

# Nouns 1

There are 18 words connected with human resources in the box below. Use them to complete the sentences. The first one has been done for you as an example.

assessment • budget • ceiling • experience • facilities • forecast  
interview • mediation • mismanagement • motivation • objective • ~~peak~~  
potential • predecessor • retirement • session • stipulation • supervision

1. He has reached the peak of his career.
2. This morning's staff development \_\_\_\_\_ will be held in the conference room.
3. There are very good sports \_\_\_\_\_ on the company premises.
4. Older staff are planning what they will do in \_\_\_\_\_.
5. They made a complete \_\_\_\_\_ of each employee's contribution to the organisation.
6. The company failed because of the chairman's \_\_\_\_\_ of capital assets.
7. The applicant was pleasant and had the right qualifications, but unfortunately he did not have any relevant \_\_\_\_\_.
8. Our main recruitment \_\_\_\_\_ is to have well-qualified staff.
9. The dispute was ended through the \_\_\_\_\_ of union officials.
10. Employees showing leadership \_\_\_\_\_ will be chosen for management training.
11. He took over the job from his \_\_\_\_\_ last May.
12. She is very experienced and can be left to work without any \_\_\_\_\_.
13. What \_\_\_\_\_ has the government put on wage increases this year?
14. The contract has a \_\_\_\_\_ that the new manager has to serve a three-month probationary period.
15. I am going for an \_\_\_\_\_ for a new job next week.
16. We need to draw up a \_\_\_\_\_ for salaries for the coming year.
17. We believe that the sales manager's \_\_\_\_\_ of higher turnover next year is a bit optimistic.
18. I think our sales staff lack \_\_\_\_\_. They don't seem very keen and haven't been working well recently.

Also see: *Nouns 2* on page 2  
*Wordbuilding 2 + 3* on pages 10, 11 and 12

# Verbs 3

Look at these mini-dialogues. For each one, decide what has happened, is happening or will happen. Use the verbs from the box. In most cases, you will need to change the form of the verb.

appoint • accuse • assume • claim • collaborate • erode • fund • invite • justify  
 minimise • observe • qualify • question • validate • violate

1. Ms Jameson: Did you know that this company has a no smoking policy?  
 Put that cigarette out, please.  
 Michael: Sorry, Ms Jameson. I won't do it again.

Michael has just \_\_\_\_\_ one of the company rules.

2. Rick: We need to keep our labour costs as small as possible.  
 Jan: In that case, we should only hire workers when we need them.

The company wants to \_\_\_\_\_ its labour costs.

3. Mr Harrison: How's business with you at the moment?  
 Ms Withers: It's very good. In fact, we're so busy, we've had to increase our sales staff.

Ms Withers' company has recently \_\_\_\_\_ some new staff.

4. Ms Jones: Could you check these sales figures to make sure they're correct?  
 Mr Allen: Of course. I'll get back to you later with the results.

Ms Jones wants Mr Allen to \_\_\_\_\_ the sales figures.

5. Richard: Mark, we have reason to believe that you've been selling confidential company information to another company.  
 Mark: That's ridiculous. I would never do such a thing.

Richard is \_\_\_\_\_ one of his colleagues of doing something illegal.

6. Mr Hendrik: I don't think the sales department should have got such a large bonus this year.  
 Ms Newman: I disagree. They're worked extremely hard and achieved excellent results.

Ms Newman is \_\_\_\_\_ the sales department's bonus.

7. Eric: I think it's great that our two companies are working together on this project.  
 Mary: Me too. Between us, we've got some real expertise.

Eric and Mary's companies are \_\_\_\_\_ with each other on a project.

8. Lisa: Did you break your arm at work?  
 Laurence: Yes, and because it was the company's fault, I've asked for some money for compensation.

Laurence has just \_\_\_\_\_ damages from his company.

9. Mr White: Does the company have enough money to expand?  
Mr Roberts: No, but we're getting part of the money from the government.

The government is going to help \_\_\_\_\_ the company's expansion.

10. Ms Colley: Your proposal is very interesting, but what would happen if something went wrong?  
Ms Grant: Don't worry. Our company will accept responsibility for any mistakes or errors.

Ms Grant's company will \_\_\_\_\_ all risks.

11. Mr Rolfe: Have you had a chance to look at the latest sales figures?  
Ms Gomm: Yes, but are you sure they're accurate?

Ms Gomm is \_\_\_\_\_ the accuracy of the sales figures.

12. Chris: Why is the staff canteen closed?  
Tim: The health and safety officer said that the canteen manager wasn't obeying fire regulations.

The canteen manager failed to \_\_\_\_\_ fire regulations.

13. Ms Rooney: Why do secretaries in the sales department get paid more than secretaries doing the same job in the HR department?  
Mr Beckham: I don't know, but over the next few months we will gradually reduce the difference in salaries between the two departments.

Mr Beckham's company will \_\_\_\_\_ wage differentials between the two departments.

14. Mr Langley: You've been here for six months, so you're entitled to some paid leave.  
Ms Grey: That's great. I could do with a holiday.

