UK.'

C In spite of these recent initiatives, it is believed by many that there is a lack of structure, interest and investment in

25 apprenticeship schemes in the UK. Indeed, according to a survey of large German companies in the UK, Britain would benefit from introducing a German-style vocational training system, centred on a long-term commitment to apprenticeships sponsored by the government and business. The study questioned companies such as Commerzbank, BMW, Bayer, Bosch, Siemens, Thyssen-Krupp and Haribo about their experience of vocational training in the UK.

D The employers reported that the educational level of youngsters was at best only satisfactory and that most of them had 'to do a considerable amount of in-house training to get new recruits up to a satisfactory standard'. The majority said it was 'essential' that Britain should introduce 'something similar' to Germany's vocational training system.

E Bernd Atenstädt, Chief Executive of German Industry UK, said government training schemes were 'OK if you want to train people to be hairdressers and

plumbers' but were less successful when it came to training engineers and other technical professionals.

F The German system, which involves a close partnership between powerful trade associations, individual employers, education providers and regional government, is recognised internationally as being effective in producing many skilled engineers and technicians for industry and business.

G German industrialists, however, like their British counterparts, complain of rising skills shortages. The German system, like traditional apprenticeships in the UK, combines on-the-job training provided by the employer with the provision of technical knowledge and general education in vocational schools and colleges. The main difference is the scale of investment and support given by the German stakeholders, together with the much greater appreciation by German youngsters of the value of vocational training.

H German companies come under pressure every year to provide apprenticeship places, and many advertise the number they offer as evidence of their commitment to the community. In recent years demand for places has exceeded supply, which has resulted in the federal government inviting employers' associations to Berlin for talks and providing incentives for companies to take on more trainees.

I Companies regularly criticise the form of apprenticeships as no longer suited to modern business. In contrast, Chris Weston, Managing Director of British Gas Services, sees the benefits of continuing to recruit apprentices. He said: 'While some think that apprenticeships are a thing of the past ... we have found the success of the apprenticeship scheme is helping to drive the business forward.'

FT

VOCABULARY

A Word search

Find words or phrases in the article which fit these meanings.

- 1 lack of skills (paragraph A)
s.....s.....
- 2 increased dramatically (paragraph B)
b.....
- 3 great skill in a trade or craft (paragraph B)
c.....
- 4 a name or trademark which distinguishes a product from others (paragraph B)
b.....
- 5 young people (paragraph D)
y.....
- 6 organised groups of companies which are set up to promote their common interests and develop business opportunities (paragraph F)
f..... a.....
- 7 people who have similar responsibilities and perform the same function as each other (paragraph G)
c.....
- 8 people or groups that have an interest or investment in something, such as a business or scheme (paragraph G)
s.....
- 9 push a business towards growth and expansion (paragraph I)
d..... the b..... f.....

B Word partnerships

Complete these word partnerships using the correct word from the boxes.

apprentice apprenticeship

- 1 scheme 2 places 3 intake

education educational

- 4 general 5 level 6 provider

vocation vocational

- 7 professional.....
8 training system
9 school
10 qualification

C Sentence completion

Use word partnerships from Exercise B to complete these sentences.

- 1 He had difficulty identifying his and, as a result, made a bad career choice.
- 2 This job requires an excellent, such as a post-graduate degree.
- 3 Companies need to be encouraged to offer a higher number of to young people.
- 4 You can gain a, such as a certificate or diploma, by combining work with education.
- 5 The government has just announced that it will invest heavily in an, which will give thousands of people the opportunity to receive practical training.
- 6 We are increasing our to replace skills lost through retirement.
- 7 Many school pupils choose to attend a instead of going to university.

D Prepositions

Match the sentence halves.

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

E Sentence completion

Use words in bold from Exercise D in the correct form to complete these sentences.

- 1 If you are already working in the manufacturing sector and wish to move towards a managerial role, you are this vocational training.
- 2 The company demonstrated its the new apprenticeship scheme when it promised over 8,000 places a year.
- 3 Even during economic recession, there is high skilled labour.
- 4 When trainees gain their vocational qualifications, the company usually them as permanent full-time employees.

OVER TO YOU

- 1 Do some research on the Internet and find companies which are involved in apprenticeship schemes. Find out what jobs are available, what kinds of applicants they are looking for, and what benefits they promise.
- 2 Imagine that you work in the HR department of a medium-sized company which produces luxury furniture. At present, it is having difficulty recruiting and retaining workers with the right skills. Prepare and give a short presentation for the Board of Directors outlining the advantages of taking on apprentices.

This unit looks at the way executive pay is decided and reported.

BEFORE YOU READ

Discuss these questions.

- 1 In your country, how much more than the lowest-paid employee does the highest-paid one earn, do you think? Does this vary between public- and private-sector companies?
- 2 Do directors of listed companies have to declare how much and on what basis they have been paid? Has the amount paid to executives ever caused public outrage or a public enquiry?

READING

A Understanding the main points

Read the article on the opposite page and choose the best option to complete each statement.

- 1 People felt that the senior managers were earning much more in the 1980s in
a) private-sector companies b) state-owned companies
- 2 Since then, been reported in much greater detail.
a) executive pay has b) executive holidays have
- 3 Understanding the exact amount executives earn is now
a) much easier b) still very difficult
- 4 The majority of an executive's pay is generally
a) fixed b) variable
- 5 A company director's pay is often linked to the company's financial performance compared to that of
a) the previous year b) its competitors
- 6 Experts think that the information about directors' remuneration in the annual report is
a) too complex and confusing b) not comprehensive enough
- 7 The increased amount of information published about director's pay has resulted in executives being paid
a) less b) more
- 8 In the future, trade-union representatives would like to see
a) less reporting of executive remuneration
b) clearer reporting, including information on salaries at all levels of the organisation

B Understanding details

Read the article again and say whether these statements are true (T) or false (F). Identify the part of the article that gives this information.

- 1 As a result of the Greenbury Report, large companies started to report on the way they paid their senior executives.

Executive pay: quality versus quantity

by Sarah Murray



A During the 1980s UK privatisation boom, there was a feeling that directors of newly privatised utilities companies were being paid much more than they had been as managers of the old state-run companies – for doing exactly the same job. As a result, the Greenbury Report introduced detailed reporting on directors' pay. Today, however, experts agree that it is still extremely difficult to work out exactly how much any individual director is really paid.

B A big issue in executive pay is the variable element. For every pound of base salary, a director may get £10–£20

of variable remuneration. This could be in the form of annual cash bonuses, share options or long-term incentive plans, for example.

C Traditionally, directors' bonuses are based on two main factors: earnings per share and/or the company's dividend payout compared to that of similar companies. The problem is that the first factor can be manipulated by financing strategies, and the second factor can be positively influenced simply by similar companies doing poorly. In other words, what looks like good performance may not necessarily reflect particularly good management behaviour in that company.

D The question is, what are the directors' targets? How have they been set? Do they stretch the executives enough? And exactly how are target performance and above target performance rewarded?

E This desire for information has increasingly pushed remuneration committees to use valuable annual report space to explain complex executive remuneration details, with the result that remuneration reports are actually more difficult for the non-specialist reader to understand.

F Experts agree that remuneration reports are generally too long and not clear enough. They claim that although it should be easy to link bonuses to the strategic objectives, targets and key performance indicators set out in the company's business review, the vast quantities of information do not actually give the full picture. And the link to the company's strategy is not strong enough.

G What is more, as Anita Skipper, Head of Corporate Governance at

Morley Fund Management, says, 'One of the bad things resulting from all this disclosure is that it has actually helped to increase pay significantly, because directors can compare their pay with that of other directors.'

H To compound the problem, rather than using other companies' disclosures to keep a limit on their own directors' pay increases, some remuneration committees actually use them as a 'price list'. It makes their life much easier. They don't have to have 'difficult conversations' with management.

I Trade-union representatives generally take great interest in remuneration reports. Janet Williamson, Senior Policy Officer at the Trades Union Congress, explains that they want to see if the company is paying its employees, including its directors, fairly. Although they expect executives to be paid more than their employees, she would also like to see a simple chart explaining general pay distribution across a company as a whole. 'We are interested to see whether a remuneration committee has taken into account the pay and conditions of other staff in the company.' They don't believe that remuneration committees really take that very seriously.

J If executive remuneration were properly reported, shareholders would have a much clearer picture of a company's strategy, its future plans and how its executives are encouraged to achieve the expected results.

FT

- 2 The variable part of a director's pay can be up to 20 times their basic salary.
- 3 The variable part of a director's pay is never in the form of a cash bonus.
- 4 A company can change the way it finances its operations to positively influence its apparent financial performance.
- 5 It is not clear whether directors' targets are linked to the overall strategy of the company closely enough.
- 6 Remuneration committees are accused of not being strict enough on executive pay.
- 7 The committees are very interested in how the company pays its junior employees.

VOCABULARY

A Word partnerships

1 Complete these word partnerships with words from paragraph E of the article.

1 remuneration c..... 2 e..... remuneration 3 remuneration r.....

2 Match the word partnerships from Exercise 1 (1–3) with their definitions (a–c).

- a) the part of a company's annual report in which the terms and amount of pay for the executive directors is disclosed to the shareholders
- b) a group of non-executive directors who agree on how much the executive directors should be paid and who explain this to the shareholders in the annual report
- c) the pay earned by senior directors of a company

B Word search

Find words or phrases in the article which fit these meanings.

1 a reward which encourages someone to take a particular course of action or to aim to achieve good results (paragraph B)

i.....

2 the amount of profit a company makes divided by the number of shareholders of the company (paragraph C)

e..... p..... s.....

3 the amount of a company's profit that is divided up and given to the shareholders (paragraph C)

d..... p.....

4 what a company thinks about carefully when determining what it wants to achieve in the future (paragraph F)

s..... o.....

5 numbers and ratios in the company's annual report which give an indication of how well the company has done in any one year and which are of interest to shareholders and analysts (paragraph F)

k..... p..... i.....

6 the range and variation in pay scales from the most highly paid to the lowest-paid person in the company (paragraph I)

g..... p..... d.....

C Word families

Complete the chart.

noun	verb
remuneration ¹
disclosure ²
..... ³	to manipulate
..... ⁴	to influence

D Sentence completion

Use words and phrases from Exercises A–C to complete these sentences.

- 1 Executive directors of large companies can earn very large sums of money. Part of their reward may be fixed salary, but another part is usually variable. This is often calculated according to a number of factors, such as how big the to shareholders is, compared to that of the company's main competitors. Another figure which may be compared is the company's
- 2 Executive directors cannot simply decide their own level of pay. That is the job of the This is made up of non-executive directors who then report the basis for an executive director's pay in the, which forms part of a company's annual report.
- 3 Some experts, including trade-union officials, feel that these disclosures are highly confusing and, what is more, they don't really make it clear whether directors' pay is structured to really encourage them to put the of the company first.
- 4 Added to this, trade-union representatives would like to see more reporting on the of the company as a whole, with more emphasis on the rest of the workforce.

E Vocabulary development

Match these phrases to make expressions which relate to executive remuneration and pay in companies.

- | | |
|------------------------------------|--|
| 1 to work out | a) the pay and conditions of other staff |
| 2 to manipulate earnings per share | b) to achieve results |
| 3 to take into account | c) what a director has been paid |
| 4 to report executive | d) by financing strategies |
| 5 to link bonuses | e) to strategic objectives |
| 6 to incentivise executives | f) remuneration properly |

OVER TO YOU

- 1 In late 2009, when a number of countries had imposed limits on bonuses in the banking sector due to the global banking and economic crisis, UK investment banks were criticised for their proposal to pay high bonuses to strategic investment banking employees. Publicly supported by the the French Finance Minister, Christine Lagarde, the UK government objected, particularly in the case of failed banks which had been rescued by the UK taxpayer at great expense, and threatened to impose a special tax on these bonuses. Banks insisted that they needed to pay such high bonuses in order to retain good employees and remain competitive. There were suggestions that the basic salary structure of these employees would simply be raised instead. Do an online search to find out more about this story. Write a short report.
- 2 Do you agree that it is important for shareholders to know about the general pay distribution in a company? Explain your ideas.

This unit examines flexible benefit schemes which are designed to allow employees to choose their own range of benefits.

BEFORE YOU READ

Discuss these questions.

- 1 What kinds of employee benefits do you know of? Which are most popular these days?
- 2 If you could choose any selection of benefits to suit your lifestyle, what would you choose?
- 3 What advantages can an employer gain from using a flexible benefit scheme?

READING**A Understanding the main points**

- 1 Read the article on the opposite page, then decide which statement best explains the title of the article.
 - a) Flexible benefit schemes are getting more and more difficult for companies to manage.
 - b) It is getting more and more difficult for employees to choose from the range of benefits on offer.
- 2 Read the article again, then choose the best option to complete each statement.

Traditional benefit schemes

- 1 Benefits schemes were *simpler / more complex*.
- 2 There used to be a *narrower / broader* range of benefits.
- 3 There was a *lower / higher* risk of financial loss for the employee.

Current benefit schemes

- 4 Flexible benefit schemes provide employees with *less / greater* control over the combination of cash and benefits-in-kind that they receive.
- 5 They cost the employer *less / more* than traditional schemes.
- 6 Benefits such as *company cars / childcare vouchers* are becoming less common.

B Understanding details

Read the article again and answer these questions.

- 1 How are flexible benefit schemes similar to the way prizes are awarded on a television quiz show?
- 2 What percentage of an employee's total remuneration can flexible benefits represent?
- 3 What can employees do with a flex fund?
- 4 Why is it important for employers in competitive industries to offer a wide range of benefits?
- 5 How have technological advances helped smaller companies to introduce flexible benefits?
- 6 How does the design of many flexible benefits schemes lead to a greater risk for the employee?
- 7 What can employers do to increase the purchasing power of their employees?

Benefits: Increasing complexity of choose-it-yourself system



by Gill Plimmer

A A popular television quiz show gives contestants a choice: 'Take the money or open the box'. If they choose the money, they know exactly what they will receive. If they open the box, the result is unpredictable, but they might win a valuable collection of cash, cars and fridges. This is the kind of decision employees are forced to make today. Should they reject the car in favour of private medical insurance or a larger salary?

B Although companies used to offer straightforward perks, such as company cars or extra holidays, a growing number are introducing flexible schemes that enable staff to decide their own mix of cash and benefits in kind. These can account for as much

as 20 per cent of total remuneration.

C Through these schemes, staff select benefits that most suit their lifestyle. Some employees want help with childcare; others just want cash. Employees can negotiate everything from life assurance to pensions to an extra few weeks off, picking from a menu of options that can be 'bought' or 'sold' using a flex fund (flexible fund) that represents a percentage of their salary.

D For employers in competitive industries, this can be a means of attracting, recruiting and retaining the best staff. 'Consumerism is stronger than it used to be, and there's some evidence that people expect choice,' says Peter Reilly of the Institute of Employment Studies.

E While flexible benefit schemes are on the increase, they tend to be more popular with large private-sector firms,

typically with more than 1,000 employees. However, there are signs that smaller companies are adopting flexible benefits, as improvements to technology make them easier and cheaper to establish.

F Despite their attraction, there are some drawbacks, particularly for employees. Charles Cotton of the Chartered Institute of Personnel and Development points out that the rise in flexibility has been accompanied by a reduction in the sums paid by employers. 'Flexible benefits schemes often fix the amount given to the employee. So, if the costs of your car or private medical scheme go up, the employee has to pay the extra,' he says. 'There's a much larger risk than there used to be, and most of it is carried by employees.'

G In general, however, organisations are introducing a wider range of benefits, whether or not they have a flexible scheme in place. While some items, such as company cars and medical benefits, are going out of fashion, others are taking their place, such as workplace nurseries.

H The most popular ones are those that come with tax and administrative incentives. Loans for cycles and computers have become widespread, as have childcare vouchers. Another trend is for employers to negotiate package deals on behalf of employees, such as cheap insurance. 'It's a way of expanding the purchasing power of employees at minimal cost to the organisation,' says Mr Cotton.

