

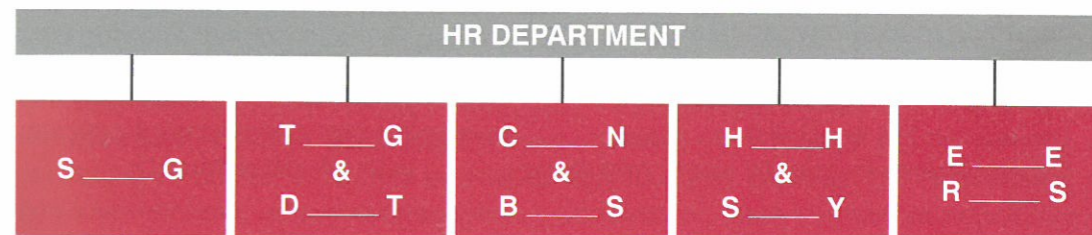
3.1. HR DEPARTMENT



SPEAKING & LISTENING

Task 1.

Tanya was hired to redesign and run the HR department. She is going to divide the department into separate units that specialise in key HR functions. Fill in the following diagram with basic HR functions, and present the structure of an exemplary HR department. The first and last letters of the HR functions were given to help you.

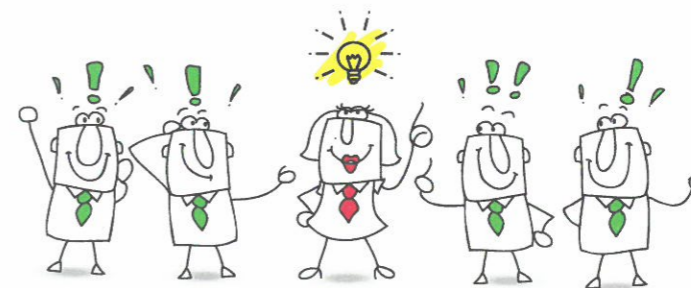


CD1
13

Task 2.

Listen to Tanya talking about her plans for creating units based on HR functions, and answer the questions below.

1. What is the relationship between recruitment and staffing?
2. Why does Tanya want to create a separate training and development unit?
3. What does administering compensation and benefits involve?
4. What is the role of a health and safety unit?
5. When is an employee subject to a grievance procedure?



CD1 Task 3.



14 Listen to the recording once again, and fill in the collocations Tanya used with the correct words below.

action | laws | vacancies (x2) | applicants | checks | interviews | grievances (x2) | policies | payroll | offers of employment | employees | programme | system

- | | |
|----------------------------------|---------------------------------|
| fill the _____ | recommend a compensation _____ |
| advertise _____ | handle _____ |
| screen _____ | develop health and safety _____ |
| perform _____ | address _____ |
| undertake _____ | take appropriate _____ |
| extend _____ | violate _____ |
| assist in the _____ of new _____ | lodge _____ |
| develop and implement a _____ | |

Task 4.

Fill in the sentences below with the correct preposition, if necessary.

1. What does your unit specialise _____?
2. Remember to keep your skills _____ to date in order to follow the pace of the changing market environment.
3. Is your company _____ compliance with recent legal regulations?
4. Does health and safety come _____ the purview of human resource management?
5. I asked our HR specialists to assist _____ developing new development policies.
6. Do employees frequently lodge grievances _____ your HR department?



LISTENING & READING

CD1 Task 1.



15 Listen to Robin, an HR manager talking about the role of the HR department, and make a list of functions assigned to this department.

HR DEPARTMENT:

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Task 2.

Read some instructions related to managing the HR department, and match the following introductory lines with the relevant paragraph.