Ms Grey has just \_\_\_\_\_ for paid leave.

15. Jennifer: You look pleased with yourself? What's happened?  
Linda: I applied for a job last week, and I've been asked to go for an interview.

Linda has been \_\_\_\_\_ to attend an interview.

For more useful verbs, see *Changes* on page 34 and 35.

# Adjectives 1

In each of these sentences, you are given the first two letters of an adjective. Complete each adjective by using the other letters in the box. The first one has been done for you as an example.

-nstructive • -ccessful • -animous • -aggered • -laried • -oundless • -tional  
 -tonomous • -ntinuous • -nsultative • -ressful • -terprising • -lf confident  
 -ofessional • -filled • ~~rma~~ • -sciplinary • -ack

1. Is this a fo rmal job offer?
2. There are still four un\_\_\_\_\_ places on the training course.
3. The trainee was se\_\_\_\_\_ to the point of arrogance.
4. We had to ask our lawyer for pr\_\_\_\_\_ advice on the contract.
5. The union complained that the di\_\_\_\_\_ action was too harsh.
6. Psychologists claim that repetitive work can be just as st\_\_\_\_\_ as more demanding but varied work.
7. The complaint was proved to be gr\_\_\_\_\_.
8. Attendance at staff meetings is op\_\_\_\_\_, although the management encourages employees to attend.
9. The foreman decided to tighten up on sl\_\_\_\_\_ workers who were costing the company money.
10. She made some co\_\_\_\_\_ suggestions for improving management-worker relations.
11. The workforce in the factory is made up of several au\_\_\_\_\_ work groups.
12. There was a un\_\_\_\_\_ vote against the proposal.
13. The su\_\_\_\_\_ candidates for the job will be advised by letter.
14. An en\_\_\_\_\_ sales representative can always find new sales outlets.
15. There are 12 sa\_\_\_\_\_ members of staff here, and the rest work on a commission-only basis.
16. She was in co\_\_\_\_\_ employment for the period 1998 - 2002.
17. The co\_\_\_\_\_ committee was able to keep senior management in touch with feelings in the organisation.
18. We have a st\_\_\_\_\_ lunch hour so that there is always someone on the switchboard.

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# Prepositions

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The sentences in this exercise contain mistakes. The mistakes are all in the prepositions and there are three types:

1. A missing preposition  
*Example: I spoke him about this last week = I spoke **to** him about this last week.*
2. A wrong preposition  
*Example: We're meeting again in Tuesday = We're meeting again **on** Tuesday.*
3. An unnecessary preposition  
*Example: I'll telephone to you tomorrow = I'll telephone ~~to~~ you tomorrow.*

Find the mistakes and correct them.

1. Six of the management trainees have been sponsored their companies.
2. The chairman is abroad in business.
3. Several members of staff were made redundant under the recession.
4. His background is the electronics industry.
5. The company will meet to your expenses.
6. She wrote a letter of complaint the manager.
7. The company enticed staff from other companies through offering them higher salaries.
8. Although they threatened dismiss him, his performance at work didn't improve.
9. Membership is by the discretion of the committee.
10. I have been granted with compassionate leave to visit a sick relative.
11. The new assistant manager has a degree on Business Studies.
12. Some of our staff work up to ten hours for every day.
13. She is away with maternity leave.
14. We still have to overcome on several obstacles in our negotiations with the union.
15. My salary is equivalent that of far less experienced employees in other organisations.
16. Employees have noticed on an improvement in the working environment.
17. He is under full-time employment.
18. There are no grounds of dismissal.
19. Insider trading is not only immoral, but it is also the law.
20. We're meeting the sales reps in London the day before tomorrow.
21. On the terms of your contract, you can't work for another company.
22. We rely our suppliers to make sure deliveries are made on time.
23. I would like to know who is responsible about causing all these problems.
24. If you can't work pressure, you will probably find the work very difficult.
25. After three years at university, she took out a job in a small printing firm.
26. I look forward hearing from you soon.

# Phrasal verbs 3

Match the questions on the left with the most appropriate answers on the right. The answers contain a definition or an explanation of the phrasal verbs in **bold** on the left. The first one has been done for you.

1. Would you **advise against** moving the head office to Edinburgh?
2. Did you manage to **turn** the company **round**?
3. Do you think the staff will **walk out** when they hear the news?
4. Did you manage to **get through** to the complaints department?
5. Shall we **put back** the meeting until everyone can come?
6. Were the management willing to **improve on** their previous offer?
7. Would you be prepared to **hold out** for a 10% pay rise?
8. Will we be able to **hold him to** the contract?
9. Can we **clock off** yet?
10. Have you **taken over** the company?
11. Are they hoping to **build up** a profitable business?
12. Do you think you'll have to **let** Mr Walton **go**?
13. Have our reps **called in** to give us their sales figures?
14. Have the managers agreed to **take on** more staff for the Witney office?
15. Can we **get along** all right with only half the staff we had before?