I There is no doubt the perks on offer are changing. But employees will have to fight to get the best deal from the money or the box.

FT

VOCABULARY

A Understanding expressions

Choose the best explanation for each word or phrase from the article.

- 1 '... gives *contestants* a choice ...' (lines 1–2)
 - a) members of a team
 - b) winners of a competition
 - c) people taking part in a competition
- 2 '... to offer *straightforward* perks ...' (lines 13–14)
 - a) easy and uncomplicated
 - b) fixed and inflexible
 - c) reliable and predictable
- 3 '*Consumerism* is stronger than it used to be ...' (lines 34–35)
 - a) the protection of consumers' rights with regard to quality, price and safety
 - b) the state of continuously wanting to buy goods and services
 - c) both of the above definitions
- 4 '... there are some *drawbacks*, ...' (lines 47–48)
 - a) limits
 - b) disadvantages
 - c) obstacles
- 5 '... a reduction in the *sums* paid ...' (line 53)
 - a) amounts of money
 - b) benefits
 - c) calculations
- 6 '... have become *widespread*, ...' (line 73)
 - a) varied
 - b) common
 - c) broad
- 7 '... expanding the *purchasing power* of employees ...' (lines 77–78)
 - a) value of a person's income based on the quantity and quality of goods and services it can buy
 - b) ability to persuade people to buy something
 - c) ability to spend money wisely, without wasting it

B Word partnerships

Match these words to make partnerships from the article.

- | | |
|-------------------|---------------|
| 1 workplace | a) assurance |
| 2 childcare | b) nursery |
| 3 life | c) insurance |
| 4 benefits | d) deals |
| 5 private medical | e) vouchers |
| 6 package | f) incentives |
| 7 tax | g) in kind |

C Sentence completion

Use the word partnerships from Exercise B to complete these sentences.

- 1 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.
- 2 provides employees with access to a high standard of healthcare.
- 3 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 subsidised 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.

D Comparisons

Use the words and phrases in the box to complete the sentences.

as more than much than the best the most wider
--

- 1 These days, employees are offered a range of benefits.
- 2 The benefit schemes of today carry a more significant risk than in the past.
- 3 Flexible funds can represent as much 20% of total remuneration.
- 4 In this day and age, large corporations need to compete with each other to offer remuneration package to their employees.
- 5 Employees' expectations are far higher they used to be.
- 6 We are offering our staff 25 different benefits in kind, which is double the number last year.
- 7 Tax and administrative incentives are amongst popular benefits.

OVER TO YOU

- 1 Find out what kinds of employee benefits are available under government incentive schemes in your own or another country. Consider the following points:
 - What is attractive to both employees and employers?
 - What financial savings can be made?
 - How easy are they to run?
 Now write a short summary comparing the different schemes.
- 2 Think of your company or one you would like to work for.
 - What kinds of benefits does it offer?
 - Do they meet your needs?
 - What other benefits should the company offer? Why? Rank them in order of importance.

This unit looks at how recent government legislation has had an impact on pay packages in Taiwan.

BEFORE YOU READ

Discuss these questions.

- 1 In your country, roughly what percentage of an employee's total remuneration does guaranteed base pay represent? What proportion do bonuses and incentives (variable pay) make up? How do these proportions differ in various sectors?
- 2 What is the difference between a bonus and an incentive?
- 3 Why do employers offer bonus and incentive schemes? What are the advantages and disadvantages for employees?

READING

A Understanding the main points

- 1 Read the article on the opposite page, then decide which statement best explains the title.
 - a) There has been a change in the structure of incentive schemes for tech workers in Taiwan.
 - b) Tech workers in Taiwan are being offered more attractive incentive schemes.
- 2 Read the article again and answer these questions.
 - 1 How did Taiwanese firms use to attract good workers?
 - 2 Why was this an attractive option for employers?
 - 3 In which sector was this practice most common?
 - 4 Why were investors dissatisfied with the way companies issued stock bonuses?
 - 5 How has government legislation recently changed the accounting and tax treatment of stock bonuses? And what impact will this have on company profits?
 - 6 What proportion of total compensation did stock bonuses use to account for?
 - 7 How will these changes affect the cash element of pay packages for general staff?
 - 8 What are middle managers now receiving instead of stock bonuses?
 - 9 What percentage is the stock bonus and short-term incentive element of executive pay packages?
 - 10 Why do non-cash perks have little appeal to companies in Europe?

B Understanding details

Read the article again and match the hierarchical levels (1–3) below with the pie charts showing the new structure of pay packages in Taiwan (a–c) on the opposite page.

- | | | |
|-----------------|---------------------|------------------|
| 1 general staff | 2 middle management | 3 top management |
|-----------------|---------------------|------------------|

Incentives shift for Taiwan's tech workers

by Kathrin Hille



A Investors and management of Chunghwa Telecom agree the company has more cash than it needs. Nevertheless, Taiwan's largest telecommunications service provider is going to issue 139 million new shares next month – to give away to employees as a bonus. But it may be the last time the company does this. 'We will discontinue the practice of handing out stock bonuses,' says Lu Shyue-ching, Chunghwa Telecom's new Chairman.

B The company is not alone. Hundreds of Taiwanese firms, especially in the technology sector, are adjusting the structure of compensation packages, following a series of changes to

the accounting and tax treatment of stock bonuses.

C Issuing large amounts of stock has long been the cornerstone of tech industry compensation in Taiwan. Every year, the island's employers gave both management and general staff generous numbers of new shares – which were seen as a way of attracting good workers for free.

D But investors who saw their shares diluted in this way have long demanded changes, and the government has finally acted. From now on, Taiwanese companies must report such bonuses as a financial expense in their company accounts, which will reduce their profits significantly.

E These legal changes are revolutionising the island's pay practices. 'High-tech companies have started paying more cash to general staff and middle management and giving more long-term incentives to top management,' says Charles Wang, General Manager of Watson Wyatt, the human resources consultancy, in Taiwan.

F The biggest change can be seen at the general staff level, where the base pay will have to increase considerably. 'Traditionally, profit-sharing, mostly in the form of stock bonuses, accounted for up to 50 per cent of total compensation in the high-tech sector,' says Mr Wang. 'Under the new structure, the total guaranteed cash portion will increase, and the remaining part of compensation will be made up of variable performance bonuses and a much smaller segment of profit-sharing in the form of cash bonuses.'

G At the middle management level, there has been an increase in the weight

of a merit-based pay component in salaries and the replacement of stock bonuses with stock options.

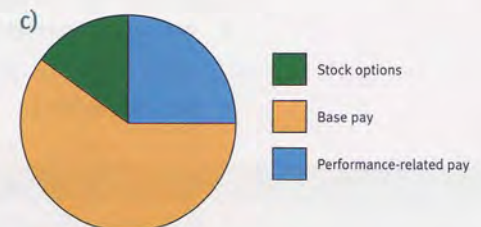
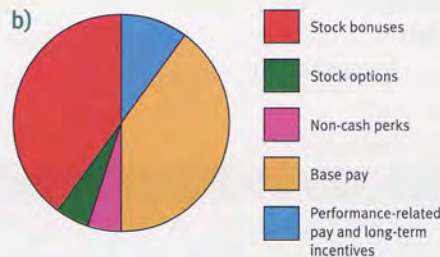
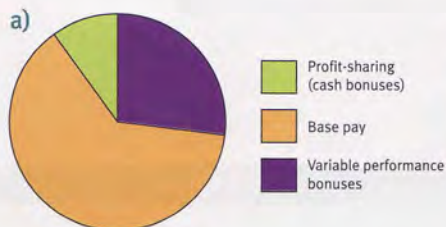
H For managers at the top, stock bonuses and other short-term incentives still make up 40 per cent of compensation. And they have seen little increase in their base wages but, like their mid-level colleagues, are receiving a higher proportion of performance-related pay and long-term incentives in their pay packages. They have also experienced the introduction of stock options and a series of non-cash perks.

I While in many European countries the attraction of such perks is limited because they can be taxed, so far Taiwanese regulations don't apply to non-financial rewards. 'By providing a top executive with a company car or, alternatively, covering the expenses of a leased car, a company can effectively provide him or her with a tax-free perk,' says Mr Wang.

J All of these changes mean the compensation packages of Taiwanese companies will gradually start resembling those of their foreign rivals. For general staff, the proportion of cash bonuses in relation to total compensation is now almost the same in Taiwanese as foreign high-tech companies – between 13 and 15 per cent.

K Consequently, as these long-established practices disappear and employees no longer switch jobs according to stock bonus payment changes, Taiwanese companies will be looking for other ways of attracting talent.

FT



VOCABULARY

A Definitions

Match these phrases from the article (1–8) with their meanings (a–h).

- | | |
|--------------------------------|---|
| 1 performance-related pay | a) a document which shows an employee's earnings and tax deductions |
| 2 long-term incentives | b) when an employer shares its profit with employees as part of an incentive plan |
| 3 variable performance bonus | c) a scheme designed to encourage high performance and productivity over a long period; for example, awarding company shares after three years if the employee meets pre-agreed performance goals |
| 4 profit-sharing | d) the right to buy or sell company stock at a stated price within a time limit |
| 5 stock options | e) the methods used to account for and tax income, expenditure, shares, assets, etc. |
| 6 stock bonus | f) free company shares, usually given to employees as a reward for past performance; this does not depend on company profit |
| 7 accounting and tax treatment | g) a remuneration system where pay increases are linked with good performance or reaching performance targets |
| 8 income tax statement | h) a reward provided as a result of the high performance of a department, division or individual |

B Synonyms

Find words or phrases in the article which mean the same as these words.

- 1 stock
s..... (paragraph A)
- 2 remuneration packages
c..... p..... (paragraph B)
p..... p..... (paragraph H)
- 3 new technology
h..... - t..... (paragraph E)
- 4 base salary
b..... p..... (paragraph F)
b..... w..... (paragraph H)
- 5 performance-related pay
m..... - b..... p..... (paragraph G)
- 6 benefits in kind
n..... - c..... p..... (paragraph H)
n..... - f..... r..... (paragraph I)
- 7 tax-exempt benefit
t..... - f..... p..... (paragraph I)

C Sentence completion

Use words and phrases from Exercise B in the correct form to complete these sentences.

- 1 When the value of the company's fell, the Chairman suffered huge losses because stock bonuses accounted for more than 50 per cent of his
- 2 The sector includes industries such as robotics, telecommunications, aerospace technology and nuclear physics.
- 3 If your represents the majority of your pay package, there is less risk, because most of your income is guaranteed.
- 4 Most governments are keen to limit the number of offered by companies. However, there are a number of attractive, such as childcare vouchers and low-interest loans, which do not add to the taxable income of the employee.
- 5 Many organisations use a system. For instance, employees are awarded a pay rise for their good performance.

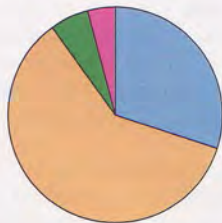
D Describing amounts

Look at the pie chart showing the proportion of pay and benefits in relation to total compensation. Use the words and phrases in the box to complete the sentences.

accounted for in relation to made up of portion remaining segment of the weight of

Pay package for middle management

Average proportion of pay and perks



- Other non-cash perks 4%
- Stock options 6%
- Base pay 60%
- Performance-related pay 30%

- 1 Last year, base pay 60% of total compensation.
- 2 Compared with the previous year, there was an increase in the performance-related pay component when it was raised to 30%.
- 3 Performance-related pay represented a significant total compensation.
- 4 After the introduction of stock options, they accounted for only 6% of the whole package, but this is expected to rise in future years.
- 5 The 4% was non-cash perks, which included subsidised meals, business gifts and the use of sports and recreational facilities. The proportion of this component total compensation is considerably smaller than in previous years.

OVER TO YOU

What recent developments have there been in bonus and incentive schemes in your country? Which are the most popular with employees? And what are the current tax implications of such schemes? Research this subject and write a short report.

This unit looks at the business benefits of having an ethnically diverse workforce.

BEFORE YOU READ

Discuss these questions.

- 1 Does your country or city have many different ethnic groups, or is it relatively monocultural? Has this changed much over the last few years?
- 2 Think of a company or educational establishment you know well. How many different nationalities or ethnic groups can you find there?

READING**A Understanding the main points**

Read the article on the opposite page and choose the best option to complete each statement.

- 1 Canada is becoming one of the world's most
 - a) profitable countries
 - b) multicultural societies
- 2 For the last few years, the largest number of immigrants have come from
 - a) China and India
 - b) India and Vietnam
- 3 Professor Richard Florida suggests that successful cities are ones which
 - a) attract talented employees from all around the world
 - b) have the largest immigrant populations
- 4 The population offers the best source of growth for some companies.
 - a) local
 - b) immigrant
- 5 Some US companies have moved their operations to Canada because
 - a) it can provide employees from diverse backgrounds who speak diverse languages
 - b) the food at the company parties is much more interesting
- 6 The immigrant population in Canada still has to overcome obstacles in finding the best jobs because they
 - a) find it hard to achieve a high-level English language qualification
 - b) have difficulty getting local employers and professional bodies to recognise qualifications they have obtained overseas
- 7 The other advantage of employing people from overseas is their
 - a) broader cultural understanding and experience
 - b) better technical knowledge and skills

The united colours of Canada

by Bernard Simon



A As part of its annual charity drive, CAE Industries encourages 3,000 head-office employees in Montreal to bring in a dish that is emblematic of their country of origin. Pasta, curry, enchiladas and chow mein are just a small sample of the offerings. CAE, one of the world's biggest suppliers of flight simulators, has 110 nationalities on its payroll.

B Such diversity has also proved popular for CAE's business. An Indian-born Canadian heads up the company's Middle East and India division, while a Chinese-Canadian is in charge of operations in China. It makes life

much easier if it's a Hindu speaking to a Hindu. The company is among a growing number that have come to appreciate the benefits of one of the world's most multicultural societies.

C 'Our people and our organisation are very reflective of the "globalness" of our industry,' says Klaus Dohring, who was born in Germany and who is responsible for the Ontario-based automotive division of Leggett & Platt, a US conglomerate. Almost two-thirds of Leggett & Platt's technical employees in Windsor and 40 per cent of its sales staff were born outside Canada or have immigrant parents. 'Having a multitude of ethnically diverse people on staff is a real strength of ours.'

D Some 255,000 immigrants arrived in Canada in 2005, almost 0.8 per cent of the population, the highest of any industrialised country. The leading sources of migrants to Canada for the last few years have been China and India.

E Richard Florida, Professor of Public Policy at George Mason University in Virginia, believes the world's most successful cities are those that become 'global talent magnets'. In his book *The Flight of the Creative Class*, he cites Toronto and Vancouver as two prime examples. 'What makes these cities such formidable challengers to US regions,' he asserts, 'is that many of them, in particular the Canadian cities, not only boast a high immigrant population, but a diverse one too.'

F Canada's strong flow of immigration from many different countries may provide one of the country's most important competitive advantages in an increasingly global economy.

Immigrants offer one of the few sources of domestic retail growth for Canada's five big banks. The banks pay special attention to China, where they compete to sign up customers before they even set foot in Canada.

G Some companies based outside Canada see the benefit in its skilled multicultural and multilingual workforce. Global Crossing, a US-based telecoms operator, has set up a call centre in Montreal to handle conference calls for US companies. The Montreal operators can handle calls in 16 languages, an important factor in Global Crossing's decision to locate the centre there. Another company has turned to employees with Indian, Chinese, South Korean and Japanese backgrounds, among others, to spearhead sales and investments in their countries of origin.

H Nevertheless, Roger Martin, Dean of the University of Toronto's Rotman School of Business, says Canadian businesses are far from realising the full potential of an ethnically diverse society. One awkward issue is the difficulties faced by immigrants in gaining recognition for foreign qualifications, especially in the engineering, technical and medical fields.

I Mr Dohring, however, remains convinced. Such employees 'are intimately familiar with the country where you want to do business'. At the same time, 'they know you, they know your language, they know your culture.'