- Designate and select HR staff
- Keep updated and abreast of employment laws
- Implement a method for record keeping and HR systems management
- Define HR's role and pinpoint the organisation's HR needs
- Do strategic planning

Instructions

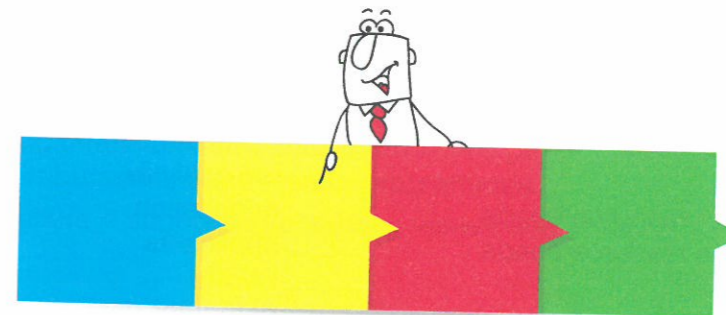
1 _____
Understand the role and function of the HR department by determining the human resource needs within the organisation in accordance with the mission, goals, values, and objectives of the organisation.

2 _____
After determining the role of HR and the HR needs of the organisation, begin establishing a method of how the needs are to be met by putting in place a strategic plan.

3 _____
Depending on the size and type of organisation, the HR department will consist of staff persons ranging from HR generalists, analysts, recruiters, clerks, administrative assistants, compensation and benefits manager, training manager, labour relations representative, project managers, HRIS administrators, risk management representative, payroll administrator, and HR director. HR staff should be able to conduct HR audits, maintain and keep employment records, be well versed in employment laws, write job descriptions, conduct job analysis, handle negotiations, interview applicants, write policies, and be well experienced in handling company mergers, layoffs, downsizing, project management and managing computer data related to Human Resource Information Systems (HRIS).

4 _____
The HR department has many confidential records and files to maintain. These records can be kept electronically, and/or as hard copies stored in a secure area.

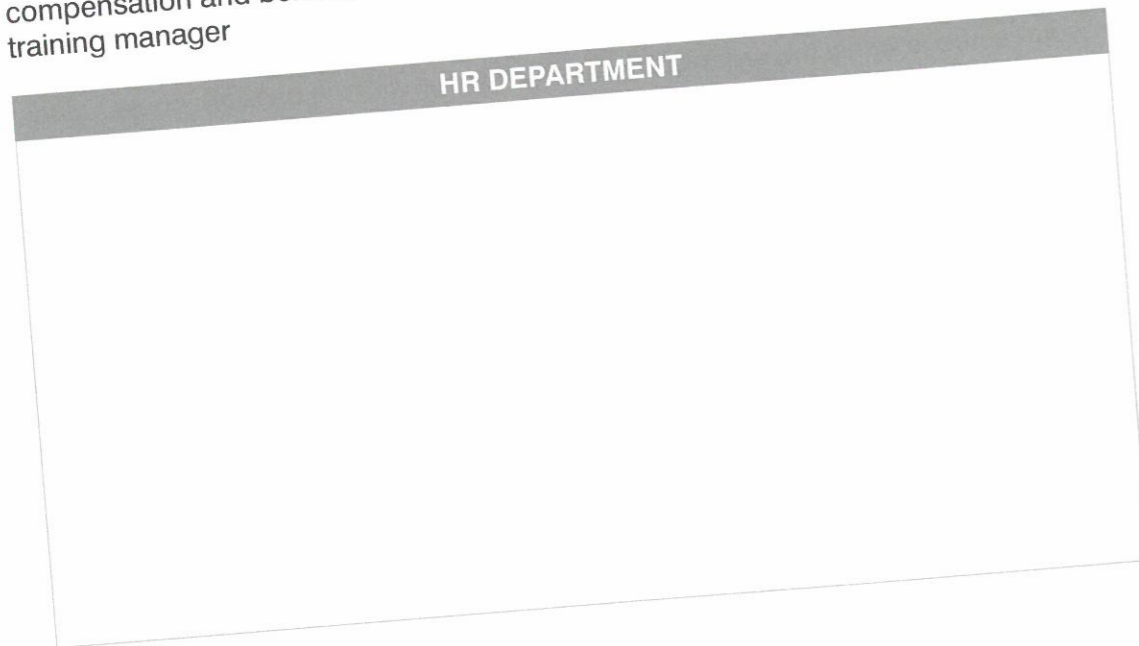
5 _____
The HR staff should continue to keep updated and abreast of employment and HR laws in order to keep the organisation operating legally.