- A. Yes, they thought they might be able to do a bit better as long as we were prepared to work harder.
- B. Well, we haven't actually bought it yet, but we've made an offer to buy most of the shares.
- C. No, I don't think we're going to employ anyone else for the time being.
- D. Yes, I don't think we should do that.
- E. Possibly, but we're not sure we'd want to wait too long before asking.
- F. Yes, I've had three phone calls already this afternoon.
- G. Well, there has already been some gradual expansion, but it's going to take time.
- H. Well, I certainly think it's a good idea to move it to a later date.
- I. Yes, it was making a loss, but now it's a very profitable organisation.
- J. I hope so. I don't want to allow any changes to be made at this stage.
- K. We should manage, although everyone will have to work a bit harder.
- L. Yes, it's time to leave. Let's go home.
- M. Probably, and we really don't want everyone to stop working and leave in protest.
- N. We don't like making people redundant, but it looks like it's our only option.
- O. No, they weren't answering the phone.

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## Phrasal verbs 4

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The following sentences each contain a phrasal verb in **bold**. However, half of them use the wrong phrasal verb. Decide which ones are wrong and replace them with the correct phrasal verb, which you will find in the other sentences. The phrasal verb you need for each sentence is explained in *italics* at the end of each sentence.

1. If you complain, you might **get** your money **back**. *(to receive something which you had before)*
2. The company was **broken up** and separate divisions sold off. *(to split something large into small sections)*
3. If you want to **put out** in your job, you'll need to show more commitment. *(to advance in your career)*
4. Payment will be **held up** until the contract has been signed. *(to delay)*
5. We have installed networked computers to **cut down on** paperwork. *(to reduce the amount of something used)*
6. Negotiations between management and the unions **backed out** after six hours. *(to stop a negotiation, usually because no agreement has been made)*
7. We plan to **bring out** a new model of the car for the motor show. *(to produce something new)*
8. She decided to take early retirement, so **took up** her responsibilities to her deputy. *(to pass your work responsibilities to someone else)*
9. The accounts department **got out** the draft accounts in time for the meeting. *(to produce something)*
10. After an agreement was reached, the union **phased in** the strike. *(to ask for something to stop)*
11. The management have refused to **give up** pressure from the unions. *(to yield or to surrender)*
12. The new system of pension contributions will be **called off** over the next two months. *(to introduce or bring something in gradually)*
13. We may decide to **bring down** the price of some of our brands to help increase demand. *(to reduce)*
14. After several years with the company, she **handed over** a new post with one of our competitors. *(to start a new job)*
15. We had to cancel the project when our German partners **broke down**. *(to stop being a part of a deal or arrangement)*
16. Workers refused to **give in to** any of their rights. *(to hand something to someone, or to lose something, often as the result of pressure from someone)*
17. The meeting has been **put off** for two weeks. *(to arrange for something to take place later than planned)*
18. We are planning to **get ahead** most of our work to freelancers. *(to send or give a job to someone else, usually not in your company)*
19. He **got on** well in his new job, and was soon promoted. *(to succeed)*
20. It's very important to **carry out** your duties to the best of your ability. *(to do what is necessary for your job)*

# A career case history

## Part 1

In this text, you have been given the first two letters of some missing words and expressions. You will find the other parts of the words in the box. The first one has been done for you.

—lked out • —tire • —senteism • —bezzlement • —gh achiever  
 —nd in • —ck • —smised • —tice • —fered • —lled in  
 —op floor • —omoted • —ply for • —terview • —signed  
 —mmute • —plication form • —y off • —tend

Ian Woodham left college and decided to 1. **ap** *ply for* a job which he saw advertised in the local paper. He 2. **fi**\_\_\_\_\_ the 3. **ap**\_\_\_\_\_ that the company sent him, and a week later he was asked to 4. **at**\_\_\_\_\_ an 5. **in**\_\_\_\_\_. He was 6. **of**\_\_\_\_\_ the job that same day.

As he lived in a small town outside the city, he had to 7. **co**\_\_\_\_\_ every day. He was a 8. **hi**\_\_\_\_\_ and so very soon was 9. **pr**\_\_\_\_\_ to a better position. However, the company he worked for was having problems. Two people were 10. **di**\_\_\_\_\_ for 11. **em**\_\_\_\_\_ from the petty cash box, three got the 12. **sa**\_\_\_\_\_ for continual 13. **ab**\_\_\_\_\_, two of their friends 14. **re**\_\_\_\_\_ in sympathy and then most of the workforce 15. **wa**\_\_\_\_\_ in support. A few weeks later, the directors decided to 16. **la**\_\_\_\_\_ fifteen 17. **sh**\_\_\_\_\_ workers because there wasn't enough work, and the managing director decided to 18. **re**\_\_\_\_\_ early. The atmosphere was so bad that Ian eventually decided to 19. **ha**\_\_\_\_\_ his 20. **no**\_\_\_\_\_.

## Part 2

In this text, the *first* letter of each word in **bold** is in the *correct* place, but the other letters have been mixed up. Rearrange the letters to make words.