FT

B Understanding details

Read the article again and answer these questions.

- 1 How many different nationalities does CAE employ?
- 2 Where was CAE's Head of Middle East and India division born?
- 3 What percentage of Leggett and Platt's sales staff were born outside Canada or have foreign parents?
- 4 Which two Canadian cities does Richard Florida describe as being 'global talent magnets'?
- 5 At which part of the immigration process do some banks register new customers from outside Canada?
- 6 What type of company in Montreal particularly benefits from having a multilingual workforce?
- 7 How many languages do its employees work in?

VOCABULARY

A Word search

Find words or phrases in the article which fit these meanings.

- 1 something which represents something else, such as a country or nationality (paragraph A)
e.....
- 2 employs (paragraph A)
has o..... its p.....
- 3 variety of backgrounds (paragraph B)
d.....
- 4 worldwide nature (paragraph C)
g.....
- 5 multicultural (paragraph C)
e..... d.....
- 6 someone who moves to a country from abroad (paragraph D)
i.....
- 7 people who go to another area or country, especially to find work (paragraph D)
m.....
- 8 cities or companies which attract skilled employees from all around the world (paragraph E)
g..... t..... m.....
- 9 worldwide economy (paragraph F)
g..... e.....
- 10 speaking a wide variety of languages (paragraph G)
m.....

B Prepositions

Complete these verb phrases from the article using the correct prepositions.

Responsibilities in a company

- 1 to be in charge operations in China
- 2 to head the company's Middle East and Indian division
- 3 to be responsible the Ontario-based automotive division of Leggett & Platt

Companies and their activities

- 4 to have 110 nationalities its payroll
- 5 to have a multitude of ethnically diverse people staff
- 6 to sign customers
- 7 to set a call centre

C Sentence completion

Use phrases from Exercises A and B to complete these sentences.

- 1 In this , some CEOs head multinational companies.
- 2 People who are responsible large companies which deal with many nationalities talk about the benefits of employing from a wide variety of ethnic backgrounds.
- 3 Some cities are so ethnically diverse that they have become
- 4 An company can benefit from having a workforce who can communicate with people from a large number of countries.
- 5 For these companies, of the workforce is the secret of their success.

D Understanding expressions

Choose the best explanation for each phrase from the article.

- 1 'As part of its annual *charity drive*, ...' (line 1)
 - a) car race for charity
 - b) money-raising event
- 2 'Having a *multitude* of ...' (line 33)
 - a) wide range of nationalities
 - b) large number
- 3 '... one of the country's most important *competitive advantages* ...' (lines 58–59)
 - a) better chances of success than one's competitors
 - b) better competition
- 4 '... before they even *set foot in Canada*.' (lines 65–66)
 - a) arrive in
 - b) travel around
- 5 '... to *spearhead* sales and investments ...' (line 81)
 - a) lead
 - b) fight
- 6 '... in *gaining recognition* for ...' (lines 89–90)
 - a) winning prizes
 - b) getting acceptance

OVER TO YOU

- 1 Visit the websites of a few multinational companies and write a short report comparing their policies on ethnic diversity.
- 2 Give a short presentation on the advantages for multinational companies of having a multicultural workforce. Include any specific examples you know of.

This unit looks at the way companies are working to help women in the workforce.

BEFORE YOU READ

Discuss these questions.

- 1 Are women commonly found in senior positions in companies in your country? What percentage of women do you find at this level?
- 2 Do working mothers get any extra help from companies to help them work whilst managing a family? If so, what form does this help take?

READING**A Understanding the main points**

Read the article on the opposite page and say whether these statements are true (T) or false (F). Identify the part of the article that gives this information.

- 1 Professional services firms have been worried about the lack of men in senior positions for years.
- 2 Consulting firms are not interested in changing that situation.
- 3 The number of women in senior positions in consulting firms is growing rapidly.
- 4 There is a business rationale for helping women to stay in the workforce once a company has spent time and money training them.
- 5 The traditional workforce base is now too small for companies' needs.
- 6 Clients do not like female consultants to work part-time.

B Understanding details

Read the article again and choose the best option to complete each statement.

- 1 Consulting firms are trying different work arrangements in order to ...
 - a) save money on office space.
 - b) help more women to stay in their firms.
- 2 They have developed flexible work arrangements in order to ...
 - a) attract the cleverest men and women in 'Generation Y' to work for them.
 - b) become leaders in modern working practices.
- 3 At KPMG, ...
 - a) nearly half of the managers are women.
 - b) just over 10 per cent of the managers are women.
- 4 At Deloitte, the percentage of the most senior positions held by women is ...
 - a) 40 per cent.
 - b) 13 per cent.

Diversity: Women make progress in climbing through the ranks

by Brooke Masters

A For decades, professional services firms have been concerned about the absence of women in leadership roles. But over the past decade, consulting firms have taken firm steps towards fixing that problem. From networking groups and 'mentoring cafés' to leadership seminars and extra financial support for women returning from maternity leave, consulting firms are experimenting with different ways to support and retain the female part of their workforce.

B Over time, they have made the industry a leader in using flexible work arrangements and are competing for the best and the brightest women and men in 'Generation Y', the 20-somethings who have put work-life balance at the centre of their demands.

C In most consulting firms, for example, female representation remains quite low: while 40 per cent of Deloitte's graduate intake is female, only 18 per cent of those at senior levels are women. At KPMG, 48 per cent of managers are women, but this drops to 13 per cent at the partner rank.



However, people who support and encourage workforce diversity say they see progress, both in attitudes and in numbers. The proportion of women in the senior grades is growing. The change is slow, but it is in the right direction.

D Accommodating female employees in the workplace is not simply an act of kindness. In fact, many firms see retaining trained consultants as a business necessity. Losing valued and skilled managers not only results in a waste of training time and resources, but it harms the recruitment process in the next generation.

E 'We're really talking about talent issues. The traditional groups of the population that companies used to look to for new recruits are shrinking, so we

need to think about how we are going to be able to recruit from diverse groups,' says Isabel Naidoo, Head of Diversity for Accenture in the UK.

F Some firms also recognise that women can offer different skills. 'Women are quite good at aspects of management, managing diversity and working in teams. These are things we must encourage if we are going to add value,' says Judith Halkerston, Managing Director of Energy, Utilities and Telecoms at Logica.

G That has led to programmes such as PA consulting group's decision to boost the salaries of newly returned mothers temporarily so that they can afford to work fewer hours without sacrificing pay in the first few months. Deloitte has emergency childcare on call. IBM lets all employees – not just parents – buy up to two weeks of extra leave, which many consultants use for childcare. KPMG invests heavily in state-of-the-art teleconferencing, which makes telecommuting and other flexible arrangements more possible.

H Clients, on the whole, have been supportive of the efforts to accommodate a variety of work arrangements. Consulting firms say there has been no resistance from clients and sometimes you hear them say: 'Well, I only work three days a week and it works for me'. Says Accenture's Ms Naidoo, 'Clients want a job done and with quality by a certain deadline, but it's up to us how we manage that.'

FT

- 5 Women benefit organisations because they are particularly good at ...
 - a) various aspects of management.
 - b) using telecommunications equipment.
- 6 PA helps women who have recently had a baby by ...
 - a) giving them very long maternity leave.
 - b) allowing them to work fewer hours without losing pay for a while.
- 7 Deloitte provides ...
 - a) a childcare service.
 - b) an emergency health service.
- 8 IBM allows ...
 - a) women with children to take up to two weeks' extra holiday time.
 - b) all employees to buy up to two weeks' extra holiday time.

VOCABULARY

A Word search

Find words or phrases in the article which fit these meanings.

- 1 high positions in companies in which you make decisions about strategy and the workforce (paragraph A)
l.....r.....
- 2 a period of time during which a woman who is having a baby does not work for her company (paragraph A)
m.....l.....
- 3 what companies achieve when they encourage people from a variety of backgrounds and both genders to work for them (paragraph C)
w.....d.....
- 4 the new set of recently qualified young people hired by companies each year (paragraph C)
g.....i.....
- 5 getting smaller (paragraph E)
s.....
- 6 increase (paragraph G)
b.....
- 7 the highest level of development achieved at a particular time (paragraph G)
s.....-of-t.....-a.....
- 8 using telephones or computers to have meetings in which people in different places can talk to each other (paragraph G)
t.....
- 9 working from home, using computer connected to the office (paragraph G)
t.....

B Word partnerships

- 1 Match these words to make partnerships from the article which describe some of the things companies provide or use to help women in business.

1 leadership	a) cafés
2 mentoring	b) support
3 financial	c) groups
4 networking	d) seminars
- 2 Match the verbs (1–4) with the phrases (a–d) to make expressions similar to those in the article which describe some of the actions companies take to help women in business.

1 to boost the salaries	a) of work arrangements
2 to accommodate a variety	b) on call
3 to invest in	c) of newly returned mothers
4 to have emergency childcare	d) state-of-the-art teleconferencing

C Vocabulary development

Use the phrases in the box to make statements. Put them into the correct categories below. Use each phrase only once.

diversity harms the recruitment in teams in the next generation
managing process time and resources wastes working

- 1 The two downsides the article mentions of not encouraging women managers to stay in the company
 - a) *w*.....
 - b) *h*.....
- 2 Two of the management tasks that women are particularly good at
 - a) *w*.....
 - b) *m*.....

D Text completion

Use the phrases from Exercises A–C in the correct form to complete this paragraph.

Companies are increasingly realising that they will not have enough good managers tomorrow if they do not support women who have families today.

Clever firms find a range of ways not to suffer a *w*..... of *t*..... and *r*.....¹ due to losing skilled and effective female managers. Some of them invest in *s*.....-of-the-*a*.....² technology in order to make more flexible working arrangements, such as *t*.....³, possible. Other companies try to help women progress to senior positions by encouraging them to attend *l*..... *s*.....⁴ and join *n*..... *g*.....⁵. More senior staff help junior managers through a system of *m*..... *c*.....⁶. It is also important to offer *f*..... *s*.....⁷ at a time when female managers are having children. Some companies have taken the step of temporarily *b*..... the *s*.....⁸ of mothers who have recently had a baby, so that they can keep the same salary but work shorter hours for a short time. These measures are not simply a good social policy, but an economic necessity because, without women, companies are finding that the traditional workforce is *s*.....⁹. Although the number of women in *l*..... *r*.....¹⁰ is still small, fortunately it is growing. Those who support *w*..... *d*.....¹¹ are slowly seeing the positive results of their efforts.

OVER TO YOU

- 1 What do you think about the actions the companies mentioned in the article have taken to help increase the numbers of women staying in their workforce? Are they a good idea? Would this work in every sector of industry? Are there any other measures which companies could take to improve the gender balance in companies?
- 2 Visit the websites of the companies mentioned in the article. Look at what they say about diversity and helping women in the workplace. Write a short report about the company which you think provides the best help.

This unit looks at the effect of economic cycles on the decision to hire foreign labour.

BEFORE YOU READ

Discuss these questions.

- 1 Do companies in your country hire employees from overseas? Compare a few different types of companies you know of.
- 2 What sort of positions do these employees tend to hold, and why do you think this is?

READING**A Understanding the main points**

Read the article on the opposite page and answer these questions.

- 1 Which set of managers did the economic downturn in 2009 hit more strongly, foreign or local?
- 2 Why had there been so many expatriate managers in Vietnam before that point?
- 3 How had this situation affected the traditional relationship that Vietnamese employees had with their company?
- 4 What effect had it also had on salaries in Vietnam?
- 5 What effect did the economic downturn have on companies' willingness to employ expatriate managers?
- 6 What was the effect of the new law which came into force on 1st January 2008?
- 7 What impact did this new law have on the localisation process?

B Understanding details

Read the article again and answer these questions.

- 1 How did companies operating in Vietnam encourage skilled workers to work for them?
- 2 What was the average employee turnover rate in Ho Chi Min city in 2008, according to an HR survey?
- 3 What was the employee turnover rate at the managerial level?
- 4 How much direct foreign investment did Vietnam enjoy in 2007?
- 5 How much did average salaries rise by in that year?
- 6 Did managerial salaries rise by more or less than that amount?
- 7 What was the top income-tax rate in Vietnam at that time?
- 8 What examples of tax-free benefits does the article mention?

Vietnamese see silver lining in skills battle



by Tim Johnston

A For expatriate employees in Vietnam, January 2009 looked like the 'perfect storm'. The poor global economic outlook, combined with recent local tax changes, made the survival of expatriate jobs look uncertain. In contrast, for local managers, there was reason for hope.

B Over the past few years, Vietnam's breakneck development had created local labour shortages, particularly in the management sector. The demand for qualified personnel in finance, marketing, human resources and general management was much greater than supply. This had created an employment bonanza for the relatively few Vietnamese who had the specialist skills, as well as thousands of expatriate workers, not just from the developed world, but also from places such as the Philippines, India and Pakistan.

C The competition for skilled labour was fierce, with new arrivals in the employer market using generous salary

offers to attract qualified staff. Consequently, whereas in the past Vietnamese workers had generally stayed with a single company for their entire working life, more recently, the 'upwardly mobile' had also become the 'laterally mobile'.

D A survey by Smart HR, a human resources consultancy based in Ho Chi Minh City, found that in 2008, the average employee turnover rate was 16.7 per cent. However, this was just the 'tip of the iceberg' compared with the turnover rate at more senior management levels. Almost half of all human resources managers in Ho Chi Minh City moved in 2008. According to Jessica Lu, Smart's Chief Executive, 'If you were a human resources manager and you hadn't moved in three years, people started to think there must be something wrong with you.'

E The main reason for this heavy demand for executives and managers had been the large wave of foreign direct investment in Vietnam's manu-

facturing sector over the previous few years: in 2007 alone, foreign direct investment had accounted for some \$11bn, or more than 12 per cent of gross domestic product. As more international companies invested in Vietnam, they created something of a salary bubble for local senior management.

F The Smart HR survey showed that for foreign-invested enterprises, overall salaries increased by almost 18 per cent in 2008, but in executive positions, the rise was much more pronounced. According to Rupali Edekar, who runs Active Selection, a recruitment agency based in Ho Chi Minh City, 'There were people with very limited experience and skills, and they were asking for totally unrealistic salaries.'

G But the global crisis soon dampened down the frenzy. Many overseas companies started to lay off staff and imposed blanket hiring bans. In the short term, companies tightened their belts and looked more closely at the relatively high costs of expatriate labour.

H Furthermore, a new tax law that came into effect on January 1 made life more difficult for expatriates. Most expatriate contracts left the tax burden to employers. At around 35 per cent, the top rate of tax was already relatively high, but salary packages were often boosted by tax-free benefits: paid-for household utility bills (such as electricity), a company car, private education for the children and flights home were all used to attract skilled management to Vietnam.

I However, on 1 January 2008, all those benefits became taxable. This soon speeded up the localisation process: the previous expatriation trend reversed as companies started to reduce the number of foreigners they employed.

FT

VOCABULARY

A Word search

Find words or phrases in the article which complete these sentences.

- 1 When lots of jobs are on offer and there are not enough workers to fill them, this creates an **e**.....
b..... for workers. They have a wide choice of jobs and are in high demand. (paragraph B)
- 2 Employees who move up the career ladder quickly are said to be **v**..... **m**..... (paragraph C)
- 3 Employees who make sideways career moves, to gain broader experience or perhaps from company to company in order to take advantage of a better salary offer, are said to be **l**..... **m**..... (paragraph C)
- 4 The rate at which employees enter and leave a company is known as the **e**..... **f**..... **r**.....
(paragraph D)
- 5 When salaries rise sharply over a short period of time, this is known as a **s**..... **b**..... (paragraph E)
- 6 When a company has too many employees and decides not to recruit for the time being at any level of the organisation, it imposes a **b**..... **h**..... **b**..... (paragraph G)
- 7 If conditions become worse for the company, it may have to make employees redundant or **l**..... them
a..... (paragraph G)
- 8 The trend for using local labour is known as **l**..... (paragraph I)
- 9 The trend for using overseas labour is known as **e**..... (paragraph I)

B Word partnerships

Match the verbs (1–6) with the phrases (a–f) to make expressions similar to those in the article.

