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Wydanie I

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Wprowadzenie

English for Human Resources powstał z myślą o osobach zatrudnionych w działach HR, którzy w swojej pracy posługują się na co dzień językiem angielskim. Starannie dobrane fachowe słownictwo oraz zwroty przydatne przy nawiązywaniu znajomości, prowadzeniu rekrutacji, negocjacji czy pisaniu służbowej korespondencji, umożliwią efektywną komunikację w języku angielskim zarówno menedżerom ds. personalnych i ich pracownikom, jak i wszystkim osobom związanym z zarządzaniem zasobami ludzkimi.



English for Human Resources składa się z sześciu rozdziałów, które poruszają najważniejsze zagadnienia z dziedziny zarządzania sprawami pracowniczymi. Każdy z rozdziałów rozpoczyna część zwana **Clock-in**, składająca się z krótkich ćwiczeń, tematów do *Brainstorming* lub kwizu. Po nich następują dialogi, teksty, przykłady autentycznych dokumentów, jak również szereg ćwiczeń uczących angielskich słów i zwrotów poprzez zastosowanie ich w określonym kontekście. W każdym z rozdziałów znajduje się odsyłacz do **Partner Files** (str. 60), gdzie zamieszczono różnorodne scenariusze rozmów do przećwiczenia z partnerem lub partnerką.



English for Human Resources służy nie tylko rozwijaniu sprawności językowych, lecz także pogłębianiu fachowej wiedzy. Każdy z rozdziałów kończy się tekstem **Clock-out**, nawiązującym tematycznie do treści rozdziału i mającym zachęcić do dyskusji. W ramach **Best practice** można znaleźć wiele różnych wskazówek i zwrotów przydatnych w kontaktach zawodowych, a **Did you know?** oferuje wiele informacji dotyczących osobliwości języka angielskiego ze szczególnym uwzględnieniem różnic kulturowych.

Świetnym sprawdzianem wiedzy jest **Test yourself!** – krzyżówka, w której znajduje się przekrój całego słownictwa z tego podręcznika.

English for Human Resources zawiera także **Answer Key**, na podstawie którego można samodzielnie sprawdzić poprawność rozwiązań, **A–Z word list**, gdzie podano angielską wymowę i polskie odpowiedniki wszystkich trudniejszych wyrazów użytych w podręczniku oraz **Useful phrases and vocabulary** – przydatne do szybkiego wyszukiwania potrzebnych zwrotów.



Recruitment



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

☐ a Check or write the job description.

☐ c Prepare a person specification.

☐ b Make a job offer.

☐ e Shortlist applicants from the first interviews.

☐ f Conduct second interviews.

☐ d Advertise the job.

☐ g Carry out screening and interviews.

☐ h Select the most suitable candidate.

☒ i After an employee resigns, analyze the job and consider alternatives for hiring a replacement (eg internal staff versus the labour market).

☐ j Send feedback to unsuccessful applicants.

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

In the above example an employee resigns. Can you think of other reasons to look for new staff?

Which recruitment tasks above are you involved in?

1 Job descriptions and person specifications are two important HR tools.

What type of information do they include? Sort the items below into the chart.

~~desirable skills~~

previous experience

reporting relationship (who person is responsible to and for)

job title

practical requirements (shift work, travel, etc)

location of workplace

skills and qualities needed for job

main purpose of job

qualifications / training

key duties / responsibilities

personal style / behaviour

Job description

Person specification

desirable skills

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

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

JOB DESCRIPTION

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

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

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

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

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

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

3 True or false? Correct the false statements.

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

BEST PRACTICE

The language of job descriptions

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

to **develop** general training programmes
 to **work** closely with branch managers
 to **implement** new training courses
 to **prepare** a staff training manual
 to **carry out** an initial training audit
 to **assess** customer service

Other verbs often used in job descriptions are:

to contribute	<i>przyczyniać się</i>	to manage	<i>kierować</i>
to ensure	<i>zapewniać; upewniać się (że)</i>	to monitor	<i>kontrolować</i>
to involve	<i>wiązać się (z czymś)</i>	to provide	<i>dostarczać</i>
to maintain	<i>utrzymywać</i>	to support	<i>wspierać</i>

Remember ...

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

4 Choose the correct verbs to complete the sentences.

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

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

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



A manager should be able to:

- _____ ¹ staff performance.
- _____ ² an effective team.
- _____ ³ change.
- _____ ⁴ staff.
- _____ ⁵ creativity.
- _____ ⁶ problems.
- _____ ⁷ deadlines are met.

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

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

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

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

☐ 1 to work on your own initiative

☐ 4 leadership

☐ 6 to coordinate

☐ 2 interpersonal skills

☐ 5 sound knowledge

☐ 7 training audit

☐ 3 open lines of communication

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

Person Specification

Training Manager – UK

1

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

2

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

3

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

4

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

5

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

6

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