Ian couldn't afford to be 21. **upedmloyen**, however, so he started 22. **jbo hgnnuti** again. A computer company had a 23. **vnyaacc** for position of 24. **smlesana**. A lot of 25. **cidnteadsa** with good 26. **qnafsuliictioa** and 27. **eeerinepcx** applied, and Ian was one of them. After all the interviews had finished, the directors made a 28. **striotlsh** of the best 29. **anpipctlsa**, then invited them back for another interview. After a lot of discussion, they 30. **apndoipet** Ian.

Ian was delighted. After all, he would receive a 31. **slyraa** of £25,000 32. **pre amunn**, with a 5% 33. **iteenmncr** twice a year, a 34. **csnmioiosm** for each computer he managed to sell, excellent 35. **psrke** such as private health insurance and a company car, a company 36. **pnosnie** plan to make sure he would be well-off when he retired, and the chance of 37. **pmotoonir** to the position of sales manager. All in all, his future 38. **psocrsept** looked excellent.



# Job description

Complete this job description with words from the box. There are three words that you do not need. The first one has been done for you.

accountability • agree • Benefits • Branch • deal • ensure • Full time • Head  
 Hours • Key • Leave • Location • negotiate • inspect • Part time • produce  
 Reports • responsibilities • Responsible • Shift • supervise • ~~title~~ • visit

## Job Description

Job (1) title : Regional Production manager

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(2) \_\_\_\_\_: Ealing (3) \_\_\_\_\_, West London

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(4) \_\_\_\_\_ to: Production Manager, (5) \_\_\_\_\_ Office.

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(6) \_\_\_\_\_ (7) \_\_\_\_\_. Monday to Friday 9.00 - 5.30

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(8) \_\_\_\_\_ entitlement: 21 days per annum, + bank holidays.

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Main (9) \_\_\_\_\_: To (10) \_\_\_\_\_ the work of the production department.

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(11) \_\_\_\_\_ (12) \_\_\_\_\_:

- To (13) \_\_\_\_\_ product specifications with sales departments and time schedules with stock control department.
- To (14) \_\_\_\_\_ product is manufactured according to agreed specifications and within time schedules.
- To (15) \_\_\_\_\_ quality of finished product.
- To (16) \_\_\_\_\_ sales reports for Head Office.
- To (17) \_\_\_\_\_ with suppliers on base material prices.
- To (18) \_\_\_\_\_ suppliers on a regular basis to check quality of base materials.
- To (19) \_\_\_\_\_ with problems as they rise on a day-to-day basis.

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(20) \_\_\_\_\_ for managing: 1 sub-manager, 10 machinists, 3 trainees, 2 cleaners.

# Application forms

Complete this job application form with appropriate words from the box. The first one has been done for you as an example.

absence • absent • address • approach • assessment • attended • college • contact  
 dates • Degree • Diploma • dismissal • duties • education • email • employer  
 employment • examinations • false • first name • history • home • illness • information  
 leaving • offer • present • postcode • qualifications • reason • referees • suitability  
 surname • title • training • university

Application for (1) <u>employment</u> as: <i>Telesales Manager</i>	
(2) _____: <i>Sheppard</i>	(3) _____(s): <i>Eric John</i>
(4) _____: <i>136 Wrenhouse Street, Endham, Berkshire.</i>	
(5) _____: <i>RG87 6QH</i>	
(6) _____ details	
(7) _____ telephone: <i>01988 879910</i>	(8) _____: <i>ericsherp@freemail.co.uk</i>
(9) _____ and (10) _____:	
Last school(11) _____: <i>Briarwood Secondary, Endham</i>	
(12) _____ or (13) _____: <i>North London University, Holloway Road, London. Central Business School, Addingsbury</i>	
(14) _____ and (15) _____:	
<i>A-Levels: Economics, History, Geography BA (16) _____ in Business Administration (Upper second with Honours) RSA (17) _____ in Business IT.</i>	
Employment (18) _____: <i>Safenet Insurance, Unit 7b Millsfarm Estate, Tottenham, London N17</i>	
(19) _____ employer and	<i>8YT</i>
(20) _____ of employment:	<i>2002 - Present.</i>
Job (21) _____: <i>Assistant telesales manager and coordinator.</i>	
(22) _____: <i>Cold-calling potential clients for Insurance scheme. Monitoring other telesales operatives as part of quality control.</i>	
(23) _____ for (24) _____: <i>I would like to develop my potential in sales and marketing, and have more responsibility.</i>	
(25) _____.	
Please give the names of two people who can give an (26) _____ of your (27) _____ for this job (one of whom should be your present (28) _____):	
<i>1. Mr Boyd Walton (Manager) Safenet Insurance (Address above)</i>	<i>2. Alice Waugh (Ex-colleague) Burrett and Dowling Insurance 15A Searle Street Rigdenbury HB2 9TY</i>
No (29) _____ will be made to your present employer before an (30) _____ of employment is made to you.	
If you have had an (31) _____ in the last two years which has caused you (32) _____ from work, please give details with the number of days you were (33) _____.	
I confirm that the above (34) _____ is correct to the best of my knowledge. I accept that deliberately providing (35) _____ information could result in my (36) _____.	