- | | |
|----------------|----------------------------------|
| 1 to stay with | a) the tax burden to employers |
| 2 to create | b) a salary bubble |
| 3 to ask for | c) a company for life |
| 4 to leave | d) skilled management to Vietnam |
| 5 to attract | e) totally unrealistic salaries |
| 6 to speed up | f) the localisation process |

C Cause and effect

Use expressions in the box to complete the paragraph.

as a result as a result of caused by consequently due to in order to

.....¹ the poor global economic outlook and recent local tax changes, the survival of expatriate jobs looked uncertain.², however, the situation for local managers looked even better than it had before.

During the previous years, there had been an employment bonanza for expatriate workers with specialist skills,³ the breakneck economic development in Vietnam.⁴, even Vietnamese workers who had previously tended to stay with the same company for life, started to change companies regularly⁵ rise up the career ladder faster or take advantage of better salary offers. In 2008,⁶ the departure of many of the expatriate workers, the employment trend reversed back to one of localisation.

D Sentence completion

Use words and phrases from Exercises A–C to complete these sentences.

- 1 Due to a sharp rise in foreign investment by overseas firms, we experienced a period in which those of us with a good education and skills enjoyed a real
- 2 As there were always more jobs than people to fill them, we were able to get promotions quickly and became very
- 3 We simply didn't have enough experienced and skilled people in the country to meet the sharp rise in demand for local managers., the policy for hiring managers moved quickly to one of
- 4 a the large number of expatriate managers entering the country, a soon appeared, and we all benefited from higher salaries. This went on for some time.
- 5 By the end of 2008, however, it was clear that an economic downturn was emerging, and a lot of companies began imposing a
- 6 Worse still, they actually started to managers, and a lot of expatriate workers went back to their own countries.

E Understanding expressions

Choose the best explanation for each phrase from the article.

- 1 '... Vietnam's *breakneck* development ...' (lines 9–10)
 - a) extremely fast
 - b) little by little
- 2 'The competition for skilled labour was *fierce* ...' (lines 23–24)
 - a) very weak
 - b) very strong
- 3 '... this was just the "*tip of the iceberg*" ...' (lines 37–38)
 - a) a small part of the picture
 - b) for the top layers of management
- 4 'But the global crisis soon *dampened down the frenzy*.' (lines 73–74)
 - a) made everyone bored
 - b) reduced the competition and excitement
- 5 '... companies *tightened their belts* ...' (lines 77–78)
 - a) introduced a new health policy
 - b) reduced their budgets

OVER TO YOU

- 1 Discuss the advantages and disadvantages of moving to another country to work. Explain your ideas.
- 2 Do employees in your country tend to stay with the same company for life, or do they change company from time to time? How regularly do employees expect to make sideways moves in their jobs or get promotions? Think of different types of industries and jobs. How does this behaviour compare with that of your parents' and grandparents' generations or other countries you know of? Write a short report.

This unit looks at the contribution that the modern HR department makes to the success of a company.

BEFORE YOU READ

Discuss these questions.

- 1 List all the tasks you can think of that human resources professionals carry out.
- 2 Would you say that the human resources department plays more of a strategic role or a support role? Explain your ideas.

READING**A Understanding the main points**

Read the article on the opposite page and say whether these statements are true (T) or false (F). Identify the part of the article that gives this information.

- 1 Unilever only calls itself the 'multilocal multinational' because it operates in many countries.
- 2 Its human resources strategy has always taken into account the many different businesses it owns around the world.
- 3 Its current HR policy has three main aims.
- 4 Its HR strategy focuses on four main areas.
- 5 Gary Crouch, Unilever's HR Director, says that the contribution people make to the business they work for is increasingly being valued.
- 6 It is difficult to give this contribution a numerical or financial value.
- 7 The report written to tackle this issue was called 'Accounting for People'.
- 8 The report was sponsored by the Department of Health.
- 9 Companies regularly use statistics relating to employees for internal purposes.
- 10 Companies also use these statistics widely in their public reports.
- 11 Gary Crouch hopes that one day companies will measure and report on their employees in the same way that they report on their finances today.

B Information search

- 1 The article gives several examples of ways in which a company can use employee statistics internally. Put them in the right order, as they appear in the article.
 - a) Managing succession planning
 - b) Assessing high-potential managers
 - c) Comparing the performance of different divisions

Building a strong HR brand



by Andrew Bibby

A Unilever likes to call itself the 'multilo-
cal multinational'. It is a term that
reflects the company's enormous
geographical and product range,
5 but which perhaps also suggests the
challenges of developing a single
corporate strategy for a string of
individual operating businesses.

B Gary Crouch, HR Director for
10 Unilever UK, admits that, until a few
years ago, each Unilever group tended
to follow its own individual HR

practices and priorities. 'People from
different parts of the business were
15 talking quite different languages,'
he explains.

C However, a few years ago, the com-
pany formally developed a shared
corporate HR framework, whose
20 primary goals were simplicity and ben-
efits of scale. The new strategy focused
on four key areas: leadership; talent
management; efficiency and cost effec-
tiveness; and corporate culture.

D HR, it seems, is no longer just a wor-
thy and useful support function. It is
part of the strategic management of the
business. Mr Crouch believes that this
reflects the changing role of HR
30 in the company. He explains, 'It's a
way of recognising the importance of
people to the success of the business.'

E This is, of course, the position that
many other companies would like to
claim as well. The question is how to
35 put words into action. How do we
find ways to adequately measure and
report HR's strategic role in adding
value? This was the task tackled in an
40 'Accounting for People' report which
was sponsored by the UK Department
of Trade and Industry.

F Some companies use of a number of
key employee statistics internally
45 in their regular strategic planning
meetings to establish HR policy and
development. One example of the way
they are used is in the assessment of the
proportion of staff considered to
50 have high management potential.
High potential is assessed using a
number of objective criteria, including
business competencies, past perfor-
mance, and range of skills and
55 experience. A second measure tests
whether the succession planning for

key posts is adequate, by assessing the
number of potential candidates for
more senior jobs.

G A third method, employing key ratios
such as sales to employee numbers,
can be used to compare the perfor-
mance of different divisions within a
group. Other figures include the aver-
65 age time an employee spends in a post,
staff retention rates, the number of
management layers in a company or
department, safety and accident
records, and workforce diversity.

H However, there can be difficulties
with using standard employee statistics
for external comparisons between
companies. For example, the actual
importance of low staff retention rates
75 could differ widely between different
companies in different sectors. As a
result, there is still a great degree of
caution on the part of companies about
going public too quickly with data that
80 could be misinterpreted. However,
industry is clearly moving towards
more reporting.

I Mr Crouch says, 'Financial statistics
have been built up over many years
85 and are supported by large numbers of
accountancy practitioners. Achieving
this in HR will take some time. The
task will be to end up with objective
and verifiable data that can be used
90 for genuine comparison. The point is
that we are moving towards managing
our people as a resource for business
with the same degree of rigour and
discipline that we use in any other
95 of the business.'

FT

2 Read the article again and tick (✓) the item(s) that complete each sentence.

- 1 Gary Crouch describes the old Unilever as ...
 - a) a lot of different companies around the world.
 - b) having a lot of employees who didn't speak English.
 - c) having a large number of different and separate HR policies.
- 2 Unilever's new strategy focused on ...

a) efficiency and cost effectiveness.	d) corporate culture.
b) managing high-potential managers.	e) developing leaders.
c) reducing the workforce.	f) diversity.

VOCABULARY

A Word search

Find phrases in the article which fit these meanings.

- 1 a company which sells different things in different countries, reflecting their different needs (paragraph A)
m.....
- 2 a company which operates in many countries (paragraph A)
m.....
- 3 a company's aims in general and the way it hopes to achieve them (paragraph A)
c.....s.....
- 4 ways of doing things in the Human Resources department (paragraph B)
HR p.....
- 5 a set of HR policies and practices used by an entire company (paragraph C)
c..... HR f.....
- 6 what a company enjoys when it takes advantage of its large size to reduce costs (paragraph C)
b.....o.....s.....
- 7 when a company plans what it will do in the future, including: which products or services it should sell, which markets it should be in and how profits can be increased (paragraph F)
s.....p.....
- 8 hard facts and figures which do not involve opinion and which can be understood in the same way by everyone who views them (paragraph F)
a.....c.....
- 9 a specific set of skills which are considered to be essential in order for an employee to be effective in a senior role (paragraph F)
b.....c.....
- 10 when companies work out whether they have the right employees to fill senior posts as the people in these positions leave the company (paragraph F)
s.....p.....

B Word partnerships

Match the verbs (1–8) with phrases (a–h) to make expressions similar to those in the article.

- | | |
|----------------|--|
| 1 to compare | a) a single corporate strategy |
| 2 to manage | b) a shared HR framework |
| 3 to recognise | c) HR's strategic role in adding value |
| 4 to measure | d) key employee statistics |
| 5 to develop | e) HR policy and development |
| 6 to use | f) the importance of people to the success of the business |
| 7 to develop | g) the performance of different divisions |
| 8 to establish | h) people as a resource for business |

C Sentence completion

Use words and phrases from Exercises A and B to complete these sentences.

- 1 HR departments are playing a more *s*..... role in corporate life these days.
- 2 Businesses are starting to *r*..... the importance of *p*..... to the success of the business.
- 3 Companies are becoming more interested in measuring HR's role in *a*..... *v*..... to their business.
- 4 Although companies do use *k*..... *e*..... *s*..... to make internal comparisons and measure various aspects of the business, using them for external reporting is not so common.
- 5 An important human resources task is *s*..... *p*....., making sure that the company has enough qualified and experienced employees to fill the senior and strategic positions when the existing managers leave the company. Key employee statistics can be used to compare employees' *b*..... *c*.....

D Understanding expressions

Choose the best explanation for each phrase from the article.

- 1 'People from different parts of the business *were talking quite different languages ...*' (lines 13–15)
 - a) had different mother tongues
 - b) had different ways of doing things
- 2 '*... succession planning for key posts is adequate ...*' (lines 56–57)
 - a) good enough
 - b) average
- 3 '*As a result, there is still a great degree of caution on the part of companies ...*' (lines 76–78)
 - a) companies have to pay a big deposit
 - b) companies are very unsure about it
- 4 '*... as a resource for business with the same degree of rigour and discipline ...*' (lines 92–94)
 - a) as carefully and professionally
 - b) as strongly and forcefully

OVER TO YOU

- 1 Do you think that key employee statistics provide useful information about a company? Think about some of the different areas mentioned in the article. Do you think the public would generally be interested?
- 2 If you were thinking about joining a company as an employee, would you be interested in knowing how long employees tended to stay there? Would it be a good indicator of how happy they were in the company? Think about different industries you know of.

This unit looks at the role of software in human resources decision-making.

BEFORE YOU READ

Discuss these questions.

- 1 If a company has to make employees redundant in your country, do you know of any laws and conditions which govern the way the company manages this process?
- 2 How do companies decide who to make redundant? Do they use any particular criteria?

READING

A Understanding the main points

Read the article on the opposite page and say whether these statements are true (T) or false (F). Identify the part of the article that gives this information.

- 1 Companies use computer technology to decide who they should fire as much as they do to decide who to recruit these days.
- 2 It is better to leave decisions about which employees to make redundant to managers, who know their employees better.
- 3 E-firing software can save companies a great deal of time and money.
- 4 During a period of restructuring or downsizing, a company can easily lose key staff if it doesn't take steps to identify them and ensure that they will stay with the company.
- 5 E-firing software can be combined with a number of other web applications to make the redundancy selection process more effective.
- 6 One of the ways of deciding which employees should go is to first work out which employees you should keep.
- 7 Mergers between companies which have thought about which employees they should keep early on in the process have been more successful than those which haven't.

B Understanding details

Read the article again and answer these questions.

- 1 When two companies merge, what is one of the main ways in which they can save money in the future?
- 2 Which two main business objectives does this type of software help businesses to align?
- 3 In which three situations can e-firing software be useful?
- 4 What length of delay in making employees redundant can result in losing over 25% of the desired cost savings of a merger?
- 5 Which other software applications does e-firing software link with?
- 6 If a company fires too many of a particular group of employees, what two possible resulting problems does the article mention?

Computer says: 'You're fired'

by Joia Shillingford

A While many companies have adopted e-recruitment techniques – for example posting jobs on the web – the benefits of e-firing are known to fewer businesses.

5 The practice may sound very unpleasant, but – as many who have worked in a shrinking organisation might agree – software could hardly do a worse job than some managers.

B E-firing software is particularly helpful to managements in the event of a merger or acquisition (M&A), where part of the logic of the deal is that the combined businesses will need fewer staff.

C By using software, the process can be speeded up so that the best staff do not leave while uncertainty hangs over the business. To illustrate, a one-month delay in working out which jobs to cut could reduce expected cost savings of \$500m a year by more than \$150m.

D But delays are common because of the difficulty and emotion involved in deciding who should stay and who should go. That is why human-resources software is increasingly being used to help businesses align financial and organisational objectives in situations in which they need to get rid of employees. These include mergers and acquisitions, redeployments, reductions and ordinary terminations. By linking to other business applications, such as payroll and the human-resources database, this type of software can put all the important data in one place for senior managers to analyse.

E Samantha Hanson, Vice-President of Human Resources at Vurv, a company which produces this type of software, says: 'Before we introduced this soft-



ware, every time I went through a restructuring process, the Chief Financial Officer had his or her spreadsheets, human resources had theirs and the legal department were looking at another one! Moreover, when the Chief Executive changed the amount of money he wanted to save, the figures had to be calculated again, and it was very difficult to get all the spreadsheets to match up.'

F But this type of software enables merger candidates to set up a hypothetical event, such as a merger or acquisition, and a goal, such as how much they want to reduce the headcount by. Or what skills they want to end up with in the combined business. You can look at your workforce in a variety of ways including: performance, pay, age, geography or business unit.

G Equally, you can look at a combination of factors, such as sales by business unit, length of service or the success of applicants hired by one particular recruiter. In this way, you can see very

quickly what it will cost to close a whole unit and if it will disproportionately affect a group of employees such as women or ethnic minorities, which could lead to legal cases or an unbalanced workforce.

H However, this type of software does not simply deal with reducing the headcount; it also helps to identify top performers or employees suitable for retraining. In a recent study of 40 M&A deals, it was found that in 15 deals classified as 'successful', nearly every company which took over a business identified key employees for retention during due diligence (the process by which companies verify that the intended purchase is viable) or within 30 days of the announcement. In marked contrast, this only happened in one third of the 'unsuccessful' deals.

FT

VOCABULARY

A Word search

Find words or phrases in the article which fit these meanings.

- 1 the opposite of e-recruitment (paragraph A)
e-f.....
- 2 getting smaller or downsizing (paragraph A)
s.....
- 3 computer programmes that can show rows of figures and perform calculations with them (paragraph E)
s.....
- 4 the total number of employees a company employs (paragraph F)
h.....
- 5 small groups of people who have a different country of origin or culture from most of the employees (paragraph G)
e..... m.....
- 6 particularly strong and talented employees (paragraph H)
t..... p.....
- 7 when a company which is thinking about buying another company looks carefully at this company's accounts to check that the purchase is financially and legally viable, as it must do by law (paragraph H)
d..... d.....

B Definitions

Match these words and phrases from the article which describe situations when e-firing software can be useful (1–4) with their meanings (a–d).

- | | |
|----------------------------|---|
| 1 mergers and acquisitions | a) when an individual employee leaves the company |
| 2 redeployment | b) when employees are moved from one department to another due to a company reorganisation |
| 3 downsizing | c) when two companies join together, usually when one takes over the other and has the controlling interest |
| 4 ordinary job termination | d) when a company reduces its workforce in order to save costs, often during an economic downturn |

C Word partnerships

Match these phrases to make word partnerships from the article which describe actions performed by companies and human resources departments.

