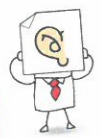


3.3. WORK CYCLE



SPEAKING & LISTENING

Task 1.

Analyse the factors affecting salary negotiation, and choose those you believe are the most and the least important.

- › how well paid you are at the moment compared to the market norms
- › the rate of inflation
- › where you live and work and the costs of living associated with the area
- › the company's position concerning staff turnover, retention, recruitment and headcount
- › the company's trading performance
- › the available budget your company has for pay rises
- › the company's last company-wide salary review and the range of % increases awarded
- › the company's next company-wide salary review and the likely range of % increases
- › what precedents would be set for other employees by giving you a rise
- › how valued you are to your boss and company
- › how easy it would be for them to replace you with someone of similar capability and value at the same or less salary
- › what you will do if you don't get a rise or salary increase

Task 2.

Imagine you are preparing to approach your manager and discuss your salary rise. Make a list of reasons you would use to justify your financial expectations, and present them to the group.

REASONS I WOULD USE TO JUSTIFY MY SALARY RISE:

↓

CD1 Task 3.



Listen to Mark, a career advisor talking about justifying a salary rise, and write the verbs that are synonyms of those listed below.

- customise →
- attain →
- accept →
- discharge →
- keep →
- obtain →
- indicate →



WRITING: SEMIFORMAL EMAIL

Task 1.

Write an email to your manager asking for a pay review discussion.

Useful phrases for semiformal email writing:

Dear _____

Further to recent HR policy changes, I would like to _____

Can we meet and discuss _____

Please let me know any time and date that suits you.

I look forward to hearing from you/meeting you soon.

Best/Kind regards _____

Task 2.

As the manager, reply to the email from Task 1, and invite your employee to the meeting indicating relevant meeting arrangements.





SPEAKING

Task 1.

Work and life balance is a concept that means different things to different people. What does it mean to you? Look at the factors that might influence your work and life balance, and tick those that you regard very important, important, quite important, less important and not important at all.

Factor	Very important	Important	Quite important	Less important	Not important
family and friends					
healthy lifestyle					
hobbies					
work relationships					
flexible working arrangements					
proper time management					
personal finance					
job security					
personal development					

Task 2.

Compare the table with a partner. What is his/her definition of work and life balance? Ask relevant questions to find out.

BUSINESS SKILLS

Task 1.

You are going to attend an appraisal interview. Answer the questions asked by your appraiser.

1. Has the past year been good/satisfactory/bad for you and why?
2. What do you consider to be your most important achievement of the past year?
3. What tasks at work do you find most difficult to perform?
4. What elements of your job interest you most/least?
5. What do you consider to be the most challenging task for the coming year?
6. What trainings have improved your performance and why?
7. What skills would you like to develop in the coming year and why?
8. What is your aim to be achieved in the coming year and why?
9. What kind of work would you like to be doing in three years' time?

Task 2.

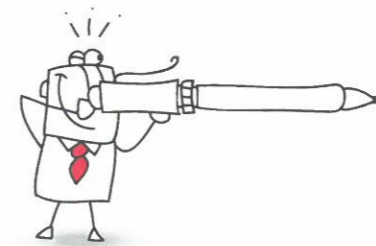
Assess your competence in the areas listed below. Grade your capabilities as poor, satisfactory, good or excellent. Complete the table below, and present it to your appraiser. You can add your own ideas.

Areas of competence	Grade
time management	
planning and forecasting	
communication	
delegation	
technical/IT knowledge	
flexibility and mobility	
leadership	
team working	
problem-solving and decision-making	
administration	

Task 3.

Think about the areas of your competence from the table, and describe them comparing your competence now and in the past. Use the following structures.

- I used to have better _____ skills, but now _____
 I used to communicate _____, but now _____
 My IT skills used to be _____
 As a leader, I used to _____
 I used to be good at _____
 I used to demonstrate poor _____ skills, but now _____





GRAMMAR: USED TO

Task 1.

Choose the correct option in the sentences below.

1. I *used to work/used to working* overtime when I was an intern in an HR department.
2. Are your employees *getting used to/go used to* new retail premises?
3. Is your boss *used to/got used to* travelling long distances?
4. I *didn't use to/weren't used to* get up so early. I worked within easy travelling distance, but now I need to travel 50 kilometres.
5. I'm not *used to/getting used to* wearing formal clothes at work.
6. The HR manager was sacked last year. People never *got used to/were used to* his authoritative work style.
7. I've never managed people in an international environment, but I'm *getting used to/used to* it step by step.
8. I'll never *get used to/getting used to* these virtual meetings. It's not my cup of tea.
9. *Did you use to/Were you used to* do administrative work before you were given more challenging HR tasks?
10. Before the era of the Internet, people *weren't used to/didn't use to* this intensified social networking.