# The recruitment process

This text about the recruitment process below has been divided into three parts. Complete each part with the words and expressions in the boxes. The first answer for each part has been done for you.

## Part 1

affirmative recruitment • applicants • appointments • benefits  
 description • disabilities • discrimination • equal opportunities  
 experience • externally • institutional agency • increments  
 internally • job centres • journals • leave • personal qualities  
 private recruitment agency • qualifications • recruitment agency  
 rewards • situations vacant • ~~vacancy~~

When a company or organisation has a 1. vacancy for a new member of staff, it usually advertises the post. It does this 2. \_\_\_\_\_ (for example, in the company magazine or on a company notice board) or 3. \_\_\_\_\_, either in the 4. \_\_\_\_\_ or 5. \_\_\_\_\_ section of a newspaper, in specialist trade 6. \_\_\_\_\_ or through a 7. \_\_\_\_\_ which helps people to find employment. There are two main types of agency. The first of these is the 8. \_\_\_\_\_, usually found in a school or university. These work closely with employers to let potential employees know about the jobs that are on offer (also included in this category are 9. \_\_\_\_\_, which are provided by the state, and which can be found in most main towns in Britain and other countries). The second is the 10. \_\_\_\_\_, which are independent companies, and employers have to pay these agencies for each employee they successfully provide.

A job advertisement has to give an accurate 11. \_\_\_\_\_ of the job and what it requires from the 12. \_\_\_\_\_ (the people who are interested in the post). These requirements might include 13. \_\_\_\_\_ (academic, vocational and professional), work 14. \_\_\_\_\_ in similar lines of work, and certain 15. \_\_\_\_\_ (for example, it might say that you need to be practical, professional and have a sense of humour). The advertisement will also specify what 16. \_\_\_\_\_ (basic salary, commission, regular 17. \_\_\_\_\_, etc) and 18. \_\_\_\_\_ (paid 19. \_\_\_\_\_, free medical insurance, company car, etc) the company can offer in return. The advertisement must be careful it does not break employment laws concerning sex and racial 20. \_\_\_\_\_: some companies emphasise in their job advertisements that they are 21. \_\_\_\_\_ employers (or 22. \_\_\_\_\_ employers in the USA), which means that they will employ people regardless of their sex, skin colour, religion, 23. \_\_\_\_\_, etc.

## Part 2

application • aptitude • board • candidates • covering • CV  
 group-situational • in-basket • introduction • medical • one-to-one  
 pre-selection • psychometric • short-list • turn down

The job advertisement will usually ask people interested in the post to send their 1. CV with a 2. \_\_\_\_\_ letter or a letter of 3. \_\_\_\_\_, or they will ask people to write or call for an 4. \_\_\_\_\_ form. The managers of the company will look at these, and go through a 5. \_\_\_\_\_ procedure, where they choose or 6. \_\_\_\_\_ applicants. They then prepare a 7. \_\_\_\_\_ of possible 8. \_\_\_\_\_: these are the people who will then be invited for an interview. Interviews usually take one of two forms. The first is the 9. \_\_\_\_\_ interview, with one applicant and one employer talking together. The second is the 10. \_\_\_\_\_ interview, with one applicant being interviewed by several people at once.

There may also be tests to see whether the applicant is suitable for the post. There are several of these, including 11. \_\_\_\_\_ tests (which look at psychological traits of the applicant), 12. \_\_\_\_\_ tests, which test the applicant's skills and knowledge, and his / her potential for acquiring more skills and knowledge), 13. \_\_\_\_\_ tests (where several applicants are put into an imaginary situation and decide how to deal with it), and 14. \_\_\_\_\_ tests (in which an applicant has to deal with a number of imaginary tasks similar to those s/he would face in the job). Applicants may also have to go for a 15. \_\_\_\_\_ test to see whether they are healthy enough for the work.

## Part 3

appearance • circumstances • disposition • fixed-term • follow-up  
 induction programme • intelligence • interests • offered • open-ended  
 potential • probationary • references • ~~seven-point plan~~  
 skills • temporary

Many employers use a 1. seven-point plan when they recruit for a new post. They look at different aspects of the applicant to decide whether or not s/he has the correct 2. \_\_\_\_\_ for the job. These include physical 3. \_\_\_\_\_ (for example, is the applicant smart and well-presented?), educational qualifications, general 4. \_\_\_\_\_, special 5. \_\_\_\_\_, hobbies and outside 6. \_\_\_\_\_, mental and emotional 7. \_\_\_\_\_ and family 8. \_\_\_\_\_.

If a candidate gets through the above stages, s/he will be asked to provide 9. \_\_\_\_\_ from people who know him / her, and if these are positive s/he is then 10. \_\_\_\_\_ the post. Before s/he actually starts working, s/he may go through an 11. \_\_\_\_\_ to learn more about the company and the post. Sometimes, s/he may be given a 12. \_\_\_\_\_ contract and have to complete a 13. \_\_\_\_\_ period, where the employers make sure that s/he is suitable for the job before being offered an 14. \_\_\_\_\_ or 15. \_\_\_\_\_ contract. After s/he has been with the company for a while, there might be a 16. \_\_\_\_\_ session, to assess how s/he is getting on in the post.