- | | |
|----------------------|----------------------------------|
| 1 to post jobs | a) and organisational objectives |
| 2 to align financial | b) top performers |
| 3 to get rid | c) on the web |
| 4 to go through | d) the headcount |
| 5 to reduce | e) a restructuring process |
| 6 to identify | f) of employees |

D Word families

Complete the chart.

noun	verb
..... ¹	to merge
..... ²	to acquire
redeployment ³
..... ⁴	to reduce
termination ⁵
..... ⁶	to retain
downsizing ⁷

E Sentence completion

Use words and phrases from Exercises A–D in the correct form to complete these sentences.

- When two companies to form one large company, unfortunately for some of the employees, the new company often
- The management have to decide which employees they should and which they should fire.
- It is important for them not to lose their , otherwise they will lose the best skills and experience in the business.
- In some cases, therefore, it is better to good employees to other departments than to their employment with the company.
- The managers can use software, which can be combined with a number of human resources web applications and can bring together the of various departments so that the decision-making process is simpler and faster.
- In this way, when a company goes through a process, and reduces its , it can its organisational and financial objectives effectively.

OVER TO YOU

- What is your impression of the software described in the article? Is it a sinister application of modern technology or a necessary innovation of modern society?
- Do you think such software can really be effective? Do spreadsheets know more about a company's employees than its managers? Think about very large and very small companies.

This unit looks at a job advertisement for a temporary human resources manager.

BEFORE YOU READ

Discuss these questions.

- 1 What qualifications, skills and experience would you expect to be specified in an advertisement for the post of Human Resources Manager?
- 2 What responsibilities and duties might be described?

READING**A Understanding the main points**

Read the job advertisement on the opposite page and answer these questions.

- 1 How did this temporary position arise?
- 2 What is the current situation of the company?
- 3 What role will the HR Manager play in relation to this situation?
- 4 What needs to be done to increase the efficiency of the HR department?
- 5 What can the HR Manager do to attract and retain staff?
- 6 Which two specific tasks need to be performed in line with legal requirements?
- 7 Is a background in the pharmaceutical industry essential?
- 8 Which areas of change management does the applicant need experience in?
- 9 How well does the HR Manager need to be able to communicate in French and English?

B Understanding details

Read the advertisement again and answer these questions.

- 1 What does *interim* mean in the job title?
- 2 What does *c.* stand for in the salary specification? What does this term mean?
- 3 What is meant by *per annum*?

C Information search

Read the advertisement again and say what the responsibilities of the HR Manager are in relation to the following people.

- | | |
|--------------------------------------|-------------------------|
| 1 the Senior Human Resources Manager | 4 line management |
| 2 a department of 15 | 5 union representatives |
| 3 senior management | 6 multifunctional teams |

Interim HR Manager – Temporary

Global pharmaceutical company, France

c. €40–55,000 per annum

A A leading global pharmaceutical company is urgently seeking a Human Resources Manager to join its team in Paris. Supporting the Senior Human Resources Manager and leading a department of 15, you will oversee the provision of HR services and play a pivotal role in the process of organisational restructuring. This is a 12-month contract covering maternity leave.

B RESPONSIBILITIES

The key areas of responsibility are detailed below, but these may vary and the Human Resources Manager will perform additional tasks as and when required:

- 10 • Manage your team to maximise the efficiency of the HR department. This will include establishing a realistic succession plan for HR staff.
- Support the development and implementation of HR strategy across the whole organisation in areas such as recruitment and retention, employee orientation, 15 employee relations, performance management, training and development, and compensation and benefits. Supervise, evaluate and monitor the delivery of these services and constantly seek ways of making them more effective and cost-efficient.
- 20 • Advise and liaise with senior management on HR decision-making. Communicate new policies and procedures across the business and provide follow-up.
- Devise and roll out organisational change strategies which are aligned with organisational values and goals. 25
- Supply line management with the appropriate information to highlight HR-related issues that will have an impact on performance and productivity.
- Regularly update company salary structure, job documentation, appraisal systems and employee feedback. Ensure that the employment benefits and remuneration policies remain competitive in order to attract and retain high-calibre personnel. 30
- Co-operate with union representatives to resolve employee-relations issues. Ensure that such issues are handled in accordance with company policy and legal requirements. 35
- Oversee the payroll function.
- Maintain all personnel records in line with legal requirements. 40

C CANDIDATE REQUIREMENTS

The ideal candidate will have a strong international background with a track record of success in a similar corporate environment. As a point of contact for all internal and external HR issues, you must have outstanding communication skills and be able to collaborate with multifunctional teams to deliver an HR service which is compatible with the company's goals. It is essential that you can respond to the ever-changing needs of this business; you need the confidence to provide innovative HR solutions and have the credibility and integrity to present them to all levels of the organisation. You also need an autonomous, hands-on approach and the ability to manage a heavy workload. To be considered for this role, the following requirements must be fulfilled:

- 45 • A Master's degree in Human Resource Management or equivalent
- A minimum of five years' experience in an HR management role 50
- Demonstrable experience in a broad range of HR areas and exposure to change management issues such as restructuring and redeployment
- A track record in managing relationships in your organisation and delivering HR services to key stakeholders in the business 65
- Exceptional ability to analyse data and provide recommendations
- Ideally a background in the pharmaceutical industry
- 70 • Extensive experience in negotiating contracts
- A basic knowledge of French employment law
- Proficient in French and English

VOCABULARY

A

Word search

Find words or phrases in the advertisement which fit these meanings.

- 1 be in a central or influential position (paragraph A)
p..... a p..... r.....
- 2 change (paragraph B)
v.....
- 3 employees who have great competence or ability (paragraph B)
h.....-c..... p.....
- 4 teams composed of two or more members from different departments (paragraph C)
m..... t.....
- 5 the quality of being trustworthy and believable (paragraph C)
c.....
- 6 the quality of being honest and ethical (paragraph C)
i.....
- 7 able to work and make decisions independently (paragraph C)
a.....
- 8 practical and involved (paragraph C)
h.....-o.....
- 9 superior or above average (paragraphs C/D)
o..... / e.....
- 10 a history of performance and achievements (paragraph D)
t..... r.....

B

Word families

Complete the chart.

verb	noun	verb	noun
to supervise ¹	to maintain ⁹
to roll out ²	to provide ¹⁰
to advise ³	to assist ¹¹
to liaise ⁴	to follow up ¹²
to resolve ⁵	to oversee ¹³
to implement ⁶	to supply ¹⁴
to respond ⁷	to align ¹⁵
to update ⁸	to analyse ¹⁶

C Sentence completion

Use words from Exercise B to complete these sentences. There may be more than one possible answer in some sentences.

- 1 The Regional Sales Manager will with counterparts in other divisions.
- 2 The Site Manager's main duties include the of contractors to ensure that health and safety regulations are followed.
- 3 The postholder will customer account details on a regular basis so that new orders can be handled in an efficient manner.
- 4 The Marketing Manager will the production of marketing campaigns to guarantee high standards and cost efficiency.
- 5 This role will involve working closely with the Development Manager on the of a new appraisals system.
- 6 One of your main responsibilities will be to customers with delivery dates and details.
- 7 You will to queries by phone and e-mail.
- 8 A key responsibility is to provide to customers who are experiencing technical problems.
- 9 The Accounting Manager will ensure that regional activities are performed in with global standards.
- 10 The IT Support Assistant will be expected to problems with software.

D Prepositions

Complete these sentences using the prepositions in the box.

in	in	in	in	of	to	to
----	----	----	----	----	----	----

- 1 This role requires experience cash and stock management.
- 2 Key skills include an exceptional knowledge warehouse management tools.
- 3 Ideally, you will have a background logistics.
- 4 A track record improving and growing a business is essential.
- 5 This post requires the ability work under pressure.
- 6 The successful candidate must be highly proficient English.
- 7 Exposure technical aspects of banking operations would be desirable.

OVER TO YOU

- 1 Think about a job that you are familiar with: your current job, a previous position or one that interests you. Using the advertisement on page 61 as a model, write an advertisement for your chosen job.
- 2 Once you have written your advertisement, find real advertisements for similar positions in newspapers, in journals or online. Compare them with the advertisement that you have written. Did they specify the same qualifications, responsibilities, skills and experience? Did they use similar vocabulary? If there are any new words, check them in a dictionary.

This unit looks at a letter of appointment which outlines the terms and conditions of employment relating to the job being offered.

BEFORE YOU READ

Discuss these questions.

- 1 What terms, conditions and entitlements would you expect to be included in a letter of appointment?
- 2 Which terms and conditions are the most/least important to you when deciding whether to accept an offer of employment? Why?

READING**A Understanding the main points**

Read the letter on the opposite page and answer these questions.

- 1 Where will Mr Harper be based? Will he be expected to work there all of the time?
- 2 How will the company decide whether or not he should receive a bonus?
- 3 What are his entitlements when performing duties outside the normal place of work?
- 4 Will he be expected to work overtime?
- 5 What are the restrictions on his use of annual leave?
- 6 How much notice does he have to give during the probationary period?
- 7 When might instant dismissal or suspension from work take place?
- 8 What does Mr Harper have to do to accept the offer of employment?
- 9 Which documents will form the contract of employment?

B Understanding details

Read the letter again. What do the following figures refer to?

- 1 3 January 2011
- 2 EUR 40,000
- 3 90 days
- 4 30 minutes
- 5 20 days
- 6 three months

Mr John Harper
 45 Bolton Road
 Bethnal Green
 London
 E2 5EY
 19th November 2010

T-Solutions
 Bakkerlaan 563
 Amsterdam
 Netherlands

Dear Mr Harper,

Following your recent interview at the T-Solutions headquarters in Amsterdam, I am pleased to offer you the position of Customer Services Manager in T-Solutions UK on the following terms:

- 1 Your employment will commence on 3 January 2011.
- 2 Your normal place of work will be at the T-Solutions UK office in Albert Street, West London. However, to perform your duties as Customer Services Manager, you will be required make visits to company branches in other regions when instructed.
- 3 Your starting basic monthly salary will be the equivalent of EUR 40,000 per annum. Your performance will be evaluated at scheduled intervals, and the company will adjust your salary at its sole discretion.
- 4 After satisfactory completion of the first 90 days of employment, you may be eligible for a bonus. The securing of subsequent bonuses will be based on the achievement of goals set in your performance appraisal and on overall company performance.
- 5 You will be entitled to claim travel and subsistence expenses for duties which are performed outside the normal place of work. If your expenses exceed the rates specified on the company claims form, they may not be reimbursed.
- 6 Your working hours are Monday to Friday, from 9 a.m. to 5.30 p.m. You are entitled to a 30-minute lunch break each day. You may be required to work additional hours to fulfil your duties.
- 7 In addition to public holidays, you are entitled to 20 days' paid annual leave upon one year's service. Unused annual leave cannot be carried forward to the subsequent year.
- 8 The duration of your probationary period will be three months. During this period, each party has the right to terminate the contract by giving one week's notice or, in lieu of notice, the equivalent of one week's salary. The Company may extend the probationary period to review your performance and conduct. You may be subject to instant dismissal or suspension from work if you are guilty of misconduct or in breach of the terms and conditions of employment.
- 9 Periods of notice after the probationary period are specified in the full terms and conditions of employment.

This offer of employment is subject to the provision of two professional references and copies of diplomas and certificates.

If you would like to accept this offer of employment, please sign and date the attached copy of this letter and return it to us with the above documents. We will then ask you to sign a copy of the full terms and conditions of employment, which will, together with this letter of appointment, form your contract of employment.

Please do not hesitate to call me if you have any questions about this appointment.

We look forward to welcoming you to our company.

Yours sincerely,

Eda Manser

Eda Manser, Director of Human Resources

I accept this offer of employment under the terms and conditions specified above.

.....
 (Signature)

.....
 (Date)

VOCABULARY

A Scrambled words

Use the definitions to unscramble the words from the letter.

- 1 a local division of a business
BARHNC
- 2 payment for means of survival, such as food
SISUNSETCBE
- 3 make a repayment for money spent
SEREUIRBM
- 4 a trial period during which a company assesses whether a new employee is right for the job
NIOPRRAOYBAT IDROPE
- 5 a written statement about a person's character, ability and skills
CEENRFEER
- 6 bad or inappropriate behaviour
UMNISTDCCO
- 7 the act of firing someone immediately
ANINTST SAISDILSM
- 8 the act of temporarily releasing someone from professional duties as a punishment
SNUOESISPN

B Sentence completion

Use the words and phrases from Exercise A to complete these sentences.

- 1 When I was offered the job, I asked my former employer to provide a
- 2 He faces from his employment for one month because he was caught smoking in the store room.
- 3 If the postholder's performance has been satisfactory, the appointment should be confirmed in writing at the end of the
- 4 To claim expenses, you will need to provide records such as restaurant receipts.
- 5 He received a final written warning following serious which included theft of company property.
- 6 If you travel first class, the company may not fully your travel expenses.
- 7 Before I began working in the firm's headquarters, I was based in a local in my home town.
- 8 When employees are dismissed, they are usually entitled to the notice period set out in the employment contract. However, in the case of, the employee is asked to leave the company immediately, without any notice.

C Word search

Find words and phrases in the letter which have the same meaning as the words in *italic*.

- 1 The employee may be *told* to remain contactable outside the normal working hours. (point 2)
- 2 The Company may, *according to its own judgement*, transfer the employee to another department without adjusting his/her salary. (point 3)
- 3 You may *meet the requirements* for promotion if you achieve your performance targets. (point 4)
- 4 In addition to annual leave, the employee *will have the right to* eight hours of holiday pay per public holiday. (point 5)
- 5 The employee may *have to* complete a monthly time sheet. (point 6)
- 6 One week's notice may be given by either *side in this contract* to terminate this Contract of Employment. (point 8)
- 7 No payment or compensation will be made *in place of* annual leave not taken. (point 8)
- 8 Renewal of this employment contract *depends on* satisfactory performance. (paragraph after point 9)

D Vocabulary development

Use the words and phrases in the box to complete these sentences.

adjust carry forward claim extend give in breach of secure set out

- 1 You cannot expenses for travelling to your normal place of work.
- 2 Employees have the opportunity to a bonus based on their contribution to company performance.
- 3 Under exceptional circumstances, employees may be permitted the right to annual leave to the following year.
- 4 The employer reserves the right to the probationary period beyond its expiry date.
- 5 All staff are subject to standard disciplinary procedures when they are terms and conditions.
- 6 Both parties are obliged to the period of notice which is in the Contract of Employment.
- 7 If you decide to work part time, we will your salary accordingly.

OVER TO YOU

- 1 Find out whether the terms and conditions of employment set out in the letter of appointment on page 65 are compatible with employment law in your country. Summarise any points that may need to be altered then compare your ideas with other people in your class.
- 2 Do further research on employment law in your country. Find out about one of the following points:
 - How new appointments are confirmed
 - When and how a contract is formed between the employer and employee
 - What the employer has to do if it wishes to change the terms and conditions of employment after they have been agreed with the employee

Present a summary of your findings to the rest of the class.

This unit looks at a record of an annual performance appraisal, which is a scheduled evaluation of an employee's performance and progress.

BEFORE YOU READ

Discuss these questions.

- 1 What points might be discussed in a performance appraisal?
- 2 Some employees feel that performance appraisals are 'a waste of time'. How can they be made easier and more productive? What are the benefits of a well-handled appraisal?

READING

A Understanding the main points

The performance appraisal record on the opposite page was written by the manager who conducted the appraisal; it summarises the main points that he discussed with his employee. Read it and match the points (1–8) with the corresponding examples (a–h).

- | | |
|---|---|
| 1 One of Pilar's strengths | a) Better service within stores |
| 2 An achievement | b) The provision of mentoring and a three-day workshop |
| 3 Her main objective during last year's performance appraisal | c) Scheduling of sessions with staff in stores across the region |
| 4 Action taken to fulfil last year's objective | d) Promotion to Regional Store Manager |
| 5 Her challenge this year | e) The ability to give good feedback |
| 6 Action to be taken | f) Promotion is conditional on improvement in performing administrative tasks |
| 7 Her career objectives | g) Efficient use of time at the Heyworth Store |
| 8 Gary's recommendation | h) Organised and efficient handling of financial figures and sales data |

B Understanding details

Read the performance appraisal record again and say whether these statements are true (T) or false (F). Correct the false ones.

