

Unit 04: HR Development.

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

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

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



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



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

Natasha: Shop floor team leader

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



Miguel: Marketing director



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

Janet: Departmental manager

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



Holger: Project manager

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

Development solutions

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

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

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

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



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

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



Motivating staff

Improving performance

Encouraging better communication



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

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

Aus-pharma AG

Appraisal Report

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

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

Strengths:

Attention _____¹, excellent. Accuracy, good.
Peter feels he doesn't have any problems with staff _____².
Wife now in employment of her choice.

Weaknesses:

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

Problems:

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

Action:

- 1 Speak to _____¹⁰ about:
 - temporary transfer of member of staff to Peter's team.
 - _____¹¹ skills and time management training for Peter.
- 2 Talk to _____¹² about cultural training for all of Peter's team.
- 3 _____¹³.
- 4 _____¹⁴.

Signed: Appraiser _____ Appraisee _____

8 Match these expressions from the dialogue with their definitions.

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

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

- | | | | | |
|--------------------|---------------|---------------|---------|-------|
| 1 <u>competent</u> | 5 to set | priorities | control | group |
| 2 peer | 6 to complete | | | |
| 3 to take | 7 to fulfil | people | results | |
| 4 to get | 8 to handle | <u>leader</u> | targets | tasks |

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

equal

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

appraise

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

Unit 05 : Reward and Remuneration

DID YOU KNOW?

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

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

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

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

Benefits & rewards

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

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

Remuneration package

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

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

Which package do you find more attractive? Why?

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

benefit

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

review

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

Unit 05 : Reward and Remuneration.

Listen again to check your corrections.

DID YOU KNOW?

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

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

upward movement

an increase

downward movement

6

Industrial relations

STARTER

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

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



DID YOU KNOW?

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

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

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

- 1 The Personnel Manager is going to _____ to the union of a 5% pay rise.
- 2 Each year we have to _____ with the union representatives.
- 3 The major publishing company had no choice but to enforce a closed shop.
- 4 The workers threatened to _____ if the redundancies went ahead.
- 5 In the U.K., shop stewards are elected by union members to _____ and represent them to management.
- 6 Legislation lays down minimum time periods for consultation to _____ when more than 20 redundancies are proposed.
- 7 The company will soon _____ with the union.

Did You Know?

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

Unit 06 : Industrial Relations

Part 02

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

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

- 1 What's _____ the union's rejection of the pay deal?
- 2 What exactly was Jason's _____-argument?
- 3 Why did the union representatives and their members _____ to reach _____?
- 4 Why did they _____ the salaries of white-collar staff two years ago?
- 5 What are the _____ going around the plant?
- 6 Why have Klaus and Jason got to plan their _____?

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

negotiate

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

consult

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

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

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

Unit 06: Industrial relations

Part 03

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

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

Dear Management Committee

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

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

We feel this is a successful conclusion to the negotiations.

Best wishes

Jason Hughes

Use the key words in brackets to make complete sentences about the conditions and offers below.

The first sentence has been done for you.

- 1 our members get 5% increase in pay/take industrial action (unless)

Unless our members get a 5% increase in pay they will take industrial action.

- 2 be an increase in sales/can offer further 2% pay rise (provided that)

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

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

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

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

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

Part 01

Activity 01 :

- 1- Flexible working practices
- 2- Secondment
- 3- Long-term individual
- 4- Appraisal
- 5- Equal opportunity policies
- 6- Team development
- 7- Mentoring
- 8- Induction programme

Activity 02:

I/

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

II/

a-----= 2

b-----= 4

c-----= 3

d -----= 1

Unit 04 HR development

Part 2

Activity 01

-Succession planning = 2

-Motivating staff = 4

-Improving performance = 1

-Encouraging better communication = 3

Activity 02

6 Motivating staff

Peter needs to delegate more

Antonio to have cultural training

Peter to have leadership training

Improving performance

25% down for six months

arrange a meeting with the team

get your team's output up to scratch

Encouraging better communication

Peter and Gaby need to improve communication

Gaby is always busy

meet weekly for a while

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7 1 to detail

2 relationships

3 delegate

4 decrease

5 skills

6 long-term sickness

7 overtime

8 communicate

9 cultural

10 production director

11 leadership

12 training manager

Unit 04 HR development

Part 03

Activity 01

- | | | | | |
|----|---|------------------|---|-------------------|
| 12 | 1 | competent leader | 5 | to set priorities |
| | 2 | peer group | 6 | to complete tasks |
| | 3 | to take control | 7 | to fulfil targets |
| | 4 | to get results | 8 | to handle people |

Activity 02

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

Activity 03

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

Unit 05 rewards and remuneration

Part 01

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

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

The hidden word is: benefits.

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

Unit 06 Industrial relations

Part 2

Activity 01

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

Activity 02

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

Activity 03

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

Unit 06 Industrial relations

Part 3

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

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10 (suggested answers)

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