# Personal qualities

At job interviews, candidates are assessed on their suitability for the job they are applying for. In addition to their qualifications and experience, interviewers have to look at the other qualities that make a candidate suitable for a job or not.

The same qualities are also considered when staff receive appraisals and assessments.

Use the nouns and adjectives in the box to complete the sentences. One word can be used twice. The first one has been done for you.

abrasive • ambition • conceited • confidence • confrontational • critical  
 decisive • impulsive • industrious • judgement • motivation • obstinate • ~~popular~~  
 practical • professional • punctual • rapport • relationship • reliable • reserved  
 sensible • sensitive • selfish • sociable • willing

1. She's very popular : everybody likes her, and enjoys working with her.
2. She isn't very good at making decisions. She's not very \_\_\_\_\_.
3. He works well with everyone: he has excellent \_\_\_\_\_ with his colleagues.
4. He always arrives on time. He's very \_\_\_\_\_.
5. He's always \_\_\_\_\_ to cover for others when they need to take time off.
6. If you ask her to do something, you know she will do it because she's so \_\_\_\_\_.
7. She's always pointing out people's faults. She's so \_\_\_\_\_.
8. He quite \_\_\_\_\_, and gets upset when people point out his faults.
9. She's very \_\_\_\_\_ to the needs of others, and will always help people if they have problems.
10. She deals with problems well and makes good decisions, and in that respect she's very \_\_\_\_\_.
11. He shows excellent \_\_\_\_\_ when making difficult decisions.
12. She seems to be rather \_\_\_\_\_ and doesn't mix well with other members of staff.
13. His main problem is that he is extremely \_\_\_\_\_, and rarely thinks carefully before making important decisions.
14. He's extremely \_\_\_\_\_, and almost never takes others' advice.
15. He never shares information, and never helps others. I think he's basically \_\_\_\_\_.
16. She's a very \_\_\_\_\_ worker, and really enjoys spending time with her colleagues both inside and outside the office.
17. He's very \_\_\_\_\_, and always works steadily and hard.
18. He has a very \_\_\_\_\_ approach; he's clearly well-trained and good at his work, and always does a good job.
19. She's rather \_\_\_\_\_: she thinks she's much better than everybody else.
20. He clearly has \_\_\_\_\_, and is keen to move up the company ladder.
21. I think he lacks sufficient \_\_\_\_\_; he doesn't seem very keen, and always has to be told what to do.
22. She's always arguing with everyone. She has a very poor \_\_\_\_\_ with her colleagues.
23. One of his main problems is that he lacks \_\_\_\_\_: he always seems worried and nervous, and always has to check that he's doing the right thing.
24. He has a very \_\_\_\_\_ manner when you speak to him, and as a result people don't go to him with their problems.
25. People complain that he's very \_\_\_\_\_, and is always starting arguments or making people angry.

# Contract of employment

In this contract there are 31 vocabulary mistakes. Either a word is spelt incorrectly, the form of the word is wrong, or a wrong word has been used. Identify and correct these words. Some of the mistakes occur more than once in the contract.

1.	<u>Term and conditionals of employment</u>	
2.	Name of employ:	Avicenna Holdings plc
3.	Name of employed:	Martha Jennings
4.	Job titel:	Personal Assistant to the Managing Director.
5.	Job descriptive:	To perform various secretarial and administrative duty for the MD.
6.	Job locally:	Head Office, Truro.
7.	Celery:	£22,000 per anum (payable monthly in rears)
8.	Started date:	1 April 2005.
9.	Hours of labour:	Full time. 9.15am - 5.45pm Monday until Friday, 1 hour lunch.
10.	Undertime:	Extra hours worked will be paid at the normal hourly rat. Saturdays will be paid at time x 1 ½, Sundays at time x 2.
11.	Holiday enticement:	20 days per anum.
12.	Absent from work:	If for any reason you cannot come to work, you should telephone your manager as soon as possible.
13.	Pension sceme:	The company does not operate a pension sceme. You should arrange this separately.
14.	Dissiplinary and grieving procedures:	Information on these procedures are provided in the staff handybook, together with information on all company police.
15.	Probbation:	All appointments are subjective to three months' probbation, during which time employees may be terminated with two weeks' note on either side.
16.	Terminator:	After successful completion of the probbation period, the note period will be three months.
17.	Referrals:	All apointments are subject to satisfactory referrals.
18.	Singed: <i>Martha Jennings</i>	Date: <i>21 March 2005</i>

# Appraisals

Look at this list of common appraisal questions. Each one has a word in **bold** in which the letters have been mixed up. Rearrange the letters to make words. The first letter of each word has been underlined. There is an example at the beginning.