- 1 Pilar has increased the revenue of struggling stores.
- 2 She has improved staff morale and working practices within the stores.
- 3 Last year, some supervisors at the Heyworth store complained that their workload was too heavy.
- 4 Pilar has to travel a long way to get to the Heyworth store.
- 5 There has been a good response to the sessions she holds with staff.
- 6 Pilar took a long time to update financial figures as she was not comfortable handling numerical data.
- 7 Pilar does not want to be transferred to another region or abroad.
- 8 Due to her progress over the past year, she will be promoted.

PERFORMANCE APPRAISAL

Summary of discussion points

Performance appraisal of: Pilar García-Martínez

Position: Assistant Regional Store Manager

Length of service: 5 years

Conducted by: Gary Lynch

Date: 16 December

The following points have been agreed:

1) Capabilities and strengths

Pilar:

- has the ability to motivate and direct the work of her subordinates.
- is articulate and persuasive.
- delivers feedback clearly and constructively.
- is good at finding solutions to boost revenue, cut costs and enhance the image of struggling stores.
- has excellent judgement and acts quickly to prevent potential risks.

2) Achievements

Pilar:

- has increased the sales of under-performing stores and identified opportunities for improving revenue, such as modified product lines, innovative marketing and merchandising, creative product displays and effective pricing strategies.
- has strengthened staff morale and adapted working practices so that the stores are operating to their optimum efficiency.
- has ensured an improvement in the level of service, as well as the overall presentation of the stores.
- takes pride in her role in establishing an efficient recruitment system.

3) Fulfilment of last year's main objective(s)

During her last appraisal, Pilar expressed difficulty keeping track of supervisory activities in the Heyworth store. Furthermore, some supervisors there felt neglected and that adequate time was not taken to address important issues in the store.

Pilar was aware that she could not afford to spend more time at the Heyworth Store – only a few hours each quarter – due to the distance and time constraints. She agreed that she needed to make more efficient use of her limited time at the store. Since then, she has scheduled sessions in all stores within the region, which include reviews of work in progress, plans for upcoming work and

general guidance. She has also established a more comprehensive follow-up system so that she can monitor issues which have arisen at meetings.

There has been very positive feedback from many stores, including the Heyworth store, about the new system.

4) Challenges / Areas to improve

Pilar undertakes various administrative tasks when the Regional Store Manager is absent, such as providing financial figures and sales data to head office when requested. On several occasions, it was noted that figures were not handled in an organised and efficient manner and there were some errors. She admitted that she lacked confidence with the new retail management database system (RMDS) and, as a result, found it time-consuming to update revenue and sales data.

5) Action to be taken

Pilar will be provided with mentoring to refine her skills when handling data and using reporting systems. She must also attend a three-day workshop on the RMDS.

6) Career objectives

Pilar has expressed a desire to be considered for the role of Regional Store Manager. She is prepared to transfer to another region or even abroad.

7) Recommendations / Comments

Pilar continues to be a dedicated, high-performing employee who has progressed considerably this year, which means she could become a contender for promotion to regional store manager within the next year. This would depend on her ability to master the administrative tasks mentioned above, which will be reviewed in three months.

Due to her exceptional effort, our under-performing stores have exceeded their sales goals, so she will be awarded a bonus which reflects her achievement.

VOCABULARY

A Word search

Find adjectives in the performance appraisal report which mean the same as the words and phrases in *italic*.

- 1 He is an excellent public speaker because he is *very clear and easy to understand*. (section 1)
- 2 She is very *convincing* when she needs to influence others. (section 1)
- 3 With the new system in place, the production team are operating to their *best level of efficiency*. (section 2)
- 4 His staff feel *abandoned and forgotten* because he focuses exclusively on his own goals rather than those of the team. (section 3)
- 5 He doesn't have *enough* experience to work outside his daily routine. (section 3)
- 6 Each manager needs to prepare his or her team members for the *approaching* performance appraisals. (section 3)
- 7 She is a *committed* member of staff who can be counted on to complete assignments. (section 7)
- 8 The new Managing Director requested an action plan for dealing with the *failing / ineffective* department. (section 7)

B Definitions

Match these words and phrases from the performance appraisal report (1–8) with their meanings (a–h).

- | | |
|---------------------|--|
| 1 a subordinate | a) the way products are shown in a store |
| 2 a product display | b) a person who is in competition with others |
| 3 a product line | c) stock of one type of product in different sizes, styles, colours, etc. |
| 4 merchandising | d) a limit or restriction on the amount of time available |
| 5 time constraints | e) to become proficient or skilled at a task |
| 6 to keep track of | f) a person in a lower rank or position |
| 7 a contender | g) the planning of sales by presenting a product to the right market at the right time |
| 8 to master | h) to monitor or keep aware of something or someone |

C Sentence completion

Use words or phrases from Exercise B in the correct form to complete these sentences.

- 1 Due to , we didn't manage to cover this item in the last seminar.
- 2 With his level of expertise and experience, he is a strong for this job.
- 3 Participating in the training programme helped me to data management.
- 4 The Marketing Manager needs to have greater confidence in her so that she feels comfortable when delegating tasks to them.
- 5 When I was making frequent trips to our subsidiaries all over the world, it was not easy to my team's progress.

D Describing responses

Use the words and phrases in the box to complete the sentences.

admitted that	aware that	encouraged	expected to	expressed a desire to
expressed difficulty	feels	noted that	prepared to	proud of

- 1 He is his ability to address emergencies in a calm manner.
- 2 She take on more responsibility.
- 3 It was she doesn't take action without direction.
- 4 She she was easily distracted by non-work issues.
- 5 He is his lack of organisation sometimes results in unnecessary delays.
- 6 He giving feedback to his subordinates because he that they are unresponsive and do not respect his authority.
- 7 We have greatly appreciated the fact that she is offer some flexibility when it comes to working additional hours.
- 8 Over the next three months, he will be deal more positively with criticism and respond more calmly and effectively in stressful situations.
- 9 He has been to actively seek personal development opportunities during the next six months.

E Scrambled words

Unscramble the words in *italics* from the performance appraisal report which describe improvement.

- 1 We need to *stobo* revenue. (section 1)
- 2 Our marketing campaign will *hennace* the image of the company. (section 1)
- 3 The performance-related bonus will *trsgtnneeh* staff morale. (section 2)
- 4 She will undergo a mentoring programme to *frieen* her soft skills. (section 5)
- 5 He has *sroseedrgp* in his ability to lead the team with authority. (section 7)

OVER TO YOU

- 1 Design a questionnaire which could have been used in Pilar's performance appraisal. Use a format that would elicit the information provided in her performance appraisal record. When you have finished, compare it with ones designed by other people in your class. Which do you think would be most effective? Why?
- 2 With a partner, act out Pilar's performance appraisal based on the information in the record on page 69.

This unit looks at a company intranet report on the main results of a staff satisfaction survey. It highlights successful findings of the survey and areas of concern.

BEFORE YOU READ

Discuss these questions.

- 1 Why do organisations conduct staff satisfaction surveys?
- 2 Do you think companies should conduct their own surveys? Why? / Why not?
- 3 What are the advantages and disadvantages of conducting an anonymous survey (in which the identity of the respondents is not revealed)?
- 4 How should the results of a survey be used?

READING**A Understanding the main points**

Read the report on the opposite page, then choose the best option to complete each statement.

- 1 The conductors of the survey received *more /less* positive than negative feedback.
- 2 The survey highlights ways in which the organisation *has dealt with /will deal with* the areas of concern.
- 3 *Few /Most* staff receive useful and objective feedback from their manager.
- 4 *Over /Under* half of the respondents said they could not achieve a satisfactory work-life balance.
- 5 Only 35 per cent feel that senior management *communicate /do not communicate* openly with them.

B Understanding details

Read the report again and answer these questions.

- 1 In what area do perceptions differ dramatically between the genders?
- 2 How will the organisation support individuals who have the appropriate skills for senior management?
- 3 If just over half of the respondents do not work overtime, what will happen?
- 4 What are the complaints relating to the holiday-leave booking system?
- 5 Why does one respondent find the system for paid leave inflexible?
- 6 How will the heavy workload be handled in the future?
- 7 What reason is given for introducing flexible working?
- 8 In future, what will senior management be expected to communicate to staff?

Overview of the Annual Staff Satisfaction Survey

1 SUCCESSES

Survey findings

Job satisfaction is at a high level, and most staff feel positive about working for this organisation.

75% are proud to work here.

71% feel valued as a member of their team.

81% believe that their manager holds them accountable for their performance.

82% receive constructive feedback from their manager.

76% say they can communicate openly with their manager.

"I appreciate the freedom to do my job without interference. My manager trusts me, and I am held accountable for my actions."

"My manager is level-headed and can accept criticism. My suggestions about how to bring about positive changes are given fair consideration."

2 AREAS OF CONCERN

Although positive feedback exceeds the negative, we have identified some key areas that require attention. Here, we present these issues, along with the ways in which we intend to tackle them.

2.1 Promotional opportunities

Survey findings

Perceptions of career opportunities vary noticeably between male and female members of staff. Less than a quarter of female staff, compared with 67% of male staff, said they would seek promotion to a senior management position.

"As a female middle manager with senior managerial aspirations, it will be difficult to attain my goals, because promotional opportunities seem to be a big secret."

Our goals

There is clearly room for improvement in this area. Therefore, female staff will be made aware of promotional opportunities and encouraged to pursue them. We will also ensure that individuals who display the right skills have access to training to help them gain a foothold on the ladder to senior management.

2.2 Work-life balance

Survey findings

58% cannot achieve a satisfactory work-life balance.

53% feel overstretched and cannot perform their job effectively unless they work overtime.

62% are dissatisfied with the holiday-leave booking system.

"It takes several weeks to get approval for holiday leave. Furthermore, barely enough cover is provided while I'm on holiday."

"I'm always willing to put in overtime, yet if I need to make an appointment with the doctor, I have to request paid leave, which seems rather inflexible."

Our goals

This is our first concern, and we understand that staff need to strike a balance between work and home life. Consequently, we will initiate a more timely and efficient holiday-leave booking system, which should make it possible to plan adequate cover.

When the workload increases during busy periods, managers will be encouraged to set priorities with their staff to schedule tasks over an acceptable period of time. And, where practical, flexible working will be introduced to accommodate the need to deal with personal issues.

2.3 Communication channels

Survey findings

Only 35% believed that senior management keep them informed of decisions that will directly affect them.

"I'm kept in the dark about decisions that will have an impact on my job."

Our goals

We aim to encourage greater communication between senior management and staff. For this reason, senior management will be expected to notify staff of matters which will affect them, preferably face to face. It will also provide staff with a monthly rundown of progress and developments within the organisation.

This will be a two-way process: staff will have the chance to provide input and contribute their views during the decision-making process at the top, and, following implementation, they may be asked to provide feedback.

VOCABULARY

A Word search

Find words and phrases in the report which mean the same as the words in italic.

- 1 The survey highlighted areas where there is *an opportunity to make improvements*. These included the need to boost the number of parking spaces and to increase the capacity of the canteen. (section 2.1)
- 2 Doing a business administration degree could help you gain *a good basis for further progress* in the financial services industry. (section 2.1)
- 3 Naturally, salary and benefits are important when looking for a job. However, my *priority* is having good career prospects. (section 2.2)
- 4 During our peak season, many staff complain that they are *required to do too much within the time available*. (section 2.2)
- 5 If employees are encouraged to *achieve harmony* between work and home life, you will have a more productive and satisfied workforce. (section 2.2)
- 6 When I am absent from work, my colleague will provide *support by temporarily performing my duties*. (section 2.2)
- 7 Staff were *not told* about the company's financial situation. In fact, they weren't informed until the day the factory closed. (section 2.3)

B Sentence completion

Use the correct form of the verbs in the box to complete these sentences.

accept accommodate bring about display hold ... accountable for keep ... informed of put in reveal seek set take part in

- 1 We didn't have to the survey: it was optional.
- 2 It is impossible for a manager to the training and development needs of all team members. He or she needs to priorities in order to stay within the department's training budget.
- 3 To avoid any confusion, it is vital to staff any changes within their department.
- 4 I'm expected to overtime during our peak season.
- 5 We can positive changes throughout the whole organisation if we co-operate with other departments and pool our expertise.
- 6 If there were enough opportunities within the company, she would promotion.
- 7 Staff feel far more motivated if the manager them their performance.
- 8 If a middle manager the appropriate skills, he or she may be considered for a promotional opportunity.
- 9 He can't criticism. He is very defensive if anybody questions the processes in his department.
- 10 One of the main aims of the survey is to areas that require improvement, particularly in relation to working conditions.

C Word families

Complete the chart.

verb	noun
approve ¹
..... ²	initiation
pursue ³
..... ⁴	interference
notify ⁵
..... ⁶	appreciation
aspire ⁷
..... ⁸	encouragement
request ⁹
..... ¹⁰	attainment

D Sentence completion

Use words from Exercise C to complete these sentences.

- His for holiday leave will be turned down because we're expecting a high volume of work.
- I try not to when my staff are in the middle of a task unless they clearly need guidance or advice.
- My head of department provided me with a lot of when I told her that I was seeking promotion.
- Despite all the obstacles, he is willing to a position in senior management. He must be very motivated!
- As a child, I was very curious about other cultures. So I have always had the to work in a job which involves foreign travel.
- We are in need of greater and more frequent staff input, so we will an annual staff satisfaction survey in April.
- If senior management intends to make significant changes to departmental procedures, it must provide to all staff who will be affected.
- My manager shows her by thanking us personally for our efforts.
- He will never his goal of entering top management if he does not put in the extra hours.
- Do not book your holiday unless you have asked your head of department to your holiday leave.

OVER TO YOU

- Organisations use a variety of methods and incentives to encourage their staff to take part in staff satisfaction surveys. Can you think of any examples?
- Imagine that you work in the human resources department of a large company which has experienced extensive organisational changes over the past year. You have been asked to administer a staff satisfaction survey to monitor the employees' reaction to these changes. Write a letter to all employees announcing the survey and inviting them to take part.

Check Test 1 (Units 1–9)

A Use words and phrases from Units 1–9 to complete these sentences.

- 1 When a company looks for new employees and conducts interviews, this is known as the *r*..... process.
- 2 One benefit of doing online tests is that you can receive speedy *a*..... feedback.
- 3 Once job applicants have completed their application form, they enter the *s*..... process.
- 4 When a friend or associate puts you in touch with the company they work for with the aim of possibly recruiting you, this is known as a *p*..... introduction.
- 5 *J*..... *r*..... allows young recruits to move departments regularly to get a wide range of experience.
- 6 A *h*.....-*p*..... employee is one who is expected to rise to a high level in his or her company.
- 7 *E*..... *e*..... take care of the society and environment they inhabit.
- 8 The person conducting a training programme or seminar is called a *f*.....
- 9 *A*..... training is recognised by an official organisation.
- 10 *F*..... *l*..... allows employees to develop skills and knowledge at their own speed and through a variety of media.
- 11 Training departments usually *c*..... a survey to find out how a course was perceived by the participants.
- 12 To *m*..... the impact of skills training, you should monitor the participants' performance after the course.
- 13 A *c*..... is a person who has similar responsibilities and performs the same function as another.
- 14 When an industry lacks key skills, this is called a *s*..... *s*.....
- 15 'Apprentice *i*.....' refers to the number of new apprentices that a company is hiring.
- 16 In large companies, the *r*..... *c*..... decides on the salaries and bonuses of its senior management.
- 17 Large companies have to *d*..... what they have paid their directors in the company's annual report.
- 18 A workplace *n*..... provides day care for babies and young children.
- 19 In some companies, base pay accounts for under 50 per cent of a middle manager's *r*..... *p*.....
- 20 You can check your earnings and tax deductions on your income tax *s*.....