Task 3.

Draw an organisational chart of the HR department including the positions occupied by people working there. The positions listed below appeared in the text. You can add your own ideas.

- | | |
|-----------------------------------|---------------------------------|
| HR generalists | project managers |
| analysts | labour relations representative |
| recruiters | HRIS administrators |
| clerks | risk management representative |
| administrative assistants | payroll administrator |
| compensation and benefits manager | HR director |
| training manager | |



VOCABULARY & SPEAKING

Task 1.

HR staff perform different tasks to ensure that the company is running smoothly. Fill in the phrases below with the correct verbs, and make collocations describing HR tasks.

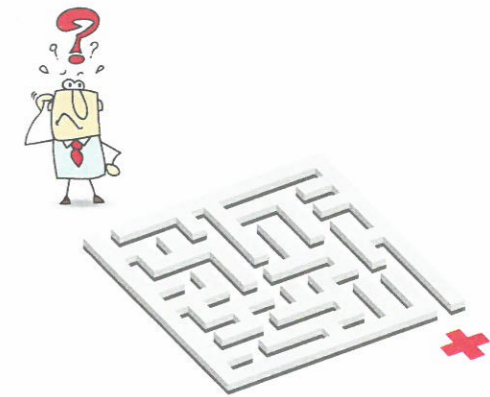
- interview | develop | meet | manage | conduct (x2) | maintain | write | handle (x2) | follow hire and fire | determine | keep

- | | |
|--------------------------------|----------------------------------|
| _____ employees | _____ abreast of employment laws |
| _____ employment laws | _____ job descriptions |
| _____ policies | _____ job analysis |
| _____ the human resource needs | _____ negotiation |
| _____ the human resource needs | _____ applicants |
| _____ HR audits | _____ layoffs |
| _____ employment records | _____ computer data |

Task 2.

Look at some possible sources of recruitment. Are they used in your company? Grade them from the most to the least effective in your opinion.

- word of mouth
- internal advertising
- media advertising
- advertising in trade press
- online recruitment
- recruitment agencies
- unsolicited applications



Task 3.

Provide more formal equivalents of the words/phrases below.

- | | |
|---------------------------|---------------|
| sack → | boss → |
| quit → | subordinate → |
| bunking off work → | perks → |
| time off to have a baby → | out of work → |



WRITING: FORMAL EMAIL & BUSINESS SKILLS

Task 1.

You are the HR manager responsible for addressing the needs of your staff and company. You introduced the idea of holding a series of four meetings aimed to improve your company performance. Write an official email to your staff notifying them of the meeting plan, including the information about the dates, venue and agenda for each meeting. The list of the topics for every meeting and useful email phrases are provided below.

- a) communication practices in our company – assessing current communication practices, determining their drawbacks and brainstorming tactics for better communication
- b) company policies – addressing problems employees encounter in adhering to company policies and encouraging compliance with existing regulations
- c) employee development – keeping great talent on staff, assessing current and future training needs and introducing employee development programmes such as tuition reimbursement and mentor programmes
- d) company culture – supporting company values and creating a new dress-code policy

Useful phrases for formal email writing:

Dear Staff/Co-workers/Colleagues _____
I am writing to announce/inform you _____
This is to inform you about the meeting on _____
Further to our arrangements, I would like to announce/inform you _____
Please note that on _____ we are arranging the meeting _____
I am writing in connection with _____
The purpose of the meeting is to _____
I would appreciate if you could _____
Please find attached the meeting agenda.
If you need further information, please contact _____
I look forward to meeting/seeing you on Tuesday.
Yours faithfully _____

Task 2.

Choose one of the topics listed above, and call a meeting devoted to the issue in question. As a chairperson, you are going to open the meeting, encourage participants to express their opinions, keep everything in order, handle potential disagreements, and sum up the meeting. The rest of the group represent staff members. Use the expressions for running meetings provided below.