1. Do you think the work you are doing meets or exceeds the correct **dastnadsr**?  
= *standards*
2. How far do you think you have the skills and **negdkwloe** to achieve your duties?
3. How would you describe the **ugaylit** of the work you are doing?
4. Do you feel you have met the work **bocjetesiv** that were set for you?
5. Do you think you have room for **pimoetrenvm**?
6. In your opinion, what are your main **nestrsgth** and **seswenasek**?
7. Would you benefit from going on a **nrngniai** course?
8. Do you feel you are able to manage your work **husceled**?
9. Are you happy with your career **ogrporesnsi** at the moment?
10. Would you like to do something a bit more **egiclhlnna**?
11. Are you given help and **meeoncngurae** when you need it?
12. What do you like most and what do you like **steal** about the job you are doing?
13. How do you feel about your **odkaorlw**?
14. Is your current job **scdeonritip** accurate?
15. Are your job duties clearly **edendfi**?
16. Do you feel that there are enough opportunities for **madtanceven**?
17. Do you have any suggestions for **iniprmgvo** your current job?
18. Are you happy with the **aemrlo** in your department?
19. What are your working **shireltoipsan** like with your colleagues?
20. Do you feel **diceslipin** is fair in your department?
21. Does your manager show you fair **etetatrm** at all times?
22. Does your manager deal **trypopml** with problems?
23. Does your manager deal efficiently with staff **pacontmlis**?
24. Does your manager inform you of your **gropesrs**?
25. Does your manager give **repisa** for work well done?
26. How do you feel about the **flitaisiec** and services provided (for example, office accommodation, security, HR services, etc)?
27. Do you feel that the health and safety **ponsrvisoi** are adequate?
28. How do you feel about the pay and **ntbesefi** you are receiving?
29. Would you **mermdecon** this company as an employer to others?
30. Have you got any other **mocstemn** you would like to make?

# Rewards and benefits 2

## Exercise 1

Complete the text with appropriate words and expressions from the box. The first one has been done for you.

acceptance bonus • attendance bonus • basic • benefits • commissions • comradeship  
 development • direct • duvet days • extras • extrinsic • fixed  
 flexible • gainsharing • growth • incentive • indirect • insurance • intrinsic  
 motivation • pensions • performance-related • premium bonus • production bonus  
 profit sharing • recognition • satisfaction • security • share • skill • status

Rewards for work fall into two main groups.

The first, and in many opinions the most important, is that of **1.** direct or **2.** \_\_\_\_\_ rewards. These are real, material rewards, and include **3.** \_\_\_\_\_ pay (a guaranteed wage or salary paid by the hour, or on a weekly or monthly basis), and **4.** \_\_\_\_\_ pay, which is linked to how well an employee or a group of employees works. This includes **5.** \_\_\_\_\_ – money paid to a salesperson or group of salespeople which is usually a percentage of the sales made. Some companies also offer **6.** \_\_\_\_\_ pay, usually given only to individual employees who work particularly well, or who make a significant contribution to the company.

**7.** \_\_\_\_\_, which is similar to this, is extra money paid to a group or company for increased productivity, and is often offered in order to increase **8.** \_\_\_\_\_: it is also sometimes known as a **9.** \_\_\_\_\_. If an employee takes less than the standard time to finish a task, s/he might receive a **10.** \_\_\_\_\_. Some employers also offer an **11.** \_\_\_\_\_ for employees who are very rarely absent from work. If an employer is particularly keen to recruit somebody, they might offer him / her an **12.** \_\_\_\_\_ when s/he agrees to join the organisation. **13.** \_\_\_\_\_, the practice of dividing profits among the employees, is another reward which is often offered.

In addition to payment, other rewards may be offered. These include **14.** \_\_\_\_\_ (known informally as **15.** \_\_\_\_\_) such as a company car, **16.** \_\_\_\_\_, free meals, **17.** \_\_\_\_\_ option schemes, holidays, health **18.** \_\_\_\_\_ and **19.** \_\_\_\_\_ (a new concept, especially common in the USA, in which an employee can call their office and say they do not feel like coming to work even though they are not ill). Benefits are usually **20.** \_\_\_\_\_, which means that the employee is not able to choose what s/he gets, but some companies offer **21.** \_\_\_\_\_ benefits, where the employee can choose from a menu of benefits on offer. **22.** \_\_\_\_\_ plans, which offer employees increased rewards and benefits for good attendance, behaviour and productivity are becoming increasingly common.

The second group of rewards are **23.** \_\_\_\_\_ or **24.** \_\_\_\_\_. These are non-material, and include **25.** \_\_\_\_\_ (people enjoy being in an important position or a position of authority), job **26.** \_\_\_\_\_, the opportunities for personal **27.** \_\_\_\_\_, the chance to learn a new **28.** \_\_\_\_\_, and career **29.** \_\_\_\_\_ opportunities. Safety and **30.** \_\_\_\_\_ at work can also be included in this group, and for most employees, **31.** \_\_\_\_\_ (being with a group of people you like and get on with) is also a very important reward.



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## Exercise 2

How much can you remember? Without looking back at the text, answer these questions.