B Choose the best word or phrase to complete each of these sentences.

- 1 People wishing to join a company can use the Internet to make an online
a) recruitment b) candidate c) application d) interview
- 2 Companies can use the Internet to build an employer so that potential employees know who they are and what they do.
a) brand b) network c) office d) advertisement
- 3 A person who looks for potential new company recruits is called a scout.
a) recruitment b) workforce c) company d) talent
- 4 Young recruits can help less fortunate societies by doing unpaid work, known as
a) fundraising b) volunteering c) freelancing d) freeloading
- 5 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

- 6 Learning by observing fellow employees performing tasks is known as
- a) an in-house programme b) on-the-job training c) coaching d) mentoring
- 7 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
- 8 is designed to meet the specific needs of the participants.
- a) Accredited training b) An open course c) A customised programme d) An in-house programme
- 9 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
- 10 is the internal development and replacement of key people.
- a) Succession management b) Hard skills c) In-company training d) Executive coaching
- 11 shows that someone has learnt the necessary skills for a specific job.
- a) An apprenticeship scheme b) A general education c) A vocational qualification d) A vocation
- 12 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
- 13 A is an organised group of companies which is set up to promote their common interests and develop business opportunities.
- a) vocational training system b) vocational school c) trade association d) stakeholder
- 14 Some people feel that in large companies over the last few years, the directors' pay has not been structured to encourage them to put the objectives of the company first.
- a) marketing b) human resources c) strategic d) production
- 15 People buy so that if they die, their family will receive compensation.
- a) an insurance scheme b) private medical insurance c) life assurance d) a package deal
- 16 If employees have, they will have access to a high standard of healthcare in the event of an accident or illness.
- a) tax incentives b) private medical insurance c) life assurance d) a package deal
- 17 A is a range of goods that must be bought as a whole in order to receive a discount.
- a) tax incentive b) package deal c) tax-free perk d) pay package
- 18 give the employee the right to buy or sell company shares at a stated price within a time limit.
- a) Stock bonuses b) Stock options c) Long-term incentives d) Benefits in kind
- 19 is designed to encourage high performance in the future.
- a) An incentive b) Base pay c) Base salary d) A tax-exempt benefit
- 20 A remuneration system where pay increases are linked with good performance is called
- a) benefits in kind b) base pay c) performance-related pay d) a non-cash perk

Check Test 2 (Units 10–18)

A Use words and phrases from Units 10–18 to complete these sentences.

- 1 The new director was promoted to *h*..... *u*..... the finance division.
- 2 *D*..... of the workforce can bring a wider range of skills and working styles to strengthen a company's operations.
- 3 A *m*..... workforce benefits from the ability to speak more languages and understand more cultures.
- 4 *T*..... allows people to work from home using telephones and computers.
- 5 A person who has completed his or her studies and received a university qualification is called a *g*.....
- 6 The female managers in our company attend *l*..... seminars to learn more about senior management.
- 7 When a company refuses to take on any new employees in any part of the organisation, it imposes a blanket *h*..... *b*.....
- 8 An *u*..... *m*..... employee gets promoted very regularly.
- 9 Today, HR departments don't just spend money, they actually add *v*..... to an organisation.
- 10 The way things are done in the human resources department is known as HR *p*.....
- 11 *E-f*..... takes place when companies use software to decide which employees they need to make redundant.
- 12 This type of software links up a number of company databases and applications to produce a combined *s*.....
- 13 *H*.....-*c*..... personnel have great competence or ability.
- 14 A *m*..... team is composed of two or more people from different departments.
- 15 Before accepting a job offer, you should read the *t*..... *a*..... *c*..... of employment, which sets out salary, working hours and annual leave.
- 16 When he goes on business trips, he keeps his restaurant receipts so that he can claim *s*..... expenses.
- 17 When you are offered a job, you need to ask your former employer for a *r*.....
- 18 A person in a lower rank or position in relation to someone else is a *s*.....
- 19 When one person performs the duties of an absent colleague, he or she provides *c*.....
- 20 If you are sick, you should provide *n*..... at least two hours before work.

B Choose the best word or phrase to complete each of these sentences.

- 1 The head of department is responsible her team.
a) for b) of c) from d) to
- 2 A period of time in which a woman who is having a baby is paid not to work is called maternity
- 3 State-of-the-art equipment is used in many large companies to enable employees to hold meetings from a number of different locations.
a) telecommuting b) teleconferencing c) television d) teletransporting
- 4 The rate at which employees join or leave an organisation is known as the employee rate.
a) departure b) satisfaction c) recruitment d) turnover
- 5 In order to rise up an organisation, an employee needs to develop a broad set of business
- 6 a) applications b) cards c) ideas d) competencies

- 6 Companies engage in planning when they decide which business activities they are going to carry out over the following years.
a) sales b) strategic c) succession d) safe
- 7 The total number of employees a company employs is its
a) payroll b) population c) headcount d) full employment
- 8 A company which is buying another company goes through the process of due when it checks this company's activities and finances very carefully before formally agreeing to buy it.
a) date b) delivery c) diligence d) deliberation
- 9 If a job advertisement says '..... \$70,000', it means that the stated salary is approximate.
a) exactly b) per annum c) interim d) circa
- 10 If a job advertisement says '\$70,000', it is referring to the annual salary.
a) circa b) per month c) per annum d) interim
- 11 She's a very manager. In other words, she's practical and involved.
a) autonomous b) hands-on c) exceptional d) outstanding
- 12 If an employee is caught smoking in the office, this may result in from work for at least two weeks.
a) instant dismissal b) probationary period c) misconduct d) suspension
- 13 New employees often undergo a during which the company assesses whether they are right for the job.
a) time constraint b) probationary period c) trial period d) track record
- 14 Stealing office equipment is a form of
a) entitlement b) misconduct c) suspension d) subsistence
- 15 When a department is failing to achieve satisfactory results, it can be described as
a) dedicated b) neglected c) upcoming d) under-performing
- 16 When someone is convincing and can influence others, he or she is
a) articulate b) persuasive c) upcoming d) dedicated
- 17 A is a scheduled evaluation of an employee's performance and progress.
a) reference b) staff satisfaction survey c) performance appraisal d) progress review
- 18 When someone has too much to do in too little time, he or she is
a) overstretched b) level-headed c) kept in the dark d) a contender
- 19 Staff are expected to overtime when there is a high volume of work.
a) put off b) put in c) put out d) put up
- 20 If you would like to take a holiday, you need to ask your manager to your holiday leave.
a) aspire b) approve c) request d) appreciate

Answer key

UNIT 1

Reading

- A** 1 The Internet/Web (paragraph B)
2 Social networking sites, e-recruitment agencies (paragraph B)
3 Before the application process (paragraph C)
4 It saves time and money. (paragraphs B–C)
5 Successful candidates stay with the process and continue their application. (paragraph D)
6 Younger people expect companies to have an active online presence. (paragraph E)
7 They are trying to build an employer brand and attract top talent. (paragraph G)
8 No (paragraph H)
- B** 1 Facebook (paragraph A)
2 Monster (paragraph B)
3 The company can weed out inappropriate candidates; the employee can see if they have the right basic skills, save time and money. (paragraph C)
4 Second Life (paragraph F)
5 Their avatars can interact with the company's avatars. (paragraph F)
6 Chat rooms, blogging sites (paragraph G)
7 They discuss issues which interest the younger generation. (paragraph H)
- C** 1 1, 3, 4 2 3, 4, 5

Vocabulary

- A** 1 strategy (b) 2 process (c) 3 group (a)
- B** 1 1 recruitment 2 recruit 3 recruiter 4 to apply 5 application
2 1 attraction 2 extension 3 withdrawal from 4 follow-up 5 receipt
- C** 1 1 b 2 f 3 h 4 e 5 a 6 c 7 d 8 g
2 Candidate: 2, 4, 6, 7, 8 Company: 1, 3, 5, 7
- D** 1 recruitment strategy 2 recruiters 3 complete 4 measure 5 inappropriate candidates 6 attract
7 applicants
- E** 1 b 2 a 3 b 4 b 5 b

UNIT 2

Reading

- A** 1 1 Their own employees (paragraph A)
2 Rewards (paragraph A)
3 Social networking (paragraph C)
4 MySpace and Friends Reunited (paragraph C)
5 It can cut recruitment budgets and reduce the learning curve of the new employee. (paragraphs D–E)
6 India (paragraph D)
7 It can restrict the flow of new ideas into an organisation and attract inappropriate recommendations. (paragraphs F–G)
8 An online magazine (paragraph K)
- B** 1 F (*Also on the increase are programmes which encourage former employees to feed back recruitment leads and consider rejoining the company in the future.* (lines 13–17))
2 T (*... while in India about half come through referrals, and the savings are closer to 75 per cent.* (lines 33–35))
3 F (*As the popularity of referral programmes which offer a reward has risen, so has the size of the reward.* (lines 51–53))
4 F (*... where bonuses can range from £2,000 for the appointment of a secretary to £10,000 for a partner.* (lines 55–57))
5 F (*... referred candidates should be assessed on the same basis and by the same methods as external applicants.* (lines 70–72))
6 T (*Another safety measure is to hide the source, where possible, through which referrals have entered the selection pipeline.* (lines 73–76))
7 T (*To limit their financial exposure, some employers pay bonuses only after a referred candidate has completed a probationary period.* (lines 81–84))

Vocabulary

- A** 1 1 talent-spot 2 make job applications 3 feed back; leads 4 recommend 5 talent scout
6 network 7 spot; approach
2 1 incentive 2 reward 3 bonus
3 1 personal introduction 2 appointment 3 selection pipeline 4 probation period
- B** 1 refer 2 referral 3 referred 4 referral
- C** 1 incentive 2 referral programmes 3 talent scout(s) 4 probation period
5 bonus/reward/incentive 6 network 7 talent spot
- D** 1 a 2 a 3 a 4 a 5 a 6 b 7 b

UNIT 3**Reading**

- A** 1 1 b, c 2 b, c, e, f, g, h 3 b, c 4 a, c, e, f
- B** 1 To reduce the stress of their working life (paragraph B)
2 It helps to attract and retain the best talent. (paragraph B)
3 State-of-the-art IT and mobile devices (paragraph B)
4 More concern (paragraph D)
5 Gain international experience (paragraph G)
6 They will leave the company to get it by themselves. (paragraph G)
7 They bring highly valuable new skills. (paragraph H)

Vocabulary

- A** 1 job rotations 2 accelerated leadership programmes 3 global experience 4 high-potential
5 career development
- B** 1 1 b 2 d 3 a 4 c 5 f 6 e
2 Employer: 1, 4
Employee: 2, 3, 5, 6
- C** 1 ethical employer 2 policies 3 practices 4 sustainability 5 social 6 fundraising
7 volunteering 8 non-profit 9 international fellowship programmes
- D** 1 high-potential; career development 2 job rotations; global experience 3 working lives
4 mobile devices; flexible 5 ethical; social 6 volunteering
- E** 1 a 2 b 3 b 4 a

UNIT 4**Reading**

- A** 1 F (... a growing number of Australia-based companies are engaging well-established business education providers to deliver programmes for their managers based in Asia or even further away. (lines 20–25))
2 T
3 F (... more employers are opting for those led by facilitators with significant real-world business experience. (lines 45–48))
4 T
5 T
6 F (BHP Billiton recently launched a three-year leadership development programme for 900 new graduates. (lines 70–72))
7 T
- B** 1 to deepen [senior managers'] knowledge of who they are and where their employer is going
2 Axa Asia Pacific Holdings
3 Melbourne Business School (MBS)
4 universities in Santiago, Chile, and in Cape Town
5 to make sure that the participants are prepared for leadership challenges in the early phase of their career and adopt the culture of BHP
6 BHP Billiton
7 Australian Graduate School of Management (AGSM), the University of Sydney School of Psychology
8 seven commercial partners
9 to prepare future leaders for their roles more quickly and comprehensively
10 Qantas

Vocabulary

- A** 1 facilitator 2 training 3 leader 4 leadership 5 participant 6 participation 7 partner
8 partnership 9 collaborator 10 collaboration
- B** 1 undergone 2 deepen their knowledge 3 engaging 4 oversees 5 opting for 6 conducting
7 launched 8 apply
- C** 1 residential course 2 tailored programmes; customised programmes 3 executive coaching
4 on-the-job training
- D** 1 c 2 f 3 a 4 e 5 d 6 b
- E** 1 residential course 2 accredited training 3 flexible learning 4 mentoring 5 open courses
6 on-the-job training

UNIT 5**Reading**

- A** 1 It reveals each participant's reaction to the training methodology, the instructors and the overall learning environment.
2 It tells us little about how the training has improved business performance.
3 Because they can be measured. For example, sales training may lead to higher sales.
4 By observing how quickly managers who have participated in a programme are promoted compared with those who have not.
5 It can accelerate the process.
6 It should be integrated at the design stage.
7 Other factors include demand for a product and an inspiring boss.
- B** 1 d 2 a 3 e 4 c 5 b

Vocabulary

- A** 1 b 2 c 3 b 4 c
- B** 1 evaluation 2 assessment 3 measurement 4 estimate
- C** 2 g 3 d 4 a 5 b 6 c 7 f
- D** 1 measure the impact 2 track; progress 3 provide an insight 4 conduct a survey 5 get feedback
- E** 1 enhance
2 a) result in b) lead to c) bring about
3 pay off
4 accelerate
- F** 1 accelerate 2 result in / lead to / bring about 3 pays off 4 enhance

UNIT 6**Reading**

- A** 1 1 B/G 2 B 3 G 4 B 5 G
- B** 1 Traditional craftsmanship in wood and leather work, as well as engineering.
2 Their experience of vocational training in the UK
3 Britain should introduce a German-style vocational training system.
4 They are effective in training people to become hairdressers and plumbers, but are less successful in producing engineers and other technical professionals.
5 Because it is effective in producing many skilled engineers and technicians for industry and business.
6 They appreciate the value of vocational training.
7 They advertise the number of apprenticeship places they offer as evidence of their commitment to the community.
8 It provides incentives for companies to take on more trainees.

Vocabulary

- A** 1 skills shortages 2 boosted 3 craftsmanship 4 brand 5 youngsters 6 trade associations
7 counterparts 8 stakeholders 9 drive the business forward
- B** 1 apprenticeship 2 apprenticeship 3 apprentice 4 education 5 educational 6 education
7 vocation 8 vocational 9 vocational 10 vocational
- C** 1 professional vocation 2 educational level 3 apprenticeship places 4 vocational qualification
5 apprenticeship scheme 6 apprentice intake 7 vocational school

- D** 2 c 3 h 4 a 5 g 6 e 7 f 8 b
E 1 suited to 2 commitment to 3 demand for 4 takes; on

UNIT 7**Reading**

- A** 1 1a 2a 3b 4b 5b 6a 7b 8b
B 1 T (*As a result, the Greenbury Report introduced detailed reporting on directors' pay.* (lines 7–9))
 2 T (*For every pound of base salary, a director may get £10–£20 of variable remuneration.* (lines 15–17))
 3 F (*This could be in the form of annual cash bonuses, share options or long-term incentive plans ...* (lines 17–20))
 4 T (*... earnings per share [...] can be manipulated by financing strategies* (lines 22–27))
 5 T (*And the link to the company's strategy is not strong enough.* (lines 56–58))
 6 T (*... rather than using other companies' disclosures to keep a limit on their own directors' pay increases, some remuneration committees actually use them as a 'price list'.* (lines 67–72))
 7 F (*They don't believe that remuneration committees really take that very seriously.* (lines 91–93))

Vocabulary

- A** 1 1 committee 2 executive 3 report
 2 1 b 2 c 3 a
B 1 incentive 2 earnings per share 3 dividend payout 4 strategic objectives
 5 key performance indicators 6 general pay distribution
C 1 to remunerate 2 to disclose 3 manipulation 4 influence
D 1 dividend payout; earnings per share
 2 remuneration committee; remuneration report
 3 strategic objectives
 4 general pay distribution
E 1 c 2 d 3 a 4 f 5 e 6 b

UNIT 8**Reading**

- A** 1 b
 2 1 simpler 2 narrower 3 lower 4 greater 5 less 6 company cars
B 1 Like the quiz-show prizes, the benefits offered are unpredictable. Employees do not know what kind of deal they will get.
 2 20%
 3 They can 'buy' and 'sell' benefits.
 4 It can be a means of attracting, recruiting and retaining the best staff.
 5 They have made flexible benefit schemes easier and cheaper to establish.
 6 Flexible benefit schemes often fix the amount given. This means that the employee has to pay the extra if the costs of his or her car go up, for example.
 7 They can negotiate package deals, such as cheap insurance.