Task 2.

Practise the sentences you completed in Task 1 to describe:

- a) your past work habits which are no longer true
- b) regular work routines which are normal, not unusual
- c) work activities/tasks which are becoming normal and are no longer unusual

BUSINESS SKILLS

Task 1.

You are a manager and your task is to give feedback to an employee whose performance is far from satisfactory. Arrange a one-to-one meeting, and complete the following tasks.

As the manager:

- a) state the purpose of the meeting
- b) clarify the problem with poor work performance
- c) ask the employee for the reasons for such performance
- d) ask the employee for potential solutions that might improve the situation
- e) suggest your own solutions, and state what sort of improvement you expect within three months
- f) fix the date of the review meeting

As the employee, listen to your manager, and provide:

- a) the reasons for your recent poor performance
- b) potential solutions that might improve the situation

Task 2.

You are a junior buyer who has been working in the purchasing department of an international company for the past five years. You feel that you deserve promotion to the position of senior buyer due to your achievements over the last three years. Approach your manager, and ask for a meeting to review your performance.

As the junior buyer, you meet your manager to ask about promotion. Discuss:

- a) the reasons for writing an email and arranging a meeting
- b) your feelings about not getting promoted for the last five years
- c) your achievements over the past three years
- d) other reasons for getting promoted

As the manager, listen to your employee, and state:

- a) the reasons for not promoting the employee
- b) your suggestion for solving the situation

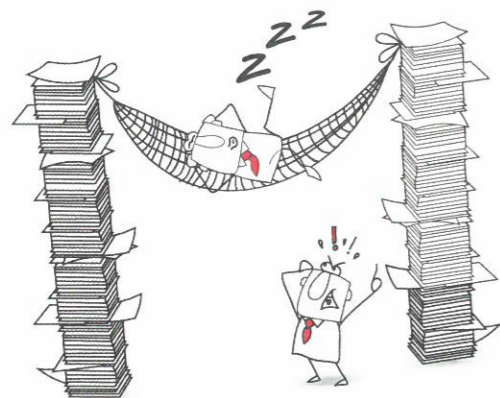
Task 3.

Imagine your colleague complained about his/her problems with a team leader. The cooperation is not going well, and the relationships are so strained that he/she has to react to this situation. What would you suggest in the following situations and why? Use the structures below.

Would you advise your colleague to:

- a) find another job
- b) file a grievance with the HR department
- c) talk directly to this team leader
- d) ignore the problem

If I were you, I would _____
 If I were in your shoes, I would _____
 Unless _____
 Provided that _____
 It's high time you _____
 You'd rather _____



3.4. HR FORMS AND TEMPLATES

BUSINESS SKILLS

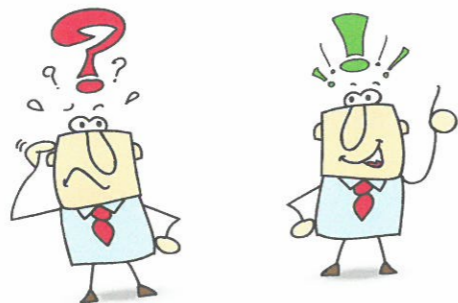
Task 1.

Look at some sample HR forms/templates, and label each of them with the correct title below.

- A. first interview invitation (letter)
- B. job description
- C. first interview (report form summary)
- D. record of interview
- E. requesting opinion on fitness for work (letter to an occupational health doctor)
- F. notice of the disciplinary meeting
- G. poor performance – recorded verbal warning (letter)
- H. not shortlisted for interview (letter)
- I. person specification
- J. notice of the result of the appeal against the disciplinary action

1 _____

Job title:
 Reporting to:
 Responsibility for others:
 Location:
 Overall purpose of the job:
 Key activities:
 Any special requirements: (hours, travel etc.):



2 _____

Job Title: _____

Criteria	Essential	Desirable
Qualifications/Attainments		
Relevant Experience		
Skills and competencies e.g. Communication skills Problem solving skills IT experience Ability to work on own initiative, etc.		
Circumstances Indicate if any special circumstances are attached to this post, e.g. shifts, unusual hours, travel, etc.		

3 _____

Name
 Address
 Post code

Date _____

Dear _____

Interview for the position of _____

Following consideration of your application, I am pleased to inform you that you have been shortlisted for interview. The interview will be held on _____ at _____

Please bring a relevant document as proof of your right to work in the UK as specified by the UK Borders Agency, e.g. passport, national identity card, residence permit, etc.