1. What is the name we give to real material rewards?
2. What is the name we give to non-material rewards?
3. Complete this sentence: When pay is linked to how well an employee or a group of employees works, it is called \_\_\_\_\_ pay.
4. True or false?: Gainsharing is money paid to somebody when they agree to join a company or organisation.
5. What might an employee receive if s/he is very rarely absent from work?
6. What is the informal word for benefits?
7. Choose the correct option: A benefit in which an employee is allowed to telephone the office to say that s/he does not feel like coming to work is known as a:
 

(a) **blanket day** (b) **pillow day** (c) **quilt day** (d) **duvet day** (e) **bedsheet day**
8. True or false?: benefits that employees can choose from a 'menu' are called flexible benefits.
9. Choose the correct option: Plans which offer employees increased rewards and benefits for good attendance, behaviour and productivity, etc, are known as:
 

(a) **inventive plans** (b) **inedible plans** (c) **incentive plans** (d) **inflexible plans**  
 (e) **indentured plans**
10. Which of these words is closest in meaning to importance and position in society?:
 

(a) **status** (b) **statute** (c) **static** (d) **statue** (e) **stateliness**

# Letters

On the next two pages you will see sentences from seven different types of letter. Look at each sentence carefully, then match it with one of the letter types from the list in the box. Underline the key words or phrases which helped you to decide. Be careful - there is one sentence which does not match any of the letter types.

When you have done this, make a list of the useful words and expressions that can be used in these different types of letter.

- (A) Invitation to interview      (B) Letter of reference      (C) Letter of appointment  
 (D) Written warning      (E) Letter of dismissal      (F) Letter of resignation  
 (G) Acknowledgement of resignation

1. I have known Jan Kelly since she started working with the company in 1999.

2. Following the disciplinary interview which you attended on 12 June, I am writing to confirm the decision taken that you will be given a written reprimand under our Disciplinary Procedure.

3. On 7 May, following persistent neglect of duties on your part, you were given a written warning in accordance with the Company's Disciplinary Procedure.

4. She came to work for this company as a Trainee in the production department, and rapidly moved up the scale to become Deputy Production Manager three years ago.

5. Following your interview and our conversation yesterday, this letter is to confirm your post as Production Manager commencing 2 October.

6. This will be placed in your personal record file, but will be disregarded for disciplinary purposes after a period of six months, provided your conduct reaches a satisfactory level.

7. Thank you for your application for the post of Production Manager at Graffix plc.

8. This letter and the attached terms and conditions form the basis of your contract of employment.

9. She is a very able manager, and is particularly keen on keeping up to date with new technology.

10. As I told you yesterday, I have decided to hand in my notice and this letter is to inform you of my decision to leave the company.

11. She has always worked well with other members of staff, has always been on time and has rarely missed work through illness.

12. I am delighted that you will be coming to work for us.

13. The nature of the unsatisfactory conduct was your continual lateness, persistent absenteeism, and neglect of duties on the shop floor.

14. We expect to see an improvement in your punctuality and attendance, and a more professional approach to your work by 30 June.

15. In a letter of 18 June, you were advised that unless your conduct improved, you would be dismissed from your post.

17. The notice period indicated in my contract of employment is six weeks, but you agreed during our conversation that in my case this could be reduced to five so as to enable me to take up the offer of another position.

19. At the disciplinary hearing held on 16 October, it was decided that your performance was still unsatisfactory, and you had shown no inclination to improve.

21. I am sure you will find a very pleasant working environment here, and we look forward to welcoming you as a member of our team on 2 October.

23. These will be held at our Banbury office on 29 and 30 August, and should last about 30 minutes.

25. We will be sorry to see her leave, but I know that she is looking for a more challenging position.

27. The likely consequence of insufficient improvement is dismissal.

29. You have the right to appeal against this decision to the Production Director within seven days of receiving this letter of dismissal, in writing, giving your reasons.

31. I have however been offered a post at a substantially higher salary with another company.

33. I have noted that your last day of service with us will be 23 November, and I have passed this information to the HR Department to deal with.

35. In the meantime, if you have any queries about your new post, please do not hesitate to call me on extension 2340.

16. We would like you to come for a preliminary interview with our Production Director, James Mills.

18. Thank you for your letter of 19 October telling us of your intention to leave the company.

20. We are naturally most sorry that you should be leaving us, but I understand your reasons for doing so.

22. I am therefore writing to confirm the decision that you will be dismissed, and that your last day of service with the company will be 2 November.

24. I would be grateful if you could call me to arrange a suitable time on one of those days.

26. Unfortunately, I am sorry to tell you that on this occasion your application has been unsuccessful.

28. The company you are joining has an excellent reputation, and I am sure you will be as happy there as you have been with us.

30. As I explained to you, I have been very happy working here, and shall be leaving with many regrets.

32. If you have any special needs, especially concerning access, please let me know in advance.

34. On a personal level, I shall be particularly sorry to see you go; you have been an excellent manager, and I hope you will keep in touch.

36. Furthermore, as the prospects of further advancement are greater, I felt that this was an offer I felt I simply could not turn down.