Vocabulary

- A** 1 1c 2a 3c 4b 5a 6b 7a
B 1b 2e 3a 4g 5c 6d 7f
C 1 tax incentives 2 Private medical insurance 3 package deals 4 Benefits in kind 5 workplace nursery
 6 life assurance 7 childcare vouchers
D 1 wider 2 much 3 as 4 the best 5 than 6 more than 7 the most

UNIT 9**Reading**

- A** 1 a
 2 1 They used to give management and general staff generous numbers of new shares.
 2 It was seen as a way of attracting good workers for free.
 3 The technology sector

- 4 Because their shares were diluted as a result of this practice.
- 5 Companies now have to report stock bonuses as a financial expense in their company accounts. This will result in their profits being reduced.
- 6 Up to 50% of total compensation
- 7 The cash element will increase.
- 8 Stock options
- 9 40% of compensation
- 10 Because they can be taxed.

B 1 a 2 c 3 b

Vocabulary

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

B 1 shares 2 compensation packages; pay packages 3 high-tech 4 base pay; base wages
5 merit-based pay 6 non-cash perks; non-financial rewards 7 tax-free perk

C 1 shares; compensation package / pay package
2 high-tech
3 base pay
4 tax-free perks; non-cash perks / non-financial rewards
5 merit-based pay

D 1 accounted for
2 the weight of
3 segment of
4 portion
5 remaining; made up of; in relation to

UNIT 10

Reading

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

B 1 110 2 India 3 40% 4 Toronto and Vancouver 5 Before they move to Canada 6 A call centre 7 16

Vocabulary

A 1 emblematic 2 has on its payroll 3 diversity 4 globalness 5 ethnically diverse 6 immigrant
7 migrants 8 global talent magnets 9 global economy 10 multilingual

B 1 of 2 up 3 for 4 on 5 on 6 up 7 up

C 1 global economy 2 for; immigrants 3 global talent magnets 4 ethnically diverse; multilingual
5 diversity

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

UNIT 11

Reading

- A** 1 F (*For decades, professional services firms have been concerned about the absence of women in leadership roles.* (lines 1–3))
2 F (*But over the past decade, consulting firms have taken firm steps towards fixing that problem.* (lines 4–6))
3 F (*The proportion of women in the senior grades is growing. The change is slow, but it is in the right direction.* (lines 32–35))
4 T (*Losing valued and skilled managers not only results in a waste of training time and resources, but it harms the recruitment process in the next generation.* (lines 40–44))
5 T (*The traditional groups of the population that companies used to look to for new recruits are shrinking ...* (lines 46–48))
6 F (*Consulting firms say there has been no resistance from clients ...* (lines 79–80))

B 1 b 2 a 3 a 4 b 5 a 6 b 7 a 8 b

Vocabulary

A 1 leadership roles 2 maternity leave 3 workforce diversity 4 graduate intake 5 shrinking 6 boost
7 state-of-the-art 8 teleconferencing 9 telecommuting

- B** 1 1 d 2 a 3 b 4 c
2 1 c 2 a 3 d 4 b
- C** 1 a) wastes time and resources
b) harms the recruitment process in the next generation
2 a) working in teams
b) managing diversity
- D** 1 waste of time and resources 2 state-of-the-art 3 telecommuting 4 leadership seminars
5 networking groups 6 mentoring cafés 7 financial support 8 boosting the salaries 9 shrinking
10 leadership roles 11 workforce diversity

UNIT 12

Reading

- A** 1 Foreign (paragraph A)
2 There had been local labour shortages. (paragraph B)
3 Vietnamese workers started to change companies much more frequently. (paragraph C)
4 They had risen dramatically, creating a 'salary bubble'. (paragraph E)
5 It went down. (paragraph G)
6 Employee benefits became taxable. (paragraph H)
7 It speeded it up. (paragraph I)
- B** 1 They offered generous salaries. (paragraph C)
2 16.7% (paragraph D)
3 Almost 50% (paragraph D)
4 \$11bn (paragraph E)
5 By almost 18% (paragraph F)
6 Much more than that amount (paragraph F)
7 Around 35% (paragraph H)
8 Paid-for household utility bills, company car, private education, flights home (paragraph H)

Vocabulary

- A** 1 employment bonanza 2 upwardly mobile 3 laterally mobile 4 employee turnover rate
5 salary bubble 6 blanket hiring ban 7 lay; off 8 localisation 9 expatriation
- B** 1 c 2 b 3 e 4 a 5 d 6 f
- C** 1 Due to 2 As a result 3 caused by 4 Consequently 5 in order to 6 as a result of
- D** 1 employment bonanza 2 upwardly mobile 3 Consequently; expatriation
4 As a result of; salary bubble 5 blanket hiring ban 6 lay off
- E** 1 a 2 b 3 a 4 b 5 b

UNIT 13

Reading

- A** 1 F (*It is a term that reflects the company's enormous geographical and product range, but which perhaps also suggests the challenges of developing a single corporate strategy for a string of individual operating businesses.* (lines 2–8))
2 F (*... until a few years ago, each Unilever group tended to follow its own individual HR practices and priorities.* (lines 10–13))
3 F (*... a few years ago, the company formally developed a shared corporate HR framework, whose primary goals were simplicity and benefits of scale.* (lines 17–21))
4 T (*The new strategy focused on four key areas: ...* (lines 21–22))
5 T (*Mr Crouch believes that this reflects the changing role of HR in the company. He explains, 'It's a way of recognising the importance of people to the success of the business.'* (lines 28–32))
6 T (*The question is how to put words into action. How do we find ways to adequately measure and report HR's strategic role in adding value?* (lines 35–39))
7 T (*This task was tackled in an 'Accounting for People' report ...* (lines 39–40))
8 F (*... which was sponsored by the UK Department of Trade and Industry.* (lines 40–42))
9 T (*Some companies use of a number of key employee statistics internally in their regular strategic planning meetings to establish HR policy and development.* (lines 43–47))
10 F (*... there is still a great degree of caution on the part of companies about going public too quickly with data that could be misinterpreted.* (lines 77–80))

11 T (*Financial statistics have been built up over many years and are supported by large numbers of accountancy practitioners. Achieving this in HR will take some time. [...] The point is that we are moving towards managing our people as a resource for business with the same degree of rigour and discipline that we use in any other part of the business.* (lines 83–95))

- B** 1 b, a, c
2 1 a, c 2 a, b, d, e

Vocabulary

- A** 1 multilocal 2 multinational 3 corporate strategy 4 HR practices 5 corporate HR framework
6 benefits of scale 7 strategic planning 8 objective criteria 9 business competencies
10 succession planning
- B** 1 g 2 h 3 f 4 c 5 b/a 6 d 7 a/b 8 e
- C** 1 strategic 2 recognise; people 3 adding value 4 key employee statistics
5 succession planning; business competencies
- D** 1 b 2 a 3 b 4 a

UNIT 14

Reading

- A** 1 F (*... the benefits of e-firing are known to fewer businesses.* (lines 3–4))
2 F (*... software could hardly do a worse job than some managers.* (lines 8–9))
3 T (*By using software, the process can be speeded up [...] reduce expected cost savings of \$500m a year by more than \$150m.* (lines 16–22))
4 T (*... so that the best staff do not leave while uncertainty hangs over the business.* (lines 17–19))
5 T (*By linking to other business applications, [...] this type of software can put all the important data in one place for senior managers to analyse.* (lines 34–39))
6 T (*But this type of software enables merger candidates to set up [...] what skills they want to end up with in the combined business.* (lines 55–62))
7 T (*... it was found that in 15 deals classified as 'successful', nearly every company which took over a business identified key employees for retention during due diligence [...] or within 30 days of the announcement.* (lines 82–89))
- B** 1 They can reduce the number of staff.
2 Financial and organisational objectives
3 Redeployments, reductions and ordinary terminations
4 A one-month delay
5 Payroll and human-resources databases
6 Possible legal cases or an unbalanced workforce

Vocabulary

- A** 1 e-firing 2 shrinking 3 spreadsheets 4 headcount 5 ethnic minorities
6 top performers 7 due diligence
- B** 1 c 2 b 3 d 4 a
- C** 1 c 2 a 3 f 4 e 5 d 6 b
- D** 1 merger 2 acquisition 3 to redeploy 4 reduction 5 to terminate 6 retention 7 to downsize
- E** 1 merge; downsizes 2 retain 3 top performers 4 redeploy; terminate 5 e-firing; spreadsheets
6 restructuring; headcount; align

UNIT 15

Reading

- A** 1 As a result of maternity leave
2 It is undergoing organisational restructuring.
3 The HR Manager will devise and roll out organisational change strategies.
4 A realistic succession plan needs to be devised.
5 Ensure that employee benefits and remuneration policies remain competitive.
6 Resolution of employee-relations issues and maintenance of all personnel records.
7 No, but *ideally* the candidate would have such a background.
8 Restructuring and deployment
9 He/She needs to be proficient in both languages.

- B** 1 It means 'provisional' or 'for an intervening period'. Therefore, the interim HR Manager will provide temporary cover while the permanent HR Manager is on maternity leave.
 2 The abbreviation c. stands for 'circa', which means 'approximately'.
 3 Per year
- C** The HR Manager will:
 1 support the Senior Human Resources Manager.
 2 lead a department of 15.
 3 advise and liaise with senior management on HR decision-making.
 4 supply line management with the appropriate information to highlight HR-related issues that will have an impact on performance and productivity.
 5 co-operate with union representatives to resolve employee-relations issues.
 6 be able to collaborate with multifunctional teams.

Vocabulary

- A** 1 play a pivotal role 2 vary 3 high-calibre personnel 4 multifunctional teams 5 credibility
 6 integrity 7 autonomous 8 hands-on 9 outstanding/exceptional 10 track record
- B** 1 supervision 2 roll-out 3 advice 4 liaison 5 resolution 6 implementation 7 response
 8 update 9 maintenance 10 provision 11 assistance 12 follow-up 13 oversight
 14 supply 15 alignment 16 analysis
- C** 1 liaise 2 supervision/oversight 3 update 4 oversee/supervise
 5 roll-out/implementation/provision 6 provide 7 respond 8 assistance 9 alignment
 10 resolve
- D** 1 in 2 of 3 in 4 in 5 to 6 in 7 to

UNIT 16

Reading

- A** 1 He will be based at the T-Solutions UK office in West London. He will not work there all of the time, because he will make visits to branches in other regions.
 2 The decision will be based on the achievement of goals set in his performance appraisal and on overall company performance.
 3 He can claim travel and subsistence expenses.
 4 Possibly. The letter says that he *may* be required to work additional hours.
 5 He cannot carry forward any unused annual leave to the subsequent year.
 6 One week's notice.
 7 If he is guilty of misconduct or in breach of the terms and conditions of employment.
 8 He has to sign and date the copy of the letter of appointment, provide copies of his diplomas and certificates and supply two professional references.
 9 The full terms and conditions of employment and the letter of appointment.
- B** 1 Mr Harper's start date at T-Solutions
 2 His starting basic monthly salary
 3 The period after which he may become eligible for a bonus
 4 The length of his daily lunch break
 5 His annual holiday entitlement
 6 The duration of his probationary period

Vocabulary

- A** 1 branch 2 subsistence 3 reimburse 4 probationary period 5 reference 6 misconduct
 7 instant dismissal 8 suspension
- B** 1 reference 2 suspension 3 probationary period 4 subsistence 5 misconduct 6 reimburse
 7 branch 8 instant dismissal
- C** 1 instructed 2 at its sole discretion 3 be eligible for 4 will be entitled to 5 be required to
 6 party 7 in lieu of 8 is subject to
- D** 1 claim 2 secure 3 carry forward 4 extend 5 in breach of 6 give; set out 7 adjust

UNIT 17

Reading

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

B 1 T

2 T

3 F (They felt neglected and that inadequate time was taken to address important issues in the store.)

4 T

5 T

6 F (She lacked confidence with the new retail management database system (RMDS).)

7 F (She is prepared to be transferred to another region or abroad.)

8 F (She *could* become a contender for promotion.)

Vocabulary

A 1 articulate 2 persuasive 3 optimum 4 neglected 5 adequate 6 upcoming 7 dedicated
8 under-performing

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

C 1 time constraints 2 contender 3 master 4 subordinates 5 keep track of

D 1 proud of 2 expressed a desire to 3 noted that 4 admitted that 5 aware that
6 expressed difficulty; feels 7 prepared to 8 expected to 9 encouraged

E 1 boost 2 enhance 3 strengthen 4 refine 5 progressed

UNIT 18

Reading

A 1 more 2 will deal with 3 Most 4 Over 5 communicate

B 1 Career opportunities.

2 It will provide access to training to help these individuals progress towards a senior management role.

3 They cannot perform their job effectively.

4 It takes a long time to get approval for holiday leave.

5 Because he or she is always prepared to work overtime, but the company expects him or her to request paid leave when making an appointment with the doctor.

6 Managers will be encouraged to set priorities with their staff to schedule tasks over an acceptable period of time.

7 To give staff time to deal with personal issues

8 Senior management will be expected to notify staff of matters which will affect them and also provide a monthly rundown of developments within the organisation.

Vocabulary

A 1 room for improvement

2 a foothold

3 first concern

4 overstretched

5 strike a balance

6 cover

7 kept in the dark

B 1 take part in 2 accommodate; set 3 keep; informed of 4 put in 5 bring about

6 seek 7 holds; accountable for 8 displays 9 accept 10 reveal

C 1 approval 2 initiate 3 pursuit 4 interfere 5 notification 6 appreciate 7 aspiration

8 encourage 9 request 10 attain

D 1 request 2 interfere 3 encouragement 4 pursue 5 aspiration 6 initiate

7 notification 8 appreciation 9 attain 10 approve

CHECK TEST 1

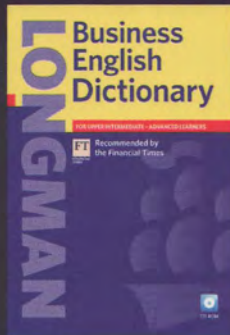
- A** 1 recruitment 2 automated 3 selection 4 personal 5 Job rotation 6 high-potential
7 Ethical employers 8 facilitator 9 Accredited 10 Flexible learning 11 conduct
12 measure 13 counterpart 14 skills shortage 15 intake
16 remuneration committee 17 disclose 18 nursery 19 remuneration package
20 statement
- B** 1 c 2 a 3 d 4 b 5 d 6 b 7 b 8 c 9 b 10 a 11 c 12 a 13 c 14 c 15 c 16 b
17 b 18 b 19 a 20 c

CHECK TEST 2

- A** 1 head up 2 Diversity 3 multicultural 4 Telecommuting 5 graduate 6 leadership
7 hiring ban 8 upwardly mobile 9 value 10 practice 11 firing 12 spreadsheet
13 High-calibre 14 multifunctional 15 terms and conditions 16 subsistence
17 reference 18 subordinate 19 cover 20 notice
- B** 1 a 2 c 3 b 4 d 5 d 6 b 7 c 8 c 9 d 10 c 11 b 12 d 13 b 14 b 15 d
16 b 17 c 18 a 19 b 20 b

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ISBN 978-1-4082-2004-7



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