In accordance with our equal opportunities policy, we would like to ensure that all candidates, regardless of disability, can participate fully in the selection process. Therefore, I would be grateful if you would advise us of any additional assistance that we may be able to provide.

Please confirm your attendance no later than 12.00 pm on _____ by emailing _____ or telephoning _____

Yours sincerely,

4 _____

Name
Address
Post code

Date _____

Dear _____

Application for the position of _____

I refer to your recent application for the above post. I regret to advise you that on this occasion you have not been shortlisted for interview.

I would like to thank you for your interest in the company and wish you every success for the future.

Yours sincerely,

5 _____

POSITION TITLE: _____

DATE: _____

Time Interview Started: _____ Time Interview Finished: _____

Rating scale (where marks are out of 10)
1-2 Not acceptable 3-4 Poor 5-6 Fair 7-8 Good 9-10 Excellent

CRITERION 1 _____

SCORE _____

CRITERION 2 _____

SCORE _____

CRITERION 3 _____

SCORE _____

Panel member's name _____ Date _____

Panel member's signature _____

6 _____

CANDIDATE: _____ DATE OF INTERVIEW: _____

INTERVIEWERS: _____

CHAIRPERSON TO COMPLETE

TIME INTERVIEW STARTED: _____ TIME INTERVIEW FINISHED: _____

Rating scale (where marks are out of 10)

1-2 Not acceptable 3-4 Poor 5-6 Fair 7-8 Good 9-10 Excellent

Criteria/Area of competence	Evidence	Marks available	Marks awarded	Agreed mark
Total marks				

Recommendation: _____

Availability: _____

Summary of interview: _____

Signed: _____

Print name: _____

7 _____

Date _____

Dear _____

I refer to our meeting on (____) which was held under stage 1 of the Company's Performance Improvement Procedure, a copy of which has been supplied to you. You were accompanied at the meeting by _____ your union representative/work colleague. The following areas of under-performance were discussed _____

This letter is a formal recorded verbal warning that your performance does not reach the required standard, as defined in the attached action plan.

This recorded verbal warning will be placed on your personal file for a period of six months during which your performance will be monitored. If your performance reaches the required standard, this warning will be removed from your personal file.

Should there be no improvement, I will have no alternative but to proceed to stage 2 of the Procedure, which may result in a first written warning being issued.

If you wish to appeal against this decision you should inform me within five working days. I will invite you to a further hearing to discuss the appeal. You have the right to be accompanied at the hearing by _____ your union representative/work colleague. The final decision will be communicated to you in writing within five working days of the hearing.

Yours sincerely,

8 _____

Date _____

Dear _____,

I am writing to inform you that you are required to attend a disciplinary meeting on _____ at _____, which is to be held in _____ venue.

At this meeting, we will discuss the possibility of disciplinary action against you, in line with the organisation's disciplinary procedure, in relation to _____

The basis for this allegation is that _____

The hearing will be conducted by _____ and the following people will also be present: _____ You are entitled to be accompanied by another work colleague or trade union representative. If you wish to bring a colleague or trade union representative, please let me know their name as soon as possible.

Please confirm that you have received this letter and that you will attend at the time stated above. If for any unavoidable reason you or your companion cannot attend at that time please contact me as soon as possible. Please note that under our disciplinary procedure we expect you to make your best efforts to attend this meeting. If you are not available on the date suggested, we will arrange another meeting with you within a reasonable period.

If you have any specific needs at the hearing as a result of a disability, or if you have any other questions, please also contact me as soon as possible.

Yours sincerely,

9 _____

Date _____

Dear _____,

You appealed against the decision of the disciplinary hearing that disciplinary action should be taken against you. The appeal meeting was held on _____

I am now writing to confirm that the decision made by _____ who carried out the appeal meeting still applies.

You have now used your right of appeal under the organisation's disciplinary procedure. This decision is final. There is no further right of appeal under the disciplinary procedure.

If you have any further questions please do not hesitate to contact me.

Yours sincerely,

10 _____

Name _____

Address _____

Date _____

Dear _____,

Thank you for agreeing to meet our employee _____ on _____ at _____

Mr/Mrs/Miss/Ms was employed as _____

As an employer, our employee's health is our priority and we would wish to receive your views on the following:

For clarity the position of _____ entails _____

1. Do you consider that _____ is fit to return to work?
2. If so, in the capacity of _____ or _____ or neither?
3. If not, do you consider that _____ has a disability under the Disability Discrimination Act 1995?
4. Are reasonable adjustments necessary for any return to work?
5. How long do you envisage _____ will be off work?

If you require anything further, please do not hesitate to contact me.

Please find attached the employee's medical records/GP report.

Yours sincerely,

Task 2.

What style are the above HR letter templates written in? Discuss it with the group.