Useful phrases for running meetings:

OPENING

Right, everyone has arrived, so let's get started.
Since everyone is here, we should get started.
We have a lot to cover today, so we should get started.
Firstly, I'd like to welcome you all.
Thank you for coming today.
I appreciate your attendance at this meeting.
We are pleased to welcome our clients/visitors/investors.
I'd like to take a moment to introduce _____
_____ (person's name) will be taking the minutes today.

FOLLOWING THE AGENDA

We're here to discuss/talk about _____
Our main aim today is to _____
I've called this meeting to _____
As you can see on the agenda _____
First of all _____
After that _____
Secondly _____
Then _____

Finally _____

We're running out of time, so let's move on to the next item.

I think we'll have to leave it for now.

Getting back to _____

DISCUSSING & INTERACTING

I completely agree with _____

I would just like to add _____

May I come in here please?

Could you speak up a little please?

Could you slow down a little please?

I'm glad you brought up this topic.

I have to disagree with you on that.

Excuse me for interrupting _____

The way I see things is _____

Can I have your input on _____

Has everyone received a copy of _____

Why don't we move on to _____

I don't quite follow you/see what you mean.

I'm afraid I don't understand what you're getting at.

CLOSING

Any other business?

Would anyone like to make any final remarks?

If there are no further points, I'd like to bring this meeting to a close.

Let me quickly go over today's main points.

Before we close the meeting, I'd like to summarise _____

It looks like we've finished ahead of schedule.

Thank you all for your input/remarks/comments today.

Before we go, let's _____

I almost forgot to mention _____





VOCABULARY & WRITING

Task 1.

Match basic HR concepts listed below with their definitions.

business process outsourcing
job description
secondment
360 degree feedback
executive search

human capital
affirmative action
person specification
(performance) appraisal interview
performance management

1. A written statement of a specific job based on a job analysis →
2. A profile of the candidate required for a job →
3. A period of a temporary transfer of an employee to replace another employee or exchange experiences →
4. Finding people for top positions of a company →
5. A meeting between an employer and an employee to discuss job expectations, work performance and potential areas of development →
6. People perceived as company assets whose value can be measured and increased through investment →
7. Communication between a supervisor and an employee throughout the year so that strategic objectives of a company are accomplished →
8. A system where an employee receives information from all the people he/she has interacted with in the course of carrying out job duties →
9. Ensuring equal employment opportunities to all people regardless of their sex, religion, ethnicity, etc. →
10. Contracting selected activities to another party, e.g. payroll or technical support →

Task 2.

Look at the list of possible work-related skills, and complete the table below. Provide arguments for your choice.

social | interpersonal | communication | language | organisational | managerial
| analytical | computer | decision-making | leadership | research

SKILLS REQUIRED TO WORK AS A/AN			
accountant	office assistant	lawyer	logistics manager

Task 3.

What skills are required to work in HR? Look at the work-related skills provided in Task 2, and decide which of them refer to HR specialists.



WRITING: JOB DESCRIPTION

Task 4.

Look at the possible duties of the HR director as head of the HR department. Write a similar description related to your professional duties.

1. Plan, develop and implement strategy for HR management and development (including recruitment and selection policy/practices, discipline, grievance, counseling, pay and conditions, contracts, training and development, succession planning, morale and motivation, culture and attitudinal development, performance appraisals and quality management issues, etc.)
2. Establish and maintain appropriate systems for measuring necessary aspects of HR development
3. Monitor, measure and report on HR issues, opportunities and development plans within agreed formats and timescales
4. Manage and develop direct reporting staff
5. Manage and control departmental expenditure within agreed budgets
6. Liaise with other functional/departmental managers so as to understand all necessary aspects and needs of HR development, and to ensure they are fully informed of HR objectives, purposes and achievements
7. Maintain awareness and knowledge of contemporary HR development theory and provide suitable interpretation to directors, managers and staff within the organisation
8. Contribute to the evaluation and development of HR strategy and performance in cooperation with the executive team
9. Ensure activities meet and integrate with organisational requirements for quality management, health and safety, legal stipulations, environmental policies and general duty of care

MY PROFESSIONAL DUTIES: